UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Impact of ethical leadership on organizational citizenship behaviour: Group and individual level mediators

By

William Lekgoa Mapena

15380883

Submitted in partial fulfilment of the requirements for the degree

Philosophiae Doctor with specialisation Leadership

in the

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

at the

UNIVERSITY OF PRETORIA

Supervisor:

Prof Derick de Jongh

MARCH 2023

DECLARATION

I declare that this Doctoral thesis, which I hereby submit for the degree PhD: Leadership at the University of Pretoria, is my own work and has not been submitted by me for a degree at another university.

WILLIAM LEKGOA MAPENA

Durban, South Africa

March 2023

DEDICATION

This thesis is dedicated to my parents especially my late mother Selina Mapena for instilling in me the values and principles of ethical leadership. Her teachings of the value of ethics and humbleness are ingrained in my being.

ACKNOWLEDGEMENTS

My sincere gratitude to my supervisor Prof. Derick de Jongh for the support, guidance and encouragement throughout the journey of my studies. His unfaltering belief, insight, unapologetic demand for quality research work and strict guidance provided the motivation to complete this thesis.

Thank you to Dr Sipho Manana for your ethical professional assistance with the process of securing permission to conduct my research at the state owned company. You conducted the process with the utmost professional.

Thank you to Ms. Nirasha Sampson for your professional assistance with the assistance to recruit participants for the research. Your patience assistance in the data collection for the research made this thesis possible. To all the officials who agreed to participate in the research, I am indebted to you for giving me your time to share your experiences and reflections.

Furthermore, thank you to the language editor for agreeing to edit the thesis on short notice, without the editing, this work could not have been completed within the timeframes.

In addition, I would like to thank my wife, Amanda, for her patience and understanding during my studies. Thank you for your honest and sincere attitude which contributed to my perseverance throughout this journey especially during the early days of the Covid-19 lock down.

I am grateful to my family, for their patience and understanding and allowing me to miss the important family gatherings and visits. Their support propelled me to the finishing line.

ABSTRACT

The proliferation of unethical behaviours and the various instances in which leaders have behaved unethically in the past decade have resulted in a series of negative impacts on their respective firms and organizations. This study examines the impact of ethical leadership on organizational citizenship behaviour (OCB) by focusing on individual and group level mediators between the two constructs. The field of ethical leadership and its influence on OCB is under researched. More specifically the extent to which individual and group level mediators promote OCB practices through ethical leadership. The study adopted a qualitative case study approach in the public sector with a focus on a state owned company (SOC), in the water services sector in South Africa. The study was anchored in social learning theory. The study found that the ethical leadership style of leaders positively impacts the OCB of employees in an organization. The study also identified the group level and individual level mediators that promote OCB in employees. The study furthermore found that there is no specific behaviour that can be categorized only as existing at a group level or at an individual level. The study expands the body of knowledge of ethical leadership and OCB through examining the mediating group level and individual level mediators between ethical leadership and OCB in the context of South Africa in the water sector. The study further contributes to the literature on possible sequential mediating effects of the ethical leadership–OCB relationship.

Keywords: Ethical Leadership, Organizational citizenship behaviour, Group level mediators, Individual level mediators, Water Services, Social learning theory, South Africa.

TABLE OF CONTENTS

DECLARATION I
DEDICATION II
ACKNOWLEDGEMENTS III
ABSTRACT IV
LIST OF TABLES XII
CHAPTER 1: INTRODUCTION AND BACKGROUND 1
1.1 INTRODUCTION 1
1.2 PROBLEM STATEMENT 2
1.2.1 Research objectives 3
1.2.2 Research questions 4
1.3 CONTRIBUTION OF THE STUDY 4
1.4 DELIMITATIONS AND ASSUMPTIONS 6
1.5 DEMARCATION OF THESIS 6
1.6 CONCLUSION 7
CHAPTER 2: OVERVIEW OF ETHICAL LEADERSHIP 8
2.1 INTRODUCTION 8
2.3 CONTEXTUAL RELEVANCE AND APPLICATION OF ETHICAL LEADERSHIP 11
2.4 DEFINING ETHICAL LEADERSHIP 13
2.5 CRITIQUE OF THE BROWM ET AL. DEFINITION OF ETHICAL LEADERSHIP 16
2.6 APPROACHES TO ETHICAL LEADERSHIP: THEORY, CULTURE, VALUES AND LEADER-FOLLOWERS 19
2.6.1 Role of theories in ethical leadership 19
2.6.2 Ethical leadership across cultures 22
2.6.3 Value-driven congruence 24
2.6.4 Leader-follower congruence 24
2.7 ETHICAL LEADERSHIP IN ORGANIZATIONS 26
2.7.1 Ethical organizational climate 26
2.7.2 Ethical behaviour 27
2.7.3 Ethical organizational identification 28
2.8 ETHICAL CONSCIENTIOUSNESS 30
2.9 CONCLUSION 31
CHAPTER 3: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR 32
3.1 INTRODUCTION 32

3.2 SUMMARY OF THE DEVELOPMENT OF OCB 33
3.2.1 Birth of OCB as a field of interest in promoting a positive and dynamic work place 35
3.2.2 Period relating to dimensions, knowledge age and increased understanding of OCB 36
3.3 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR 37
3.3.1 Defining OCB 37
3.3.2 Research interest in OCB 41
3.3.3 Criticism of OCB 44
3.3.4 Different studies on OCB 47
3.3.5 Benefits of studies OCB 48
3.3.6 Leadership styles and OCB 51
3.4 FOCUS ON THE DIEMSIONS OF OCB 53
3.5 ANTECEDENTS AS DRIVERS OF OCB 54
3.5.1 Task characteristics 55
3.5.2 Employee characteristic 57
3.5.3 Organizational conditions 58
3.5.4 Leadership behaviour 59
3.6 OCB DIRECTED AT INDIVIDUALS AND ORGANIZATIONS: ROLE AND INFLUENCE 62
3.6.1 OCB directed at individuals 62
3.6.2 OCB directed at organizations 63
3.7 ROLE OF MEDIATORS IN OCB 64
3.8 CONCLUSION 69
CHAPTER 4: METHODOLOGY 71
4.1 INTRODUCTION 71
4.2 THEORETICAL PARADIGM 72
4.3 RESEARCH DESIGN 74
4.3.1 Research model 76
4.3.2 Research strategy 78
4.3.3 Case study 79
4.4 SAMPLING 82
4.4.1 Context and unit of analysis of the study 83
4.4.2 Sampling methods 84
4.4.3 Sample size 88
4.4.4 Summary of overall sampling design 89
4.4.5 The case: The Water Board 89
4.5 DATA COLLECTION 91

4.5.1 Data collection method 91
4.5.2 Data collection method triangulation 97
4.5.3 The pilot 99
4.5.4 Data analysis 100
4.6 TRUSTWORTHINESS 104
4.6.1 Credibility 105
4.6.2 Transferability 106
4.6.3 Dependability 106
4.6.4 Confirmability 106
4.7 CONCLUSION 108
CHAPTER 5: DISCUSSION OF RESULTS 109
5.1 INTRODUCTION 109
5.2 THEME 1: THE IMPACT OF ETHICAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) 119
5.2.1 Sub-theme 1: Understanding ethical leadership 121
5.2.2 Sub-theme 2: Understanding OCB 124
5.2.3 Sub-theme 3: Effects of ethical leadership on OCB 128
5.2.4 Sub-theme 4: Impact of ethical leadership 131
5.3 THEME 2: THE GROUP AND INDIVIDUAL LEVEL MEDIATORS BETWEEN ETHICAL LEADERSHIP AND OCB 133
5.3.1 Sub-theme 1: Individual behaviour 134
5.3.2 Sub-theme 2: Group behaviour 137
5.3.3 Sub-theme 3: Influence of individual behaviour 140
5.3.4 Sub-theme 4: Influence of group behaviour 144
5.4 THEME 3: THE GROUP AND INDIVIDUAL MEDIATORS' EFFECTS TRIGGERING CHANGES IN OCB 147
5.4.1 Sub-theme 1: Influence of discretionary behaviour on employees 148
5.4.2 Sub-theme 2: Impact of discretionary behaviour on employees 151
5.5 THEME 4: THE GROUP AND INDIVDUAL MEDIATORS INFLUENCING FOLLOWERS TO TAKE RESPONSIBILITY AND ENGAGE IN OCB 155
5.5.1 Sub-theme 1: Influence of group and individual discretionary behaviour 156
5.5.2 Sub-theme 2: Influence of mediators on OCB 161
5.5.3 Summary 166
5.6 CONCLUSION 169
CHAPTER 6: DISCUSSION OF FINDINGS 170
6.1 INTRODUCTION 170
6.2 PRESENTATION OF RESEARCH FINDINGS 172
6.2.1 Brief background to the question as linked to the gap in the literature 173

6.2.2 Brief background to the research questions as linked to the theory 173
6.3 THE IMPACT OF ETHICAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR 176
6.3.1 Sub-theme 1: Understanding of ethical leadership 179
6.3.2 Sub-theme 2: Understanding of OCB 181
6.3.3 Sub-theme 3: Ethical leadership affecting the citizenship behaviour of employees in the organization 183
6.3.4 Sub-theme 4: ethical leadership promoting positive job satisfaction in the organization 185
6.3.5 Ethical leadership improving employee OCB in the organization 186
6.3.6 Summary 187
6.4 THE GROUP AND INDIVIDUAL LEVEL MEDIATORS BETWEEN ETHICAL LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR 188
6.4.1 Sub-theme 1: Individual behaviour promoting helping, loyalty, positivity and collectivism in the organization 190
6.4.2 Sub-theme 2: Group behaviour promoting helping, loyalty, positivity and collectivism in the organization 191
6.4.3 Sub-theme 3: Voluntary discretionary individual behaviours promoting OCB in the organization 192
6.4.4 Sub-theme 4: Voluntary discretionary group behaviours promoting OCB in the organization 194
6.4.5 Summary 195
6.5 THE GROUP AND INDIVIDUAL MEDIATOR'S EFFECTS, TRIGGERING CHANGES IN OCB 196
6.5.1 Sub-theme 1: The discretionary behaviours influencing an employee to be supportive, adheres to rules, volunteer and positively represent the organization 198
6.5.2 Sub-theme 2: The group and individual discretionary behaviours resulting in changes of employee OCB 199
6.5.3 Summary 200
6.6 THE GROUP AND INDIVIDUAL MEDIATORS INFLUENCING FOLLOWERS TO TAKE RESPONSIBILITY AND ENGAGE IN OCB 201
6.6.1 Sub-theme 1: The group and individual discretionary behaviours influencing how responsibility is discharged in the organization 203
6.6.2 Sub-theme 2: Mediators influencing employees' OCB 205
6.6.3 Summary 206
6.7 CONCLUSION 206
CHAPTER 7: CONCLUSION AND RECOMMENDATIONS 207
7.1 INTRODUCTION 207
7.2 SUMMARY OF FINDINGS 207

7.2.1 The understanding of ethical leadership and OCB 208
7.2.2 The group and individual level mediators between ethical leadership and OCB 210
7.2.3 The group and individual level mediator's effects, triggering changes in OCB 211
7.2.4 The group and individual mediators influencing followers to take responsibility and engage in OCB 213
7.2.5 Mediators influencing employees OCB 215
7.2.6 Impact of ethical leadership on OCB 216
7.3 CONTRIBUTION TO ETHICAL LEADERSHIP AND OCB RESEARCH 218
7.4 RECOMMENDATION FOR FURTHER RESEARCH 221
7.5 CONCLUSION.....222
LIST OF REFERENCES.....224
APPENDICES.....273
APPENDIX A: INTERVIEW SCHEDULE.....273
APPENDIX B: LETTER OF INTRODUCTION AND CONSENT 276

LIST OF FIGURES

FIGURE 3.1. ANNUAL QUANTITY OF OCB RESEARCH ARTICLES IN SCOPUS DATABASE FROM 1988-2019.....43

FIGURE 4.1: RESEARCH DESIGN-1.....74

FIGURE 4.2: RESEARCH DESIGN-2.....75

FIGURE 4.3: RESEARCH DESIGN-3: STEP-BY-STEP APPROACH.....76

FIGURE 4.4: MODEL OF THE RELATIONSHIP BETWEEN ETHICAL LEADERSHIP AND ORGANIZATION CITIZENSHIP 77

FIGURE 4.5: RESEARCH CONCEPTUAL FRAMEWORK.....77

FIGURE 5.1: OUTLINE OF RESULTS PROCESS.....111

FIGURE 5.2: QUOTATIONS AND CODES PER PARTICIPANTS.....116

FIGURE 5.3: SUB-THEME 1: UNDERSTANDING ETHICAL LEADERSHIP 121

FIGURE 5.4: CODES WITHIN SUB-THEME UNDERSTANDING ETHICAL LEADERSHIP.....122

FIGURE 5.5: SUB-THEME 2: UNDERSTANDING OF OCB 124

FIGURE 5.6: CODES WITHIN THE SUB-THEME UNDERSTANDING OF OCB.....125

FIGURE 5.7: SUB-THEME 3: EFFECTS OF ETHICAL LEADERSHIP ON OCB 128

FIGURE 5.8: CODES WITHIN THE SUB-THEME EFFECTS OF ETHICAL LEADERSHIP ON OCB.....129

FIGURE 5.9: SUB-THEME 4: IMPACT OF ETHICAL LEADERSHIP 131

FIGURE 5.10: CODES WITHIN THE SUB-THEME IMPACT OF ETHICAL LEADERSHIP.....132

FIGURE 5.11: SUB-THEME 1: INDIVIDUAL BEHAVIOUR 134

FIGURE 5.12: CODES WITHIN THE SUB-THEME INDIVIDUAL BEHAVIOUR.....136

FIGURE 5.13: SUB-THEME 2: GROUP BEHAVIOUR 137

FIGURE 5.14: CODES WITHIN THE SUB-THEME GROUP BEHAVIOUR.....138

FIGURE 5.15: SUB-THEME 3: INFLUENCE OF INDIVIDUAL BEHAVIOUR 140

FIGURE 5.16: CODES WITHIN THE SUB-THEME INFLUENCE OF INDIVIDUAL BEHAVIOUR 142

FIGURE 5.17: SUB-THEME 4: INFLUENCE OF GROUP BEHAVIOUR 144

FIGURE 5.18: CODES WITHIN THE SUB-THEME INFLUENCE OF GROUP BEHAVIOUR 145

FIGURE 5.19: SUB-THEME 1: INFLUENCE OF DISCRETIONARY BEHAVIOUR ON EMPLOYEES 148

FIGURE 5.20: CODES WITHIN THE SUB-THEME INFLUENCE OF DISCRETIONARY BEHAVIOUR ON EMPLOYEES 149

FIGURE 5.21: SUB-THEME 2: IMPACT OF DISCRETIONARY BEHAVIOUR ON EMPLOYEE 151

FIGURE 5.22: CODES WITHIN THE SUB-THEME IMPACT OF DISCRETIONARY BEHAVIOUR ON EMPLOYEE 153

FIGURE 5.23: SUB-THEME 1: INFLUENCE OF GROUP AND INDIVIDUAL DISCRETIONARY BEHAVIOUR 156

FIGURE 5.24: CODES WITHIN THE SUB-THEME INFLUENCE OF GROUP AND INDIVIDUAL DISCRETIONARY BEHAVIOUR 158

FIGURE 5.25: SUB-THEME 2: INFLUENCE OF MEDIATORS ON OCB 161

FIGURE 5.26: CODES WITHIN THE SUB-THEME INFLUENCE OF MEDIATORS ON OCB 163

FIGURE 5.27: SUMMARY OF RESULTS PER PARTICIPANTS 166

FIGURE 5.28: SUMMARY OF CODES GENERATED FROM PRE-DEFINED SUB-THEMES 168

FIGURE 6.1 OUTLINE OF THE DISCUSSION OF THE FINDINGS 170

FIGURE 6.2 ETHICAL LEADERSHIP PROPOSITIONS 174

FIGURE 6.3: CONCEPTUAL FRAMEWORK OF OCB 175

FIGURE 6.4 SUB-THEME 1 STRENGTH OF HIGH CODES 177

FIGURE 6.5 SUB-THEME 2 STRENGTH OF HIGH CODES 188

FIGURE 6.6 SUB-THEME 3 STRENGTH OF HIGH CODES 196

FIGURE 6.7 SUB-THEME 4 STRENGTH OF HIGH CODES 201

LIST OF TABLES

TABLE 3.1: DEVELOPMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR.....34

TABLE 3.2: SUMMARY OF BENEFITS OF OCB (LITERATURE 2020-2021).....50

TABLE 3.3: INDICATORS OF OCB DIMENSIONS 54

TABLE 3.4: SUMMARY OF OCB MEDIATORS FROM EMPLOYEE ANTECEDENT 66

TABLE 4. 1: RESEARCH PHILOSOPHICAL ASSUMPTIONS 73

TABLE 4.2: QUALITATIVE RESEARCH STRENGTHS AND WEAKNESSES 79

TABLE 4.3: RATIONALES FOR SELECTING A SINGLE CASE STUDY 79

TABLE 4.4: COMMON TYPES OF PROBABILITY AND NON-PROBABILITY SAMPLING METHODS 84

TABLE 4.5: ORGANIZATIONS INCLUSION AND EXCLUSION CRITERIA.....85

TABLE 4.6: ADVANTAGES AND DISADVANTAGES OF PURPOSIVE SAMPLING 87

TABLE 4.7: INDIVIDUAL PARTICIPANT'S INCLUSION AND EXCLUSION CRITERIA 88

TABLE 4.8: A SUMMARY OF THE PROPOSED SAMPLING DESIGN.....89

TABLE 4.9: SUMMARY OF STRENGTHS AND WEAKNESSES OF SEMI-STRUCTURED INTERVIEWS 92

TABLE 4.10: A SUMMARY OF INTERVIEW SCHEDULE WITH LITERATURE THEME 94

TABLE 4.11: A SUMMARY OF THE PILOT INTERVIEW.....99

TABLE 4.12: RESEARCH THEMES.....102

TABLE 4.13: MATRIX OF RESEARCH THEMES AND SUB-THEMES 103

TABLE 4.14: SIX STEPS OF THEMATIC ANALYSIS METHOD.....103

TABLE 4.15: STRATEGIES TO ENSURE TRUSTWORTHINESS.....107

TABLE 5.1: DIVISION FROM WHICH PARTICIPANTS WERE SELECTED.....112

TABLE 5.2: PARTICIPANT INFORMATION.....112

TABLE 5.3: PRE-DEFINED THEMES AND SUB-THEMES EMERGING FROM QUALITATIVE INTERVIEWS.....113

TABLE 5.4: THEMES AND SUB-THEMES EMERGING FROM QUALITATIVE FOCUS GROUP INTERVIEWS.....115

TABLE 5.5: ATLAS.TI SUMMARY OF RESULTS PER PARTICIPANTS.....115

TABLE 5.6: ATLAS.TI SUMMARY OF RESULTS OF CODE AGAINST PARTICIPANT AND FREQUENCY OF CODES....117

TABLE 5.7: OUTLINE OF THEME1: THE IMPACT OF ETHICAL LEADERSHIP ON OCB 119

TABLE 5.8: OUTLINE OF THEME 2: THE GROUP AND INDIVIDUAL LEVEL MEDIATORS....133

TABLE 5.9: OUTLINE OF THEME 3: GROUP AND INDIVIDUAL MEDIATORS' EFFECTS TRIGGER CHANGES....147

TABLE 5.10: OUTLINE OF THEME 4: THE GROUP AND INDIVIDUAL MEDIATORS INFLUENCING FOLLOWERS TO TAKE RESPONSIBILITY AND ENGAGE IN OCB 155

TABLE 6.1: SUMMARY OF THEME 1 CODES WITH FREQUENCY DENSITY....178

TABLE 6.2: SUMMARY OF SUB-THEME 1 CODES WITH FREQUENCY DENSITY 180

TABLE 6.3: SUMMARY OF SUB-THEME 2 CODES WITH FREQUENCY DENSITY 183

TABLE 6.4: SUMMARY OF SUB-THEME 3 CODES WITH FREQUENCY DENSITY 184

TABLE 6.5: SUMMARY OF SUB-THEME 4 CODES WITH FREQUENCY DENSITY 186

TABLE 6.6: SUMMARY OF THEME 2 CODES WITH FREQUENCY DENSITY....189

TABLE 6.7: SUMMARY OF SUB-THEME 1 CODES WITH FREQUENCY DENSITY 191

TABLE 6.8: SUMMARY OF SUB-THEME 2 CODES WITH FREQUENCY DENSITY 192

TABLE 6.9: SUMMARY OF SUB-THEME 3 CODES WITH FREQUENCY DENSITY 194

TABLE 6.10: SUMMARY OF SUB-THEME 4 CODES WITH FREQUENCY DENSITY...195

TABLE 6.11: SUMMARY OUTLINE OF THEME 3 CODES WITH FREQUENCY DENSITY....197

TABLE 6.12: SUMMARY OF SUB-THEME 1 CODES WITH FREQUENCY DENSITY...198

TABLE 6.13: SUMMARY OF SUB-THEME 2 CODES WITH FREQUENCY DENSITY...199

TABLE 6.14: SUMMARY OUTLINE OF THEME 4 CODES WITH FREQUENCY DENSITY....202

TABLE 6.15: SUMMARY OF SUB-THEME 1 CODES WITH FREQUENCY DENSITY...204

TABLE 6.16: SUMMARY OF SUB-THEME 2 CODES WITH FREQUENCY DENSITY...205

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Leaders in organizations are expected to display characteristics that exude values and principles of ethical leadership. Leaders are required to build a trusting relationship with their followers by engaging in behaviour that benefits the organization. The magnitude of scandals in recent times in which leader behaviour is linked to employee suicides, the demise or near demise of companies and abuses of power by business leaders, continue to be prevalent in organizational leadership circles (Nassif, Hackett & Wang, 2020:1). The demonstration of normative behaviour leads to the promotion of appropriate conduct to followers (Zoghbi-Manrique-de-Lara & Viera-Armas, 2019:195). A key thrust derived from this assertion is that leaders exude behavioural characteristic that influence followers to act ethically individually and organizationally (Schaubroeck, Hannah, Avolio, Kozlowski, Lord, Treviño, Dimotakis & Peng, 2012:1053). Lee, Choi, Youn and Chun (2017:47) posit that with the continued ethical scandals it has become increasingly aware that ethical leadership matters. Research studies have explicitly investigated follower behaviour that can contribute to an effective organizational climate (Qasim, Rizvi & Irshad, 2020:166). As a result, recent research suggests that ethical leadership has a positive impact on followers and organizations (Yam, Fehr, Burch, Zhang & Gray, 2019:676).

Brown, Treviño and Harrison (2005:120) “define ethical leadership, constitutively as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, and decision-making”. Ethical leadership in leaders is expected to display characteristics of ethical behaviour to followers (Mayer, Aquino, Greenbaum & Kuenzi, 2012:151). Ethical leadership behavioural studies in organizations illustrate a positive link to the ethical conduct of employees (Mayer *et al*, 2012:151). Ethical leadership theory indicates that interpersonal behavioural relationship among employees reinforces reciprocal conduct that tends to be followed by subordinates (Tourigny, Han, Baba & Pan, 2019:429). The influence and impact of ethical leadership may be reliant on other behavioural factors of subordinates which may include behavioural characteristics because individual behaviour

determines level of influence (Gok, Sumanth, Bommer, Demirtas, Arslan, Eberhard, Ozdemir & Yigit, 2017:258).

Organizational citizenship behaviour (OCB) is an important determinant factor that contributes to organizational effectiveness contributing towards the success of the organization (Zoghbi-Manrique-de-Lara & Viera-Armas, 2019:196, Yang & Wei, 2018:101). OCB is defined as personal behaviour that promotes the efficient functioning of the organization, but is discretionary and unrecognized by a formal reward system, directly nor explicitly (Thomas, Ambrosini & Hughes, 2019:2628). OCB enhances productivity and helps organizations to coordinate employees and organizational adaptability (Yam *et al.*, 2019:677). OCB in employees may be expressed by showing personal interest in developing the abilities of others for effective organizational performance (Yua, Louc, Engd, Yange & Lee, 2018:20). Shareef and Atan (2019:586) state that OCB is behaviour that is targeted to benefit the organization as a whole. Researchers have over the last two decades, made significant efforts to expand their understanding of OCB (Guiling, Panatik, Sukor, Rusbadrol & Cunlin, 2022:1).

1.2 PROBLEM STATEMENT

As far back as 2011, the leadership management style of state-owned companies (SOC) was raised as a contributor to poor performance of the SOCs. Persistent reporting of ethical scandals faced by organizations raised questions regarding how leaders influence the behaviour of followers in organizations (Sawitri, Suyono, Istiqomah, Sarwoto & Sinaryo, 2021:71). The ethical scandals are attributed to leader and follower behaviour in organizations.

There is less knowledge on how processes of ethical leadership trigger changes in employee behaviour in the organization (Tourigny *et al.*, 2019:438). Tourigny *et al.* (2019:438) is of the view that there is a lack of understanding of the process of how employees through ethical leadership to take responsibility and engage in OCBs. Research findings refer to why studying interrelationships of ethical leadership and OCB through analysis of factors at the group and individual level (Tourigny, 2019:438).

Ethical leadership is recognized as a predictor of OCB and it is suggested that by creating organizational mediators, ethical leadership influences OCB (Tourigny *et al.*, 2019:427-429). While these findings are valuable, they are less revealing of ethical leadership and its consequences (Tourigny *et al.*, 2019:428-429). Research about group and individual mediators have fallen short in terms of a more nuanced analysis of how ethical leadership influences citizenship behaviour (De Roeck & Farooq, 2018:924). Wang, Xu and Liu (2018:693), state that mediators can act either as transmitters of ethical behaviours or as inhibitors of unethical behaviours due to their role as linking-pins in the organization.

Despite the important role of mediators in behaviours, their nature in respect to ethical leadership and OCB has not received much research attention (Wang *et al.*, 2018:693). There is less information on how ethical leadership promotes OCB practices and less knowledge of possible sequential group and individual mediating effects of ethical leadership and OCB relationship (Tourigny *et al.*, 2019:428). While literature documents the roles of ethical leadership and OCB, it fails to identify the processes by which they influence each other across levels (Tourigny *et al.*, 2019:428). By exploring 'group level and individual level mediators', the contribution of ethical leadership to OCB will be evaluated (Lee *et al.*, 2017:48).

1.2.1 Research objectives

The objective was to determine the impact of ethical leadership on OCB by identifying the group level and individual level mediators in the water sector organization within the South African environment. The objective was attained by conducting the study in a state-owned company (SOC) that do business in the water environment in one of the provinces of South Africa. The focus was regarding the leaders influence on the behaviour of the follower by exploring the impact of ethical leadership behaviour of leaders on the OCB of followers. The investigation was conducted from the context of the 'leader-follower relationship' in determining the influence of social learning theory in the social construction of the relationship between the leader and the follower by understanding the role of mediation variables. The need to expand the knowledge of ethical leadership and OCB through the influence of mediation variables is based on the gap in the literature regarding the nature of mediators to behaviours in respect of ethical leadership and OCB.

1.2.2 Research questions

The primary research question is: What is the impact of ethical leadership on OCB?
The secondary research questions in answering the primary research question was:

1. What are the group and individual level mediators between ethical leadership and OCB?
2. How can the group and individual mediators' effects, trigger changes in OCB?
3. How are the group and individual mediators influencing followers to take responsibility and engage in OCB in the context of ethical leadership?

1.3 CONTRIBUTION OF THE STUDY

This study provides an understanding of the impact of ethical leadership on OCB by determining the group and individual level mediators in the field of ethical leadership and OCB. Ethical leadership is also conceptualized according to theoretical perspectives. Ethical leadership researchers clarify which ethical paradigms inform the theoretical foundations that undergird their research. Through social learning theory ethical leaders elicit ethical behaviours among followers by modelling ethical behaviour themselves. Social learning theory explains the influence of ethical leadership towards the subordinates to learn the appropriate behaviour through the process of role modelling by observing the behaviour of others (Aryati, Sudiro, Hadiwidjaja & Noermijati, 2018:236).

Social learning theory is useful to explain the relationship between ethical leadership and follower performance (Kia, Halvorsen & Bartram, 2019:1718). Ethical leadership is recognized as a predictor of OCB and it is suggested that through the creation of organizational mediators, ethical leadership influences OCB (Tourigny *et al.*, 2019:427-429). Researchers have made significant efforts to expand their understanding of OCB over the last two decades, (Guiling *et al.*, 2022:1). The importance of ethical leadership in OCB brings to the fore a critical need to comprehend the role of group and individual level mediators, in the relationship between ethical leadership and OCB. There is less information on how ethical leadership promotes OCB practices and less knowledge of possible sequential mediating effects of the ethical leadership–OCB relationship (Tourigny *et al.*, 2019:428).

It was discovered that while literature documents the roles of ethical leadership and OCB, it fails to capture the processes by which they influence each other across levels (Tourigny *et al.*, 2019:428). This study seeks to make a contribution to ethical leadership and OCB research by providing a new dimension on the use of mediation variables in research by specifically asking the participants what were the group level and individual level mediators influencing employees' OCB as a result of ethical leadership and OCB instead of using specific variables.

This study seeks to make a contribution to ethical leadership and OCB by expanding the understanding of the mediation constructions by exploring whether some mediation variables exist at both the group and individual level. Previous studies found that there was less information on how ethical leadership promotes OCB practices and less knowledge of possible sequential group and individual mediating effects of ethical leadership and OCB relationship (Tourigny *et al.*, 2019:428).

This study seeks to contribute to understanding how social learning theory influences the impact of ethical leadership on OCB based on the same mediation variable but at group and individual level of an organization. Research findings indicate the importance of studying the interrelationships between ethical leadership and OCB using explanatory factors at the group and individual level of analysis (Tourigny, 2019:438). Despite the important role of mediators on behaviours, their nature in respect to ethical leadership and OCB has received little attention from researchers (Wang *et al.*, 2018:693).

This study develops literature on ethical leadership and OCB by introducing the impact of ethical leadership on OCB in the water sector in the context of South Africa. Previous studies (De Geus, Ingrams, Tummers & Pandey 2020:262) found OCB to be a concept with a global reach concentrated in specific countries such as China, the USA and the UK but less represented in countries in Africa and Latin America. The study contributes to the gap in knowledge on how OCB impacts a public organization (De Geus *et al.*, 2020:259). The study also makes a contribution to knowledge of conducting a study through a research design focusing on a country in Africa. This provides new knowledge on the cultural and environment context of previous research findings related to the conceptual definition of both

ethical leadership and OCB and how the impact is viewed across different cultures and environments.

1.4 DELIMITATIONS AND ASSUMPTIONS

The study is limited to interviews with employees about the behaviour of other employees in the organization. The purpose of the study was to explore the experiences of employees because of the actions of other employees through behavioural constructions. The researcher focused on the behavioural constructions from an individual and group level perspective and not from an organizational perspective. That the organizational perspective emerged in the findings becomes situational consideration and not the underlying assumptions of the study.

The researcher used the critical realism philosophical lens in undertaking the research study. The researcher assumed that objective reality existed independently of individual perception however recognized the role that individual subjective interpretation plays in defining reality. The researcher further used a qualitative research method adopting interpretivism as philosophical approach. The approach and therefore the impact of ethical leadership on OCB is determined by analysing the perspectives of the participants. The methodological approach is determined by the objective of the investigation as presented in chapter 4. The methodological approaches do not result in generalising the findings but transferability to similar contexts of the findings is supported.

1.5 DEMARCATION OF THESIS

The research study consists of seven chapters. This first chapter focuses on the introduction and background to the study. The chapter also focuses on the gap in literature and the theoretical framework of the study. A discussion on ethical leadership and OCB is covered in the next two chapters. Chapter 2 discusses the development of ethical leadership literature focusing on its conceptualization, the contextual relevance and application, the critique of the concept, organizational ethical climate and organizational identification. The chapter concludes by discussing ethical leadership mediators. Chapter 3 discusses the evolution and development of OCB focusing on the dimensions of OCB, antecedents as

drivers of OCB, OCB directed towards individuals, OCB directed towards the organization and the ability of mediators to influence OCB.

Chapter 4 presents the methodological process followed in conducting the research study. The chapter reflects the philosophical assumptions of the research and the research approach that is used in the form of the research design. It also presents the sampling method, data collection, data analysis. Chapter 5 focuses on the findings in the data analysis gained from the qualitative study. The chapter interprets the research findings, presents the findings based on the inductive thematic analysis, and discusses the overarching themes that emerged from the literature review on ethical leadership and OCB within the context of pre-defined themes. Chapter 6 presents a discussion of the findings of the qualitative study as discussed in chapter 5. Chapter 7 discusses the conclusion and recommendations in order to determine whether the research questions were answered.

1.6 CONCLUSION

The purpose of this chapter was to provide an introduction and background to the study of the impact of ethical leadership on OCB through understating the group level and individual level mediators. The chapter presented the rationale for the study by outlining the problem statement and the research objectives. The contribution of the study in enhancing the body of knowledge of ethical leadership and OCB was discussed through the lenses of mediating variables that influence the impact of ethical leadership on OCB. The research design, the quality of the research and the ethical considerations were set out in this chapter. Finally, a chapter outline of the thesis was provided.

In the next chapter (chapter 2) the theoretical perspective of the study is discussed in which it focuses on ethical leadership. Ethical leadership is viewed from the context of the development of the conceptualization and the influence it has on organizational behaviour. Chapter 2 also discusses the relevance and application of ethical leadership through defining ethical leadership and analysing the criticism raised against the definition of ethical leadership. In contextualizing ethical leadership, theory, role of ethical leadership and ethical conscientiousness in organizations are explored through the overview of ethical leadership.

CHAPTER 2: OVERVIEW OF ETHICAL LEADERSHIP

2.1 INTRODUCTION

Irrespective of the immense interest in and efforts to develop leadership approaches that enhance ethical practices in organizations, the persistence reporting of leadership scandals in various leadership circles highlights the need for organizations to understand the importance of the value of ethical standards (Lee, Cho, Baek, Pillai, & Oh, 2019:822). Kim and Vandenberghe (2020:515), for instance, posit that the continued scandals in various organizations display the importance of ethical behaviour. Ahmad, Ahmad, Islam and Kaleem (2020b:1323) similarly concludes that 'as a result of ethical failures in the business environment, the importance of ethical behaviour exemplified by organizational leaders has heightened'. Waheed *et al*., (2019:624), draw attention to the importance of ethical behaviour and the conduct of leaders as essential prerequisites for effective organizational change. In this regard, Li and Bao, (2020:155) found that organizations rely on employees to discharge positive behaviours that contribute to organizational growth. In support of this view, Ahmad *et al.*, (2020b:1323) points out that, "contemporary organizations are re-evaluating their strategic discernment along the lines of ethical leadership in order to enhance business sustainability". Waheed *et al.*, (2019:624-625) are of the view that leaders cannot achieve mutual benefits for employees unless they themselves act ethically. Ethical leadership is therefore recognised as a notable style of organizational leadership that has effects on followers' attitudes and behaviours (Ahmad *et al.*, 2020b:1323).

Ethical leadership plays an important role in promoting desirable follower behaviours including organizational behaviour (Afsar & Shahjehan, 2018:775). Hoch, Bommer, Dulebohn & Wu (2018:506) are of the view that ethical leadership focuses on the ethical dimension of leadership rather than including ethics as an ancillary dimension. This assertion highlights the impact of ethical leadership on leader behaviour (Li & Bao, 2020:155). Byun, Karau, Dai and Lee (2018:44) posit that 'over the past decade ethical leadership studies have grown rapidly and the focus has been on the impact that ethical leadership has on the organizational behaviour of followers'. According to Byun *et al*. (2018:44) ethical leadership contributes to improving desirable follower behaviour. However, the problem with this proposition is whether ethical leadership is the preferred attribute of leaders considering the continued incidents of unethical behaviour (Hoch *et al*., 2018:506).

Li and Bao (2020:155) indicate that ‘after the recent spate in leadership scandals and examples of moral failure, there has been an increase in research on ethical leadership and its effects on followers’ attitudes and behaviours’. Ahmad *et al.*, (2020b:1323) concurs by alluding that the rise of ethical failures by leaders, especially within the business environment in recent years, has increased the importance of ethical behaviour in organizations.

Leadership scholars have written extensively about leaders ethical behaviour, and moreover ethical leadership owing to the significant and critical role it plays in organizations (Ahmad *et al.*, 2020b:1324). The behaviour of leaders is important in order to address the ethical failures experienced by organizations and ethical behaviour of leaders is a catalyst to get followers to do what is right (Banks, Fischer, Gooty & Stock, 2020:1). Citizens are demanding that authorities practise and be seen to practise ethical leadership and demonstrate that the individual and organizational members are able to root out ethical misconduct (Wilson & McCalman, 2017:151). An organization led by ethical leaders will have a mutual relationship of trust between subordinates and the organization (Kang & Zhang, 2020:1053). Goswami, Agrawal and Goswami (2021:121) maintain their view that it is important for an organization to have continuous consciousness of ethical attitudes and behaviour in the workplace. Goswami *et al.* (2021:122) further state that ‘ethics is the core of leadership because if leaders are unethical, they will cause their organization, company, or institution to collapse’. Different organizational leadership styles are discussed in the literature on leadership, for example authentic, transformational, servant, ethical leadership and others that exhibit ethical values and attributes (Magalhães, Santos & Pais 2019:347).

Kim and Vandenberghe (2020:515) are of the view that because of the surge in ethical concerns in organizations, research in understaning ethical leadership and its ramifications has also increased. Ahmad *et al.* (2020b:1323) posit that ethical leadership is recognised as an outstanding organizational leadership style. Kang and Zhang (2020:1053) also indicate that ‘substantial research has examined the pivotal role of ethical leadership in generating employee outcomes’. Kang and Zhang (2020:1054) further posit that ethical leadership cultivates a reputation for leaders that shows moral traits that influence the behaviour of subordinates. Hoch *et al*. (2018:506) argue that ethical leadership can be reflected traits of leaders that that influence the consequences of people’s actions. Li and

Bao (2020:155) have found that ethical leadership has ability to encourage positive behaviours. Krisharyuli, Himam and Ramdani (2020:2) write that organizations led by ethical leaders produce positive behaviours that influence follower behaviour. Grobler and Holtzhausen (2018:2) mention that ethical leaders foster good relationships with employees and other stakeholders.

Research further shows that ethical leaders of public and private organizations have the ability to create ethical conditions for subordinates and supervisors by using positive behaviours (Krisharyuli *et al.*, 2020:3). Ahmad *et al.* (2020b:1324) state that "the existence and efficacy of ethical leadership in organizations have attracted massive attention in the twenty-first century". Fu, Long, He and Liu (2020:3) state that ethical leadership as part of effective leadership drives positive participation of employees in the organization. Grobler and Holtzhausen (2018:1) associate ethical leadership with effective oversight produced from trust earned by displaying ethical conduct.

Kang and Zhang (2020:1053) posit that 'substantial research has examined the pivotal role of ethical leadership in generating employee outcomes'. Ethical leadership has been considered by research in various aspects, however it is largely described at the extent of the conduct of a leader is appropriate (Banks *et al.*, 2020:1). Nemr and Liu (2021:3) indicate that normatively appropriate behaviour exhibit conduct that is honest, loyal, based on integrity, decision-making that is based on virtue and the ability to influence followers. Islam *et al*. (2020:2) write that normative appropriate behaviour is associated with leaders who are ethical individuals with high veracity ethical standards. Lee *et al*. (2019:829) conclude that a follower's attachment to the organization is derived from learning normative behaviour from the leader.

Wilson and McCalman (2017:151) contend that leadership ought to move towards ethicality. However, Banks *et al*. (2020:2) are of the view that the heavily studied ethical leadership is poorly understood as a leadership concept. Thus, a conceptualization of ethical leadership defined from the perspective of authoritative sources is important. This chapter will focus on the conceptualization of ethical leadership and summarize the views of different authors found in the literature on ethical leadership. The primary objective is to understand the views of the different authors and to analyse their perspectives on ethical leadership. Furthermore,

the chapter will review the criticism of the definition of ethical leadership. The intention is to understand the different variables linked to ethical leadership. The chapter will further focus on the contextual relevance of ethical leadership in light of the increasing challenges leadership face. The purpose will be to contrast the views on the relevance of ethical leadership against the emergence of literature dealing with the increase of unethical behaviour. Finally, ethical leadership in organizations will be discussed. The intention is to discuss some ethical leadership antecedents that influence leadership behaviour.

2.3 CONTEXTUAL RELEVANCE AND APPLICATION OF ETHICAL LEADERSHIP

Kim and Vandenberghe (2020:515) write that, 'because ethical concerns have surged in organizations, many researchers have become interested in understanding ethical leadership and its implications'. In this regard, Kaffashpoor and Sadeghian (2020:1) maintain that the emerging ethical leadership provides the impetus for individual and management efficiency in organizations. Ethical leadership is recognized as a predictor of organizational citizenship behaviour and it is suggested that through the creation of organizational mediators, ethical leadership influences organizational citizenship behaviour (Tourigny, Baba & Pan, 2019:427-429).

Ethical leadership is expected to display characteristics of ethical behaviours in followers (Mayer, Aquino, Greenbaum & Kuenzi 2012:151). Ethical leadership behavioural studies in organizations illustrate a positive link to employee ethical conduct (Mayer *et al.*, 2012:151). Ethical leadership theory indicates that interpersonal behavioural relationship among employees reinforces reciprocal conduct that tends to be followed by subordinates (Tourigny *et al.*, 2019:427-429). Understanding ethical leadership from a societal context perspective because ethical leaders have the potential to influence employees' behaviours as a result of their moral and ethical conduct (Ahmad *et al*., 2019:102). Lee *et al*. (2019:838) are of the view that because of the continued reports of corporate scandals ethical leadership has assumed centrality in the corporate environment.

The role of leaders in promoting desirable and appropriate conduct through interpersonal relationships with their followers has been highlighted through conceptual and empirical research (Bush, Welsh, Baer & Waldman, 2020:2). By setting clear ethical standards ethical

leaders regulate their followers' behaviour (Miao, Eva, Newman, Nielsen & Herbert, 2019:4). Ethical leaders evaluate their moral and development actions that can positively influence their followers (Miao *et al.*, 2019:4). The ethical leadership concept is premised on the perspective that followers should achieve set objectives by moral means (Demirtas, Hannah, Gok,Arslan & Capar, 2017:185). Furthermore, the moral focus of ethical leadership through leaders' moral conduct influences the conduct of followers in organizations for the greater good (Gok, Sumanth, Bommer, Demirtas, Arslan, Eberhard, Ozdemir & Yigit, 2017:260).

The phenomenon of ethical leadership is viewed by ethical leadership theory as a product of individual characteristics and situational influence, which include moral reasoning and moral context respectively (Demirtas *et al*., 2017:185). Social learning theory (SLT) and social exchange theory (SET) has been used the most in studies that explain how ethical leadership affects follower behaviour (Demirtas *et al*., 2017:185). Ethical leadership, as grounded in SLT, suggests that by observing the actions of significant others people learn appropriate behaviours (O'Keefe, Howell & Squires, 2019:2-3). Researchers use SLT to portray how ethical leaders engage in ethical conduct through communication and role playing with followers to direct their behaviour towards adopting ethical behaviour and practising it throughout the organization (Ko, *et al.*, 2018). Ethical leadership encourages positive behaviour in followers (Abu Bakar & Omillion-Hodges, 2019:55). Ethical leadership has frequently been studied for its impact on employee outcomes on organizational behaviour (Valle, Kacmar & Andrews, 2018:665). As a result, ethical leadership is viewed to be reflected by specific behaviours, through which the organization's ethicality by the leader promotes and shapes the organizational environment to make it more ethical and value based (Gok *et al.*, 2017:260).

The conceptualization of ethical leadership resulted in the constitutive ethical leadership definition, "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Ahmad, Fazal-e-hasan & Kaleem, 2020b:1992). The component of the definition implies that leaders who are perceived to be ethical leaders model conduct that followers consider to be conduct that is appropriate (Brown, Treviño & Harrison, 2005:120). The definition encompasses aspects of: (a) a moral person dimension, and (b) a moral leader dimension (Pasricha, Singh & Verma,

2017:943); (Badrinarayanan, Ramachandran & Madhavaram, 2018:900). The two dimensions of the definition also point out key behavioural characteristics of ethical leadership (Miao, *et al.*, 2019:4).

The first dimension is that ethical leaders demonstrate "normatively appropriate" behaviours suited to the context they are operating in (Miao *et al.*, 2019:4). Zhang *et al*. (2019:20) point out that ethical leadership affects the collective norms and employee's ethical cognitions that guide employee behaviours. Lin, Yip, Ho & Sambasivan (2020:62) add that, 'ethical attributes are important in order to predict outcomes such as the perceived effectiveness of leaders, job satisfaction, dedication, overall management stability and performance'. The second dimension is that ethical leaders attracts followers' attention to ethical affairs in the organization (Miao *et al.*, 2019:4). Kaptein (2019:1135) posits that research has found that leaders who have had ethical role models are more likely to become ethical leaders. Kaptein (2019:1136) further argues that ethical leadership does not only follow ethics but leads it. The two dimensions resonate with the belief that ethics and appropriate behaviour represent a critical component of effective leadership and leaders are responsible for promoting ethical climates and behaviour (Hoch *et al*., 2018:506). Waheed *et al*. (2019:628) conclude that ethical leadership is the sum of distinct but interconnected components of ethical behaviours and practices that promote normatively appropriate behaviours and values.

2.4 DEFINING ETHICAL LEADERSHIP

The focus on ethical leadership has been based on the belief that ethics represent a critical component of effective leadership in which leaders are responsible for promoting ethical climates and behaviour in organizations (Hoch *et al*., 2018:506; Kaptein ,2019:1135). Saha, Shashi, Cerchione, Singh & Dahiya. (2019:409) posit that 'in the last decade, the literature on ethical conduct appeared to be influenced by the debate on ethics as a fundamental requirement of leadership affecting the ability of employees to understand and manage the organization'. Lin *et al.* (2020:62) also emphasize "the role of ethics in leadership by alluding that, in the digital economy, important issues that are currently being examined are enterprise ethics and it is believed that leaders need to establish ethical behaviour to continue operating accountable businesses". Ahmad *et al*. (2020:1-2) also indicate that ethical leaders are trustworthy and legitimate role models who act in a moral sound way that

conveying the importance of ethics. In addition, Dust, Resick, Margolis, Mawritz & Greenbaum (2018:571), for instance, indicate that ethical leaders are guided by internal ethical principles and demonstrate considerations that establish ethical expectations that reflect the best interests of their employees and their organizations. Kaptein (2019:1136) argues that ethics lies at the heart of leadership and it is the central task of leadership. Lin *et al.* (2020:62) are of the view that it is important to note that the rules of engagement have changed dramatically as leaders are now frequently and repeatedly asked about their roles in managing ethical issues.

Ethical leadership is perceived as influential between leader and follower and, moreover, ethical leadership is viewed as having the attribute to inspire others (Magalhães *et al*., 2019:348). Although ethical leadership has been defined and the various definitions cited in various literature on leadership studies in the past decade, incidents of unethical behaviour continue to be on the increase (Lee *et al*., 2019:822). Therefore, it is important to expound upon the conceptual definition of ethical leadership to clearly comprehend ethical leadership as a construct (Banks *et al*., 2020:1). Yulk *et al*., (2013:38) were of the view that ethical leadership as a construct domain was broad. Several different types of values may be relevant to the ethical leadership construct and may account for incremental variance in employees' different work and attitude-related outcomes (Ahmad & Gao, 2018:1993). Ethical leadership and its related constructs are conceptualised according to various contexts (Wang *et al*. 2018:106-107). Shakeel *et al*., (2020:1) suggest that analysis of literature points to different views on ethical leadership conceptualization. Banks *et al*. (2020:1), on the other hand, posit 'that existing conceptualizations conflate ethical leader behaviours with followers' evaluations of leaders' characteristics, values, traits, and followers' cognitions'. In most instances ethical leadership literature is largely based on perceptions of leader behaviours and leader value evaluations mixes, and these are subject to retrospective biases (Banks *et al*., 2020:2). On the contrary, Kim and Vandenberghe (2020:520) prefer to conceptualize ethical leadership at the team level. They view the conceptualization of ethical leadership as a social concept (Kim & Vandenberghe, 2020:520). This view suggests that team members who work in the same team perceive similar ethical leadership effects (Lin *et al*., 2020:63).

Ethical leadership is sometimes referred to as ethical leader behaviour, leadership ethics, moralized leadership, responsible leadership, and managerial ethical leadership (Kaptein, 2019:1136). The seminal research work on the concept of ethical leadership as adopted and used by researchers in the field of leadership was first introduced by Treviño *et al*. in 2003 (see Mitropoulou, Tsaousis, Xanthopoulou & Petrides, 2019:1-2). In 2005 Brown *et al*. then further conceptualised ethical leadership by identifying two fundamental elements: first, that "ethical leaders use ethical standards and second, that ethical leaders aim at promoting those standards to followers" (Mitropoulou *et al.*, 2019:2). From this perspective two approaches were distinguished, a philosophical approach and a social scientific approach (Liu, Chiang, Fehr, Xu & Wang, 2017:345).

Firstly, the philosophical approach looks at how leaders behave through normative models of a leader's virtues, values and responsibilities (Liu *et al.*, 2017:345). The centrality of ethical leadership is the leaders' ability to normatively behave appropriately and how that behaviour influences followers (Lee & Ha-Brookshire, 2018:824). Ethical leadership is also centred on how leaders seek followers' voices and inputs for concerns regarding ethical behaviours (Lee & Ha-Brookshire, 2018:824). This relationship of behaviour and follower conduct occurs as a result of the interconnectedness of ethical behaviours and practices (Waheed, *et al*., 2018:626).

Secondly, the social scientific approach looks at how ethical leaders model behaviour in the organizational context (Liu *et al.*, 2017:345). As a consequence of the belief that leaders display behaviour of the highest standard through credible and legitimate means, followers tend to emulate their conduct in the organization (Ahmad, *et al.*, 2020a). Goswami *et al.* (2020:125) defined "ethical leadership as "a social practice by which professional judgment is autonomously exercised". Most research studies on ethical leadership have relied upon a philosophical perspective, focusing on the question of how leaders ought to behave in order to influence the behaviour of followers.

Lin *et al.* (2020:62) indicate that "ethical leadership is defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making". This definition was conceptualised by Brown *et al*. in

2005. According to Ahmad *et al*. (2020:1324), this is currently the most cited definition of ethical leadership. The definition embodies two broad dimensions of an ethical leader: (a) a moral person dimension, and (b) a moral leader dimension (Kaptein, 2019:1135; Keck *et al*., 2020:478).

Magalhães, *et al*. (2019:349) posit that the conceptual definition of ethical leadership as proposed by Brown *et al*. (2005) is the most widely cited definition. Grobler and Holtzhausen (2018:2) also indicate that the widely used ethical leadership definition in literature is on the work of Brown *et al*. (2005). Similarly, Magalhães *et al*. (2019:347) state that the conceptualization of ethical leadership by Brown *et al*. (2005) is widely adopted among researchers. Kaffashpoor and Sadeghian (2020:2) concur "ethical leadership is defined as the confirmation and advancement of normatively suitable personal and interpersonal behaviour in two-way communications, reinforcement and decision-making". Ethical leadership is more helpfully construed as leadership for the purpose of ethicality more so than leadership in the context of ethicality (Wilson & McCalman, 2020:152). Ethical leadership definition in research has been suggested to be influenced by the constitutive definition of ethical leadership of Brown *et al*. (2005).

2.5 CRITIQUE OF THE BROWM ET AL. DEFINITION OF ETHICAL LEADERSHIP

Extensive research on ethical leadership evolves from the work of Brown *et al*. (2005), (Lin *et al*., 2020:62). Brown *et al*. (2005) argued that "employees tend to emulate the ethical behaviour of their managers and leaders because they provide credible and legitimate attributes" (Ahmad *et al*., 2020:1325). Goswami *et al*. (2021:125) posit that ethical leadership constitutes a resource rooted in ethical dimensions. The literature review identifies the definition of ethical leadership by Brown *et al*. (2005) as popular and a widely used definition (Banks *et al*., 2020:2). However, Banks *et al*. (2020:2) note "that ethical leadership is heavily studied and poorly understood from a behavioural lens".

Despite the wide use of Brown *et al*.'s definition, there is some criticism of this definition in the leadership discourse (Kaptein, 2019:1138-1139). Banks *et al*. (2020:1) are of the view that irrespective of the general use of this definition of ethical leadership, critical issues remain unaddressed that have both theoretical and practical implications. The criticism is

not only intended for Brown *et al*.'s definition but is extended to the ethical leadership construct. Kaptein (2019:1138-1139) indicates that there are four points of criticism in this regard. The first criticism is that the ethical leadership concept by Brown *et al*. is only descriptive and by describing prevailing moral norms, does not allow for a critical justification of what is ethically correct (Kaptein, 2019:1138-1139). The second criticism is that the definition is too vague and does not specify which norms ethical leaders can refer too (Kaptein, 2019:1138-1139). Ethical leadership researchers have downplayed the role of other, less studied elements of morality, such as loyalty (Fehr, *et al.*, 2015:191). Fehr *et al.* (2015:182) also note that the current definition focuses only on a narrow slice of the moral domain which provides an unstable foundation on which to build a comprehensive theory of ethical leadership. A criticism that arises is that the definition of ethical leadership focuses too much on the interpersonal angle of leadership instead of analyzing how leaders influence followers through setting ethical goals (Kaptein, 2019:1137-1138).

The third criticism is related to the ethical leadership scale (ELS) that Brown *et al*. developed to measure ethical leadership (Kaptein, 2019:1137-1138). The criticism points out that the scale includes measurement items that are not related and relevant to ethical leadership such as listening to what employees have to say and having the best interest of the employee in mind (Kaptein, 2019:1137-1138). A significant point of interest is that Brown *et al*. admitted that these two items were more pertinent to a consideration-oriented leadership style than an ethical leadership style (Kaptein, 2019:1137-1138). The fourth criticism is that the ELS is not multidimensional whereas ethical leadership is a multidimensional construct (Kaptein, 2019:1137-1138). This therefore means by using a scale that is not multidimensional on a multidimensional construct might produce unreliable results.

Furthermore, Shakeel *et al*. (2020:3) maintain that the constitutive definition of ethical leadership lacks a number of contemporary values. In this regard the points of criticism that are raised relate to stakeholders that are not defined, the lack of consideration for empowerment, the ambiguity in normative appropriateness, the lack of role clarification and the need for leader learning (Banks *et al*., 2020:2). These contemporary values are regarded as limitations to the definition of ethical leadership as defined by Brown *et al*. (Shakeel *et al*., 2020:3). Lei *et al*. (2020:850) are of the view that, in particular, this limitation creates a gap regarding the mechanism from which ethical leadership mediates the relationship

between specific aspects of organizational behaviour. Zhang *et al*. (2020:666) argue that the limited understanding of its causes might make it difficult and might blind the efforts of organizations towards encouraging ethical leadership.

Several scholars, such as Den Hartog (2015), Frisch & Huppenbauer (2014) and Voegtlin (2016) are also of the view that the ethical leadership definition by Brown *et al*. (2005) lacks clarity on external stakeholders (Shakeel *et al*., 2020:3). Their view is premised on the finding that the definition does not mention external stakeholders. Hartog (2015:412) also stated that other stakeholders, such as customers or members of society, are not explicitly included in the definition by Brown *et al.* Hartog (2015:412) points out that external stakeholders can influence the behaviour of followers in an organization. On the other hand, the constitutive definition also lacks consideration for empowerment. The argument is that empowerment allows for the dual participation of the follower. Empowerment is an important element of the moral manager.

There are also concerns present in other studies such as Frisch and Huppenbauer (2014) and Den Hartog (2015) about the use of the "term 'normatively appropriate". The argument is based on the fact that norms may vary across organizations and industries and that there is no identification regarding who sets these norms (Shakeel *et al.*, 2020:3). Den Hartog (2015:412) also indicated that "the definition focuses on normatively appropriate conduct, a term that is vague, because norms vary across organizations, industries, and cultures". The constitutive definition also lacks focus in addressing the need for leader learning, which is an important aspect of leadership. Shakeel *et al.* (2020:3) argue that Brown *et al*. (2005) overlooked the 'importance for self-improvement' through learning by the ethical leaders themselves as well as the followers. Kaptein (2019:1136) contends that "contrary to Brown *et al.*'s (2005) suggestion, an ethical leader is not only a moral person and a moral manager but is also a moral entrepreneur who creates new ethical norms".

Irrespective of the criticism one can conclude that there is still much interest in ethical leadership and how it influences organizational behaviour (Tourigny, *et al.*, 2019:429). Organizations are repurposing their orientational strategic development along the lines of ethical leadership to enhance organizational behaviour (Ahmad *et al.*, 2020b). Thus, ethical leadership is recognized as a style of organizational leadership for the advancement of the

organization (Ahmad *et al.*, 2020b). Ethical leadership has been considered central in encouraging ethical organizational climate towards change and leaders need to demonstrate ethical behaviours in order to influence others to change (Waheed & Yang, 2019:629).

2.6 APPROACHES TO ETHICAL LEADERSHIP: THEORY, CULTURE, VALUES AND LEADER-FOLLOWERS

Latta and Clottey (2020:83) point out "that recent reviews of ethical leadership note the predominance of a normative perspective on defining and operationalizing ethical leadership". Theory, culture, leader-follower and values are intrinsic in understanding the relationship between ethical leadership and organizational behaviour (Wang *et al.*, 2018:105-106).

2.6.1 Role of theories in ethical leadership

Ethical leadership is also conceptualised according to theoretical perspective. Theorists have provided potential justification for the ethical/moral values–based leadership (Hoch *et al.*, 2018:502). Latta and Clottey (2020:83) write that ethical leadership researchers clarify which ethical paradigms inform the theoretical foundations that undergird their research. For the purpose of this section a brief summary of some of the most cited theories in the field of ethical leadership will be summarized. The intention is to discuss and link the theory underpinning the research questions related to the impact of ethical leadership on organizational citizenship behaviour (OCB) through understanding the individual and group level mediators.

2.6.1.1 Social cognitive theory (SCT)

The SCT "originates from the health sciences and describes a human agency model in which individuals proactively self-reflect, self-regulate and self-organise" (Otaye-Ebede *et al.*, 2020:613). Zhu *et al*. (2018:61) indicate "that social cognitive theory has been widely used to explain the relationships between the external environment, cognitive factors, and behaviours". According to Otaye-Ebede *et al*. (2019:613), SCT "estimates the ability of an

individual to engage in targeted behaviour, based on internal and external parameters and their interrelationships". According to Zhu *et al*. (2018:61) the SCT theory states that when observing others' behaviours, individuals undergo a role modeling and learning process that determines their future conduct. Social cognitive theory influences the individuals social learning process that enhances the ability to engage in ethical leadership.

2.6.1.2 Social information processing theory (SIPT)

The SIPT "suggests that employee behaviours are influenced not only by the information derived from their direct supervisors, but also by the information enacted from the organization as a whole" (Gao & He, 2017:295). Gao and He (2017:295) suggest "that ethical leadership interacts with employee perception of organizational distributive justice to influence employee and individual work attitudes and behaviours are, to a large extent, a result of individual enactment of the processed information from the social environment rather than individual predispositions".

2.6.1.3 Theory of planned behaviour (TPB)

The TPB suggests that individual behaviour is driven by the person's behavioural intentions, which depend on the extent to which those individuals have a favourable attitude towards that behaviour, a favourable subjective norm and a greater perceived behavioural control in the occurring situation of that particular behaviour (Rahaman *et al*.,2019:737). Rahaman *et al*., (2021:737) indicate that "the behavioural intention, which is preceded by actual behaviour, indicates, how hard people are willing to try, of how much of an effort they are planning to exert, in order to perform the behaviour". TPB suggests that individuals will adopt ethical behaviour if their intentions are premised on ethical leadership.

2.6.1.4 Social exchange theory (SET)

SET is the basis of the desirable of social relationship and from the social exchange perspective, individuals in different societies have created social exchange relationship between people (Halbusi *et al.*, 2021:12). Halbusi *et al*. (2021:12) further indicate that, "the social exchange relationship is interdependent and that depends on the actions of a person

based upon the actions of two parties the commitment is generated and the quality of the relationship established in a certain condition when the leaders acts ethically with their subordinates, employees returns and show a great level of behaviours". SET affects the behavioural relationship between subordinates and their leaders positively through ethical leadership.

2.6.1.5 Social learning theory (SLT)

Since its inception, social learning theory has been used in a variety of academic fields, including information systems, organizational studies, and media and communication studies, with one area in particular being natural resource management, where social learning through collaborative, participatory activities results in changes in thinking and management (Dooley,2020:3).

Humans learn through observation, according to the social learning theory. It is further said that by keen observation and surveillance, employees hone their skills and talents to achieve the goals they have (Zeb, Goh, Javaid, Khan, Khan, and Gul, 2022: 430). According to the social learning theory, those who serve as the primary source of a person's positive and negative reinforcement will have the biggest impact on that person's behaviour (Shadmanfaat, Howell, Muniz, Cochran, Kabiri, and Fontain ,2018:2).

Participation in social learning theory has been operationalized to represent a change in internal-reflective processes, which may potentially generate transformative learning. Social learning has been widely embraced and altered as a theoretical frame in various areas of research, often suggesting a process involving groups of people coming together and learning around a shared aim (Dooley,2020:2).

Observing individuals, according to social learning theory, can help you learn new behaviours. Individuals perceive and engage with one another, and they replicate behaviours witnessed during the interaction process (Le & Hancer,2021:514). According to Koutroubas and Galanakis (2022:315), social learning theory focuses on how people learn by copying or watching others through modelling influences and explains human behaviour through a person's mental skills, such as information processing, to react to these modelling effects. It goes on to discuss how these processes might alter personalities and says that

both persons and other people can have an impact on one another (Koutroubas & Galanakis, 2022:315).

SLT "suggests that ethical leaders elicit ethical values, attitudes, and behaviours among followers by modeling ethical behaviour (a moral person) and proactively pushing ethical standards through the use of position power" (a moral manager), (Verdorfe & Peus, 2020:315). Aryati *et al*. (2018:236) posit that SLT explains the influence of ethical leadership on the subordinates, which help them to learn the appropriate behaviour through the process of role modelling by observing the behaviour of others.

SLT is suited to answer research questions related to the impact of ethical leadership on OCB. The literature on ethical leadership has demonstrated that SLT is useful to explain the relationship between ethical leadership and follower performance (Kia *et al*.,2019:1718). Men *et al*. (2020:462) posit that SLT suggests that individuals may try to emulate the behaviours of role models in their work environments. Drawing from SLT, it is posited that ethical leadership would positively relate to OCB.

2.6.2 Ethical leadership across cultures

According to Ahmad *et al.*, (2020:1324), the current most cited ethical leadership definition by Brown *et al.* (2005) "may not be considered universal because it is likely to reflect the dominant culture where it has been conceptualised". Ahmad *et al.*, (2020:1324) propose that ethical leadership conceptualisation can be based on culture. The view is that the conceptualisation of ethical leadership is anchored in the culture of the country where it is conceptualised. Lia and Bao (2020:165) postulate that "ethical leadership is normatively appropriate but social norms could vary in different cultural contexts and the international business environment is characterised by a steady growth in the number of organizations that operates across Eastern and Western countries with stark cultural differences".

Ethical leadership enhances the social link between the leader and the followers. However, this view is based on a Western narrative of social link. Price (2018:691) contends that the finding might lead researchers to conclude that the theory endorses a kind of cultural relativism; the view that what is right or wrong will vary across, and be determined by, the

cultures people are part of. Wang *et al.* (2018:105) investigated behavioural manifestations of ethical leadership in different cultural contexts and 'proposed a culturally integrated model of ethical leadership that elucidates both ethical and cultural leadership attributes'. Ahmad (2020:1336) also indicates that reviews of the writings from the East and the West that covered both ancient and modern moral philosophy revealed that the underlying normative principles for ethical actions are similar across cultures.

While the positive influences as a result of ethical leadership have been replicated in numerous studies in the past, they have predominantly focused on North American context than representing a universal population (Lee *et al*., 2019:824). Lee *et al*. (2019:839) are further of the view that "most research on ethical leadership has been conducted in Western contexts, with relatively few studies focusing on how ethical leadership might impact individual and organizational outcomes outside Anglo cultures, such as in Confucian Asian culture". Ahmad (2020:1324) indicates that the majority of available social-scientific empirical-descriptive evidence comes from Western countries and cultures. Lee *at al*. (2019:824) also believe that the asymmetric attention to research contexts may be a significant oversight that hinders our understanding of ethical leadership, given that such a leadership is an important practice in both Western and non-Western societies.

Lee *et al.* (2019:822) raise the point that 'despite the significance of conducting research in Asian contexts, to date the majority of research on ethical leadership has been conducted in Western contexts, with far fewer studies having focused on Asia'. Ahmad (2020:1336) observes that 'all the current approaches to ethical leadership proceed from a Western perspective on ethical leadership and do not consider viewpoints, principles or values of other cultural clusters'. Wilson and McCalman (2017:151) are of the view that literature in the domain of ethical leadership favours a Western perspective narrative. This presupposes that ethical leadership should also be viewed in the context of other cultures. The view is premised on the need to explore ethical leadership in different cultural contexts. Grobler and Holtzhausen (2018:1) hold the view that ethical leadership impacts on supervisory trust, but in a different context based on culture. Lia and Bao (2020:155), on the other hand, believe that the extant literature has largely applied the cognitive process approach to link ethical leadership and positive behaviours.

2.6.3 Value-driven congruence

Ethical leaders demonstrate a high level of integrity, morality and honourable behaviour in the workplace and encourage and promote such behaviours among their employees through various incentives and disciplinary procedures (Ahmad *et al.*, 2019:100). Price (2018:699) posits that individuals who cannot articulate an understanding of virtue might be able to identify virtuous leaders and emulate them instead. Islam *et al.* (2020:3) indicate that 'such a virtuous person has the virtues of prudence, trustworthiness, collective motivation, honesty, self-discipline, dignity, integrity and justice'. Similarly, ethics and morality must be taken into account as key sources of ethical guidelines for the leaders and personnel in organizations (Kaffashpoor & Sadeghian, 2020:1).

Ethical leaders display empathy to others while respecting their dignity and rights, all of which are required for relatedness. When employees are led by ethical leaders who model and nurture trust and respect with integrity in their relationships with employees, it is more likely that the innate psychological needs of employees will be met (Ouakouak *et al.*, 2020:259). Banks *et al*. (2020:1) state that ethical leadership has been characterized in a variety of ways by past research, but largely describes the extent to which the conduct of a leader is normatively appropriate. Furthermore, Kang and Zhang (2020:1053) argue that ethical leadership affects employees' positive emotions which, in turn, positively relates to followers. Goswami *et al.* (2021:122) state that 'the perception of ethical leadership does not vary across gender and qualification of members but varies across age, work experience, management level, industry and sector'.

2.6.4 Leader-follower congruence

Byun *et al.* (2018:44), argue that 'the ethical leadership of high-level leaders trickles down to low-level leaders and that the self-enhancement motives of low-level leaders moderate the positive relationship between the ethical leadership of high- and low-level leaders in a way that strengthens this relationship when the motives are low rather than high'. Dust *et al*. (2018:570), on the other hand, is of the view that psychological empowerment is a comprehensive motivational mechanism linking ethical leadership with employees' current in-role success and future success potential.

Afsar and Shahjehan (2018:775) examine how ethical leadership relates to employees and the leader's leader−follower value congruence and moral efficacy and suggests that there was an interaction between ethical leadership and leader−follower value congruence that affected moral efficacy. Kia (2018:1716) examines the mediating effects of organizational identification and ethical climate on the relationship between ethical leadership and follower in-role performance. Yukl (2013:38) examines how ethical leadership is related to leader–follower exchange and work unit performance establishes that ethical leadership makes a small but significant contribution to the explanation of leader–follower exchange and managerial effectiveness. In contrast, Zhang (2019:18) investigates the mechanism between ethical leadership and employees' OCB and proposes that there is a funnel that induces employees' OCB as a result of leader-follower congruence.

Kaptein (2019:1135) believes that ethical leadership has become a prominent topic of empirical inquiry in recent years and calls for a moral entrepreneur who establishes a new ethical standard. Asif *et al*. (2019:1) investigated the relationships between ethical leadership, affective commitment, work engagement, and employee creativity and discovered that there are positive relationships between ethical leadership and work engagement as well as between ethical leadership and employee engagement. Van Quaquebeke *et al.* (2019:357) demonstrates the importance of ethical leadership for extra-organizational phenomena by merging the organizational behaviour and ethical leadership perspectives. Kim and Vandenberghe (2020:516) suggest that Ethical leadership functions as a motivator for team members.

Kim and Vandenberghe (2020:519) argue that because ethical leaders conduct their personal lives responsibly, they regard the best interests and collective goals of team members. As a result, they are viewed as trustworthy and moral individuals. Price (2018:696) shows, for instance, that ethical influence is about more than merely convincing followers to act morally; it is also about the permissibility of the tactics leaders employ to convince followers to engage in some morally permissible behaviours and to refrain from engaging in others. According to Ahmad *et al.* (2019:101), ethical leadership is expected to elicit employees' OCBs and to inspire their employees to go above and beyond their legal obligations of work in an attempt to reciprocate their leader's actions.

2.7 ETHICAL LEADERSHIP IN ORGANIZATIONS

Aloustani *et al*. (2020:1) maintain that ethical leadership plays an important role in improving the organizational climate and may have an effect on citizenship behaviour. Lee *et al*. (2019:829) contend that a follower's feeling of emotional attachment to the organization is derived from the influence processes initiated by ethical leaders. This section briefly discusses the organizational climate, ethical behaviour and organizational identification.

2.7.1 Ethical organizational climate

Ethical organizational climate is one tool the organization can use to help followers make sense of the organizational environment because it is more tangible to followers and easier to change (Kuenzi, *et al*., 2020:46). The ethical climate concept describes a group of entrenched climates practices of the organizations with moral characteristics. An organization's ethical climate is the organization's common views about what moral actions and behaviour should be espoused (Kaya & Baskaya, 2016:29). Ethical climate is defined "as the prevailing perceptions of organizational practices and procedures that have ethical values" (Borry, 2017:83; Ning & Zhaoyi, 2017:1412). The ethical climate is also viewed as the shared perception of what is correct behaviour, and how ethical situations should be handled in an organization (Cavus & Bicer, 2017:39; Gumusluoglu, *et al.*, 2019:388).

Ethical climate displays the ethics of an organization and is the one dimension that makes up organizational climate, which impacts on the socialization processes that occurs within an organization (Borry, 2017:79). Researchers have found that organizational ethical climate affects followers' unethical behaviour and used organizational ethical climate to explain followers' organizational behaviour (Ning & Zhaoyi, 2017:1412). For instance, an important role is played by organizational ethical climate in the decision-making process, which results in a high level of organization ethical decision (Ning & Zhaoyi, 2017:1412). Ethical climate shapes followers' behaviour within the organization (Cloe, *et al.*, 2017:208). On the other hand, ethical climate gives guidance to followers about what they should do when faced with an ethical dilemma (Borry, 2017:82). Ethical climate represents a situation that denotes the moral atmosphere and the level of ethics practised within an organization (Mulki & Lassk, 2019:47).

There is evidence that the perception of a good organizational ethical climate positively influences the behaviour and attitudes of followers (Castro-González, *et al.*, 2019:551). The presence of strong ethical guidelines in organizations creates norms of behaviour leading to a positive organizational environment (Mulki & Lassk, 2019:48). Among the results of a good ethical climate are ethical leadership and OCB (Kaya & Baskaya, 2016:29). Positive perception of organizational ethical climate positively influences follower's attitudes and behaviours (Castro-González *et al.*, 2019:551). Ethical leadership can influence ethical climate directly or indirectly and research suggests that ethical leadership would directly affect ethical climate (Gumusluoglu *et al.*, 2019:389). An organization's ethical climate affects issues followers consider ethically relevant, for organizational behaviour (Gorsira, *et al.*, 2018:3). Researchers have come to see the importance of ethical climate and have associated it with OCB (Demir, 2019:1992).

Research empirically supports a positive correlation between ethical leadership and an ethical climate and has shown that the single most important determinant of an organization's climate is the ethical behaviour of the leaders in the organization (Zoghbi-Manrique-de-Lara & Viera-Armas, 2019:197). Ethical climate influences how organizational members choose to cope with ethical problems and explains what an organization expects its members to do (Demir, 2019:1992). Ethical climate is a type of organizational climate consisting of ethical principles and values, therefore, ethical climate guides organizational members to make ethical decisions (Demir, 2019:1992). Ethical climate displays the ethics of an organization and is one dimension that makes up organizational climate, which impact the socialization processes that occur within an organization through ethical behaviour (Borry, 2017:79).

2.7.2 Ethical behaviour

Despite the increased interest in the topic of ethical behaviour, unethical behaviour of individuals in various organizations is increasing (Van der Walt & Steyn, 2019:1). The increase in unethical behaviour necessitates that more emphasis should be placed on ethical behaviour in organizations (Van der Walt & Steyn, 2019:1). Ethical behaviour engenders in the organization a realization that both leaders and followers are reciprocally

co-responsible for the pursuit of a common organizational objectives (Ko, *et al.*, 2017:2-4). Ethical behaviour enables individuals to balance and make the right decisions in their organizational environment (Ali, *et al.*, 2019:182). Ethical behaviour is becoming more essential because organizations are beginning to realize its importance (Engelbrecht, *et al.*, 2017:1). Therefore, factors that can promote ethical behaviour within the organizational context are necessary to consider (Van der Walt & Steyn, 2019:1).

Improving the organization's ethical behaviour is vital for the development of the organization (Ho & Oladinrin, 2019:560). Unethical behaviour is detrimental to an ethical organization climate (Ho & Oladinrin, 2019:560). Unethical behaviours in organizations occur as a result of lack of organizational ethics (Ho & Oladinrin, 2019:560). Ethical leaders may influence followers by capturing their attention and making the message of positive ethics salient in their organizations (Mo, *et al*., 2019:293). For instance, a leader can steer followers' attention to ethical standards through explicit communication throughout the organization.

Ethical leaders generally set well-defined and consistent ethical standards for their followers, communicate ethical values, define rewards for ethical behaviour, and render punishment for unethical behaviour (Lin, *et al.*, 2020:4). Ethical leaders affect their followers' behaviour by acting as role models and followers learn the nature of accepted behaviour by observing the behaviour of ethical leaders (Ko *et al.*, 2017:2-4). Therefore, followers accumulate a sense of increased responsibility and begin to understand how their decisions and actions can significantly impact the organizations (Dust, *et al.*, 2018:572).

2.7.3 Ethical organizational identification

Ethical leadership has been suggested to influence followers sense of organizational identification which would motivate them both about the future of the organization and about their place in the organization (Lin *et al.*, 2020). In view of this, the concept of organizational identification proposes that the individual's self-concept partly derives from membership of a group together with the value and emotional significance attached to that membership (Cuce, *et al.*, 2016:59). Therefore, organizational identification is defined as "follower's perception of oneness with or belongingness to the organization" (Cuce *et al.*, 2016:59; Fritz

& Van Knippenberg, 2017:1020; Ismail & Baki, 2017:689-690; Milton, *et al.*, 2016:287). Through organizational identification, the organization provides the follower with a sense of identity and as a result, the follower takes the organization's perspective and act in the organization's best interest (Cuce *et al.*, 2016:59). Similarly, the followers relationally link themselves to the organization and influence the organizational logic through discourse which includes the integration of organizational and personal goals and values (Milton *et al.*, 2016:287). Again, organizational identification occurs in an organization when followers perceive to be in sync with the organization and feel a sense of belonging (Piccoli, *et al.*, 2017:1511). Therefore, in general, the more followers identify with their organization, the more they will be ready to dedicate their efforts to, and be involved in, the organization (Piccoli *et al.*, 2017:1511).

Organizational identification is viewed as a variable that leads to many desirable outcomes (Conroy, *et al.*, 2017:184). Various beneficial outcomes of organizational identification, such as attachment to one's work group and occupation, job involvement, organizational commitment, and job and organizational satisfaction are positively related to organizational identification (Demirtas *et al.*, 2017:188; Fritz & Van Knippenberg, 2017:1020). Organizational identification is not only linked with general organization motivation but is associated with behavioural motivation which is beneficial for the organization (Fritz & Van Knippenberg, 2017:1019). Positive outcomes, such as cooperative behaviour, increased intention to stay, reduced follower burnout and work motivation for the benefit of the organization are also related to organizational identification (Fritz & Van Knippenberg, 2017:1020). Organizational identification motivates followers to act in the organization's best interests regardless of potential sacrifice and detrimental effects experienced by themselves as individuals (Liu, Zhao, Li, Lulu Zhou & Tian, 2018:115). Organizational identification is an important predictor of workplace behaviour and the more strongly an individual identifies with their employing organization, the more motivated they will be to behave in ways that promote its success (Meleady & Crisp, 2017:621). Ethical organizational identification is enhanced by the individual's ethical conscientiousness.

2.8 ETHICAL CONSCIENTIOUSNESS

Ethical conscientiousness refers to a degree of ethical responsibility and individuals high in conscientiousness value truth and honesty, are dependable and maintain a high regard for duties and responsibilities (Drach-Zahavy & Srulovici, 2019:370). Ethical conscientiousness is an individual's propensity to be dependable and to strive for achievement (Guerrero, *et al.*, 2017:136). Ethical conscientiousness is an important personality trait and refers to being dependable, responsible, achievement-oriented, persistent and motivates followers to engage in ethical behaviour (Ma, *et al.*, 2018:743). Ethical conscientiousness can be viewed as a spectrum of constructs describing individual differences in the tendency to be self-controlled, responsible to others, hardworking, orderly, and rule abiding (Schmidt, *et al.*, 2018a:706). Ethical conscientiousness is a personality trait defined as “socially prescribed impulse control that facilitates task- and goal directed behaviour, such as thinking before acting, delaying gratification, following norms and rules, and planning, organizing, and prioritizing tasks” (Delgado & Sulloway, 2017:823; Lee & Dalal, 2016:121; Song, *et al.*, 2020:272).

Given the definition of ethical conscientiousness, followers will be more likely to obey rules, be more moral, make decisions that benefit the organization and behave ethically and responsibly (Huels, 2019:194). Ethical leaders display behaviours that are central to ethical leadership and ethical conscientiousness (Adnan, *et al.*, 2019:187). Ethical leaders, through their behaviour convey cues that signal high levels of conscientiousness that reciprocate ethical leadership (Adnan *et al.*, 2019:187). Ethical conscientiousness suggests that followers will be motivated to reciprocate the treatment that they receive from ethical leaders (Adnan *et al.*, 2019:187). Ethical conscientiousness constitutes constructive forms of support to the organization to engage in citizenship behaviour (Ma *et al.*, 2018:784). Followers who are highly ethical conscientious tend to have a strong sense of direction, to behave responsibly, and to make efforts to realize their goals (Peng & Tseng, 2019:347).

Zhu *et al*. (2018:61) maintain that ethical leadership requires being both a moral individual and a moral leader. Therefore, this means the former concerns the leader’s personal characteristics and altruistic motivation, whereas the latter exerts proactive efforts to modify followers’ ethical or unethical behaviours (Zhu *et al*., 2018:61). Kuenzi *et al*. (2020:48)

suggest that ethical leaders use transactional influence processes such as setting standards, rewards and punishments, and aspects of performance appraisals to hold their employees accountable for ethical conduct. On the other hand, the morally upright manager through his or her ethical behaviour impacts employees' work-related outcomes and behaviours (Islam *et al.*, 2020:3).

2.9 CONCLUSION

In this research, the literature asserts that scholars of ethical leadership concur that ethical leadership acts as a driver of team members' motivation. The literature also revealed that the seminal work by Brown *et al.*, (2005) on the constitutive definition of ethical leadership is still the preferred definition in scholarly work. However, it was also discussed that there is some criticism with regard to the elements of the definition of Brown *et al.*'s definition. Further, ethical leadership has been considered central in encouraging ethical organizational climate towards change and that leaders need to demonstrate ethical behaviours in order to influence others to change. Ethical leadership is viewed to be reflected by specific behaviours, through which the organization's ethicality by the leader promotes and shapes the organizational environment to make it more ethical and value based.

The literature was able to indicate that ethical climate displays the ethics of an organization and is one dimension that make up organizational climate, which impact on the socialization processes that occur within an organization through ethical behaviour. Ethical leaders generally set well-defined and consistent ethical standards for their followers. Followers accumulate a sense of increased responsibility and begin to understand how their decisions and actions can significantly impact the organizations. Followers who are highly ethical conscientious tend to have a strong sense of direction, to behave responsibly, and to make efforts to realize their goals.

The literature also displays that organizational identification is an important predictor of workplace behaviour and the more strongly an individual identifies with their employing organization, the more motivated they will be to behave in ways that promote its success. This suggests that the interplay among ethical leadership, ethical climate, and organizational

identification is critical in comprehending the link between leader and follower in an organization. Workplace interpersonal interactions may be enhanced by organizational citizenship behaviour.

CHAPTER 3: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

3.1 INTRODUCTION

In Chapter 2 a contextual approach to the relevance and application of ethical leadership in the context of organizational ethical behaviour was presented. The focus was on the impact of ethical leadership in promoting desirable organizational citizenship behaviours. Effective leadership is considered as the key component of organizational development (Verghese, 2020:35). Miao, Humphrey & Qian, (2018:463) postulate that the increasingly competitive world economy makes leadership selection and development even more crucial for organizational sustainability. Individuals form a critical link in the performance of organizations (Blondheim & Smech, 2019:111). Alessandri *et al.,* (2021:1-2) is of the assumption that individuals are catalysts that drive the success of organizations. Important to this assumption is the role played by individuals through the attributes they possess. Personal individual attributes become exemplary variables that trigger changes in an organization. The triggered changes indicate the effectiveness of the individual attributes on organizational citizenship behaviour (OCB).

However, the continued reporting of leadership challenges affecting organizations require a more in-depth analysis of the behavioural elements that impact organizational behaviour (Blondheim & Smech,2019:110) and in this case, OCB. In response to the pervasive corporate and government malfeasance a large number of leadership scholars have called for a new type of genuine and value-based leadership to restore hope, confidence and integrity in organizations (Qiu, Alizadeh, Dooley & Zhang*,* 2019:77). OCB embodies a culture of hope that builds confidence and enhances integrity in an organization. Individuals who observe OCB among employees in an organization have a sense of hope and confidence in their own ability to replicate the behaviour they have observed.

Alessandri *et al*., (2021:104073) indicate that OCB represents a specific class of behaviours observable in the organizational environment. OCB has a long and illustrious history in studies of organizations (Davison, Ou & Ng 2020:103241). As a result, over the last decade, researchers' interest in OCB, has increased due to its strong association with better work performance of employees within organizations (Kim *et al.*, 2019:92). Szabo*,* Czibor, Restás & Bereczkei (2018:352) indicate that the importance of OCB has long been recognized and OCB can function as a lubricant to the social machinery of the organization. According to Sun, Jiang, Hwang & Shin*,* (2018:147) OCB can contribute to the efficient and effective functioning of organizations. López-Cabarcos *et al.,* (2020:272) are also of the view that OCB is important to the success of organizations and the people that work in them. Chou and Chang (2021:267) support this view and allude to the fact that the most important managerial tasks are to enhance employees' inferences about themselves in organizations. Chen *et al.,* (2018:1) also argue that researchers have pointed to the importance of employee citizenship behaviours as a means of delivering quality service.

This chapter aims to provide a brief summary of the development of OCB in order to illustrate the history of influence it has had on leader behaviour in organizations (Ocampo *et al*, 2018b; Ueda, 2019; De Geus, Ingrams, Tummers & Pandey, 2020; Sheeraz, Ahmad & Nor, 2021). The chapter will also focus on the dimensions of OCB (Zhang *et al.*,2019a; Saerah, Wulandari, Palupi & Purnomo, 2020). The chapter further explores why the antecedents of OCB are important (Verghese, 2020; Banwo & Du, 2020). The chapter will also discuss the role and influence of the OCB directed towards the individual and the organization (Xie, Zhou, Huang & Xia, 2017; Urbini *et al*, 2020). The chapter will then move on to explore the ability of mediators to influence OCBs in organizations (Rai & Agarwal, 2018; Khan, Wu, Saufi, Sabri & Shahl, 2021). The chapter will finally conclude by providing a synthesis and evaluation of the literature on OCB.

3.2 SUMMARY OF THE DEVELOPMENT OF OCB

Wang (2016:533) states that the origin of OCB can be traced back to 1938. Gahlawat and Kundu (2020:171) indicate that in the past few years, OCB has emerged as one of the highly investigated features in the field of organizational behaviour. Davison, Ou & Ng, (2020:1) are of the view that OCB has a long and illustrious history in studies of organizations.

Ocampo *et al*. (2018b:824) argue that "OCB has undergone several developments over the past decades and more than 30 different forms of OCB have been identified by a number of researchers". Early literature on organizational behaviour indicates the importance of social human interaction in the performance of organizations (Margahana, 2020:305). The literature review reveals that the development of OCB involves definitions, context, dimensions, antecedents, age, gender and other behavioural factors (Wang, 2016:533). Table 3.1, outlines the different periods in the development of OCB.

Table 3.1: Development of organizational citizenship behaviour

Period	Era	Context
1930-1939	the human relations era	satisfaction productivity argument
1940-1949	the Second World War	scholars at the time focused on studying science development, education, religion, democracy, colonialism, liberalism, controlled economy, caste and class, and racialism
1950-1959	birth of labour unions	individuals' job satisfaction due to the belief that it was directly connected to better organizational efficiency
1960-1969	birth of OCB as a field	emergence of the field of organizational behaviour
1970-1979	advocating positive and dynamic workplace	advocating a positive and dynamic workplace for workers
1980-1989	period of relating OCB with other dimensions	officiated the use of the term "OCB" and related it to various dimensions of organizational performance
1990-2000	the knowledge age	period of major social, economic, and political reforms questions regarding the impact of OCB on the overall performance of an organization surfaced
2001 to 2018	increased understanding of OCB	Exploration of OCB in relation to other disciplines, OCB has become a leading topic in the literature and is considered important and significantly researched

Source: Adapted from Ocampo *et al*., (2018:822).

Table 3.1 outlines the different periods in the development of OCB. The literature review on the development of OCB categorizes the development in the eras of 1930-1939 and 2001-2018 (Ocampo *et al*., 2018:822). This section discusses the birth of organizational citizenship as a field of interest promoting a dynamic and positive workplace and the period relating to the dimensions, the knowledge age and the increased understanding of OCB. These are the eras between 1960-1969 and 2001-2018. Sheeraz *et al*. (2021:90) posit that OCB is among the main contributors to organizational performance. Verghese (2020:3) is also of the view that "OCBs are an important subject of study in organizational behaviour and industrial-organizational psychology". Sheeraz *et al*. (2021:91) further state that the

development in the field of OCB has been supported by reviews, meta-analyses, and empirical studies.

3.2.1 Birth of OCB as a field of interest in promoting a positive and dynamic work place

Margahana (2020:305) contextualizes the evolution and development of OCB around 1977. The evolution was premised on the role of individuals in the performance of the organization. Costa *et al.* (2020:2) on the other hand, are of the view that "OCB studies are based on the theorizing by Katz and Kahn (1978) considering behaviours linked to cooperative activities with other members of the organization". However, Osibanjo, Adeniji, Odunayo, Falola, Atolagbe and Ojebola (2020:1321) are of the view that the development of OCB was through the work of Bateman and Organ in 1983. Costa *et al.* (2020:2) indicate that during this period the development of OCB was linked to the exchange perspective. The exchange perspective was seen to be between the individual and the organization (Costa *et al.*, 2020:2). Ajlouni *et al*., (2021:18) offer a supporting view "that attention to OCB began when Organ and his colleagues explored OCB as employees' readiness to collaborate within the organization". During this period Organ is viewed as the pioneer in the evolution of the concept of OCB (Ocampo *et al.*, 2018:829).

De Geus *et al*. (2020:259) highlight that, "Organ in 1988 introduced the concept of organizational citizenship behaviour (OCB), in which he defined it as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Wang (2016:534) is of the view that this definition is used by most scholars. However, Jang (2018:4) posits that, later, the definition was criticized on the basis that OCB is not always discretionary. Wingate, Lee and Bourdage (2019:147) are also of the view that OCB may not always be driven by positive, other-serving motivations but by self-serving motives. Vanaja and Rajeswari (2021:194) also indicated that "Organ again updated his definition and redefined it as the contributions to the maintenance and enhancement of the social and psychological context that supports task performance". Herlina, Saputra, Darjat and Syahchari (2020:18) emphasize the important role of OCB by making the point that one of the influential organizational behaviour is OCB. Herlina *et al.* (2020:18) suggest that the core

characteristics of OCB are: (1) discretionary decisions, (2) without formal rewards, (3) contribute to the effectiveness. Davidson *et al*. (2020:1) make the point that organizations need employees who engage in innovative and spontaneous activity that goes beyond role prescriptions.

3.2.2 Period relating to dimensions, knowledge age and increased understanding of OCB

Khan *et al.* (2021:14) state that "OCB, a voluntary behaviour that enhances an organization's effectiveness through employees' commitment, continues to be of relevance in a contemporary environment". Ueda (2019:19) states that research on OCB began in the early 1980s and continues to grow around the world. Sun *et al*. (2018:147) state that over the past three decades, researchers have tried to refine and strengthen the concept of OCB by focusing on the dimensions of OCB and the antecedents of OCB. Sheeraz *et al.* (2021:91) point out that recent trends in OCB have led to a proliferation of studies that have investigated the role of OCB in organizations. Ueda (2019:32) notes that research has established a model with OCB as a mediator. Ueda (2019:31) further states that a few studies dealt with OCB as an independent variable affecting other factors. Tuan *and Ngan,* (2021:1), on the other hand, are of the view that ethical leadership evokes service-oriented OCB. De Geus *et al*. (2020:260) further note that OCB is regularly studied as a performance variable.

According to Sheeraz *et al.* (2021:89) OCB is empirically proven in increasing efficiency and stimulating the effective functioning of an organization. Costa *et al.* (2020:1) note that OCBs, which are based on acts of social exchange, mainly independent of professional obligations or rewards that occur spontaneously and cooperatively, confer valuable benefits to organizations. Costa *et al.* (2020:3) emphasize Organ's (2018) point by indicating "that OCBs represent informal ways of cooperation and contributions made by individuals based on job satisfaction and perceived justice". Ocampo *et al.,* (2018:822) are, however, of the view that these definitions essentially still share the same meaning. Ueda (2020:33) notes that some researchers have developed new concepts of OCB that apply to people other than traditional corporate employees. Qiu *et al*. (2019:78) also note that during this period OCB evolved into customer-oriented OCB. Customer-oriented OCB involves an employee's

voluntary commitment towards customers within an organization that goes beyond the job description and is performed as a result of personal choice (Qiu et al.,2019:78). The current literature review reveals that OCB in the twenty-first century has become the centre of attention in the service industry and the industrial sectors (Ocampo *et al.*, 2018:841; Margahana, 2020:308; Ueda, 2020:33-34 & Sheeraz *et al.*, 2021:92-94).

3.3 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Zayed*,* Jauhar, Mohaidin and Murshid *(*2020:245) are of the view that OCB's interest among scholars has increased; in particular, its value in improving the functions of employees and organizational performance. Jhamb (2019:357) also indicates that OCB comprises positive behavioural elements relevant for the optimal performance of the organization. Verghese (2020:27) further is of the view that OCB enables employees to independently volunteer their time and effort for the benefit of the organization. That said, there are other researches who have a different view to this approach. Lavy (2019:1) posits that a number of researches calls into questions the impact of OCB on follower behaviour and insist on a more balanced understanding of OCB. Lavy (2019:1) further indicates that "OCB was associated with some undesirable costs for individuals and less job satisfaction among some individuals". For Verghese (2020:30) leaders and managers gain insights from OCB to engage employees to improve organizational effectiveness. An understanding of the concept of OCB is important in locating the leader-follower relationship in organizations.

3.3.1 Defining OCB

Das and Mohanty (2021:4803) indicate that more than half a century ago, Barnard (1938) suggested that individuals' willingness to offer cooperative actions to the organization was essential for the successful achievement of organizational goals. The cooperative actions of the individuals were borne out of the discretionary extra-role behaviour of the individuals displayed in the organization. Das and Mohanty (2021:4803) further indicate that, Katz (1964) identified that individual cooperative actions are displayed through voluntarily devoting personal resources for the benefit of the organization. The willingness to offer cooperative discretionary support to the organization is viewed as citizenship behaviour for the benefit of the organization. Organ used the views of both Barnard (1938) and Katz (1964)

to develop the organizational citizenship behaviour OCB construct (Das & Mohanty, 2021:4803).

According to Ali and Anwar, (2021:19) OCB refers to the engagement of two or more organizations in the collaborative generation of information and knowledge, and is considered one of the most significant methods and a key means to grow an organization's skills and capacities. Individual personal attributes in the form of skills and capacities are an important predictor of OCB. The approach to discretionary voluntary behaviour enhances the skills and capacities of individuals in an organization. Furthermore, Singh and Singh (2021:151) are of the view that improvements in organizational performance are linked to OCB. For example, work satisfaction, motivation, morale, and organizational commitment of the organization's members are all linked to OCB. Ertosun and Asci (2021:119) posit that beyond their civic consciousness and obligations stemming from legislation, the essence of the notion of OCB resides in the positive actions and societal contributions of individuals. This assertion necessitates a look into the different approaches defining OCB. These different approaches will demonstrate the impact of ethical leadership on OCB through an understanding of the different dimensions of the OCB definition from the view of different researchers. It will also be important to analyse whether the different definitions contain positive actions and whether they can lead to the individual contributing to society.

Eguma and Gabriel (2021:82) state that OCB is the employees' “discretionary” individual behaviours that are above and beyond official workplace requirements and fully at the discretion and desire of the individual. The term "discretionary" describes behaviour that is not an enforceable requirement of the function or job description, or the explicitly specified conditions of the person's employment contract with the organization. OCB reflects the employees' extra effort that is also necessary for the organization's efficacy, especially when the organization's performance is dependent on the interconnection and social networks of its people. Akpan, Okwudu and Imagha (2021:165) indicate that OCB refers to behaviours that go beyond specified job requirements, with the caveat that they are done willingly and without the expectation of money or social rewards. Because the behaviour is more of a personal choice, its absence is not often penalized, and returns are not contractually required by any specific regulations and processes. Returns are an attribute of compensation and since OCB involves voluntary non-reward individual discretionary

behaviour an individual is not expected to receive any returns for extra discretionary behaviour. Contrary returns are achieved in a reward system for performance by individuals.

Kaur and Randhawa (2021:1) maintain that because of its numerous positive effects on an organization's overall success, OCB has become a popular topic of debate among both academics and managers. They further state that OCB is defined as behaviour that "contributes to the preservation and enhancement of the social and psychological milieu that supports task performance" (Kaur & Randhawa ,2021:3). The behaviour emanates from the members of an organization's free will and inner drive to improve organizational performance. It can also be characterized as group members going above and beyond their job descriptions and set work standards. The behaviour can also be classified as extra-role behaviour (Işık, 2021:126). Extra-role behaviours are a set of behaviours that are displayed outside the formal performance system. These sets of behaviours may include the willingness to be helpful to and supportive of other employees in the organization. Extra-role behaviours can be a valuable contribution to the performance of an organization and promote positive relationships among members.

Viko and Nnorom, (2020:351) indicate that OCB is defined as functional, pro-social behaviour, directed at individuals and groups in an organization. As a result, OCB encompasses discretionary pro-social ethical behaviour such as supporting new recruits and novices in the organization, assisting co-workers on the job, refraining from taking unneeded leave and breaks in the organization, and offering to perform tasks outside of their job description (Viko & Nnorom, 2020:351). These discretionary behaviours that employees exhibit, help others and benefit the organization (Akpan *et al.*, 2021:164).

Riyanto, Janiah and Prasetyo (2021:4) refer to OCB as an individual activity that is separate or discreet and not explicitly acknowledged by formal reward systems that could enhance and support the success of organizational functions. Riyanto *et al.*, (2021:4) elaborate on the three aspects of the definition of OCB, namely discretionary, non-rewarding and contributory. The view encompasses work-related behaviours that are discretionary, are not immediately or officially recognized by the formal reward system, and contribute to the organization's effectiveness and efficiency.

It can be stated that OCB is a multifaceted notion with multiple dimensions and topics that overlap (Van der Hoven, Mahembe & Hamman-Fisher, 2021:3). Karuna and Aruna (2021:1610) are also of the view that OCB is referred to as a multi-dimensional concept that comprises all the helpful behaviours of organizational associates, including organizationally pertinent extra-role behaviours, traditional in-role behaviours and political behaviours, such as complete and accountable organizational contributions. Ajlouni, Kaur and Alomari, (2021:13) indicate that at the beginning of the past decade, OCB was described as "willingness to cooperate", which in general, may contribute significantly to the effective functioning of the organization.

Ajlouni *et al*, (2021:14) further states that Organ formally defined OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate may promote the effective functioning of the organization". Bantha and Sohni (2021:2) state that OCB is defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Employees with a high level of OCB, go above and beyond their formal responsibilities to help the organization.

On the other hand, Rençber and Koparal (2021:279) are of the view that OCB is defined as "the behaviours that contribute to maintaining and enhancing the social and psychological context that supports task performance". Superior, peer, and customer interactions, increased teamwork, competitiveness, and operational flexibility have all been linked to OCB, and organizations are eager to produce organizational citizenship. In some circumstances, there are also measurement concerns with the construct in respect to objectification. OCB has been associated with several topics in past research, including contextual performance, extra-role behaviour, prosocial organizational behaviour and organizational spontaneity (Costa & Siqueira, 2015; Bohle & Alonso, 2017; Martins; Tinti, Costa, Vieira &, Cappellozza, 2017).

The definition of OCB is a form of someone's informal behaviour outside of the formal behaviour expected of them to contribute to the good of the organization. It is behaviour that is defined outside the formal requirements of the job that benefits the organization. According to Aljouni *et al.* (2021:13) OCB has been shown to improve employee

performance, which in turn boosts organizational productivity and success. Arokiasamy (2021:6780) views OCB as one of the components of pro-social activity that benefits both businesses and employees through extra-role activity or in-role activity. To conclude this section, literature shows that since the phrase OCB was coined in the late 1980s, it has experienced minor definitional changes, but the basic concept as defined by Organ has remained the same (Eguma & Gabriel,2021:86). At least three aspects characterize this definition of OCB: it is discretionary; it is not directly or openly recognized by the formal incentive system; and, in aggregate, the behaviour improves the organization's effective functioning.

3.3.2 Research interest in OCB

Having discussed the definition of OCB in section 3.2.1, this section explores the research interest on OCB within the context of the research gap or limitation and key themes relevant to mediation variables. De Geus *et al.*, (2020:268) in reviewing OCB in the public sector found that notably more studies focused on the relationships between antecedents and OCB than on the consequences of OCB. Consequences of OCB are relevant in the understanding of the impact of ethical leadership on OCB through individual and group level mediators. De Geus *et al.* (2020:259) further proposed that future studies should focus on the outcomes of OCB in order to explore the value of OCB. Managers can use their understanding of OCB to reduce negative workplace behaviours and increase positive workplace behaviours.

Obedgiu, Nkurunziza, Simiyu and Lubogoyi (2020:117) in a study investigating the key predictors of OCB found that the results might be limited by the study of choice of the environment of the study. The study was conducted with public servants in the local government setting. Obedigiu *et al.,* (2020:114), in the same study, further indicates that from an anecdotal point of view, there is less OCB in the public service. The concept of OCB is not widely known and not frequently practised in the public sector settings (Obedigiu *et al.,* 2020:114). In support of this view, Singla and Beri (2020:184) in their study on wisdom and OCB conclude that the public sector was not taken into consideration.

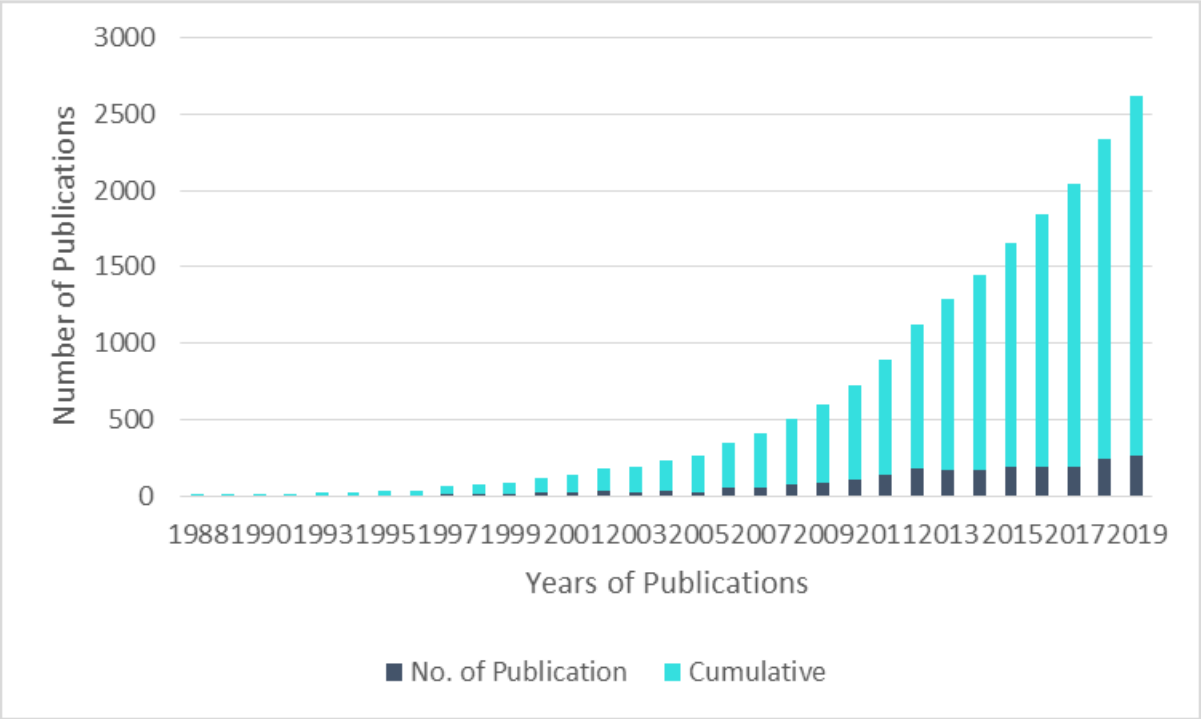
Singla and Beri, (2020:184) in the same study, are of the view that the study did not focus on causal relation. The cause and effect relation is important in understanding the

relationship between ethical leadership and OCB. Further, causal relations are important to understand the effects of mediators between ethical leadership and OCB. The assertion is based on the reason that the research study was an exploratory study with basic research design. They suggest that researchers do an in-depth analysis to find the cause and effect relationships. Kartika and Pienta, (2020:387) recommend further research on empirical testing in the presence of mediating roles such as the role of organizational culture. They posit that unique diverse national culture is present in each organizational context such as counterproductive work behaviour. Counterproductive work behaviour can act as negative behaviour that could inhibit the enhancement of OCB (Kartika & Pienta, 2020:387). Therefore, analyzing the literature may shed light on the growing interest in OCB by various researchers.

Many scholars have shown increased interest in OCB in recent years (e.g., Bogler & Somech, 2019; Parker, Subrahmanian, & Hussain, in Press and Turnipseed, 2018) (Tziner, Drory & Shilan,2021:2). In one study it was recorded that there was no less than four hundred articles on OCB and related constructs in one year. Similarly, Gan and Yusof (2020:56) stated that OCB, which is known as one of the contributors to the performance of sustainability, has been drawing attention in the academic field. Gan and Yusof (2020:56) further state that empirical research has been undertaken throughout the decades to investigate the origins of OCB as well as the results of OCB.

In today's interconnected environment, OCB is considered to be one of the most important mechanisms and a fundamental way to expand an organization's skills and capabilities (Ali *et al.*, 2021:18-19). Kiani and Baharmi (2020:130) indicate that since the late 1970s, OCB has become a field of interest for researchers. OCB is related to the organization's overall effectiveness. As a result, this mode of employee behaviour yields significant results in the organization. Van der Hoven *et al.* (2021:2) are likewise of the opinion that there has been a significant surge in interest in OCB during the last three decades. The concept of OCB has grown in prominence, as evidenced by a number of studies describing OCB as important workplace behaviour. Figure 3.1 illustrates the number of publications per year for the past decades.

Figure 3.1. Annual quantity of OCB research articles in Scopus database from 1988-2019



Source: (Gan & Yusof,2020:58).

As indicated in Figure 3.1, the increase in research articles on OCB signifies its evolving importance. Maksum, Handoko and Fikriah (2020:444) state that interest in the literature on OCB has increased because it can be linked to the context of performance. Wijaya and Purba (2020:220) state that the interest in research related to OCB is still quite large. From when the idea was first proposed by Organ in 1988 until today, more than 40,000 articles related to the issue of OCB are accessible on Google Scholar sites.

OCB became one of the most extensively studied study topics in organizational behavioural literature. In much the same way OCB is considered necessary in the organizational behavioural literature, as it becomes an essential part of employee performance. OCB is related to the overall effectiveness of the organization. Therefore, this mode of employee behaviour yields important results in the organization. It enhances organizational performance through efficiency and effectiveness. According to Khan *et al*. (2021:14) the volunteering behaviour that increases the efficiency of the organization through the dedication of employees in a contemporary context remains relevant. It also improves functionality and effectiveness of the organization. Kiani and Baharmi (2020:130) state that OCBs are taken as an essential concern in managerial decisions. Managers value OCB since it has the ability to improve job satisfaction, organizational commitment, organizational

performance, and performance quality. These variables are attitudes that are related to the performance of individuals in an organization (Kiani & Baharmi, 2020:130).

Gao (2019:25) argues that since many enterprises failed after the financial crisis in 2008, the human resource management field has experienced an increasing interest in OCB. OCB is one of the significant concepts of human resource management that has held the attention of academia and industry (Das & Mohanty, 2021:4801). Contrary to this view, another growing interest in the literature on OCB has suggested that even good things can lead to adverse outcomes and showed that OCB can be a time-consuming activity (Reizer, Koslowsky & Friedman, 2021:1). This view is based on the idea that that OCB can distract the employee from performing his or her own working assignments and thus increases burnout. However, researchers interest tends to lean on the positive effects of OCB instead of the negative effects. According to Reizer *et al.*, (2021:1), OCB benefits individuals and organizations by simplifying maintenance functions, freeing up resources for productivity, boosting service quality, and improving performance.

Literature indicates that in recent years, OCB has grown in popularity around the world. According to Stankevičiūtė and Wereda (2020:306) the constantly increasing interest in OCB has stemmed from the belief that discretionary voluntary behaviour enhances organizational effectiveness. Because it can help to achieve organizational goals effectively and efficiently in the short and long term, OCB has become an essential study in organizations. Further, OCB is regarded as a component that contributes significantly to an organization's effectiveness and is a highly appreciated contributor to an organization's effective functioning. OCB is an important variable of organizational effectiveness and remains relevant in organizational behaviour. However, contrary to the importance and interest in OCB there is a view that the global trend of interest in OCB is yet to be extensively discussed.

3.3.3 Criticism of OCB

Since OCB was coined in the late 1980s, it has experienced minor definitional changes, but the basic concept has remained the same (Azmi, Desai & Jayakrishnan,2016:104). Because it has been discovered to affect organizational effectiveness, OCB has received a lot of

attention in management literature. OCB can help an organization become more effective by increasing co-worker and managerial productivity and allowing the business to adapt to changes in the environment.

Amid the rise in interest in OCB Benuyenah (2021:1185) argues that although the definition of OCB as defined by Organ lays a solid foundation for the contextual performance in general, the criticisms concerning the term's ambiguity have led to modifications of its definition. In support of the criticism, Sahari (2021:2) also argues that despite the positive finding on OBC, there are some criticism of OCB. The criticism in other instances stems from the view that all discretionary behaviours are rewarded. The definition of OCB has sparked a lot of debate. Critics also started questioning whether or not OCB, as defined by Organ, were discretionary in nature. Tahir, Hadib and Awan (2021:612) argue that OCB's voluntary classification was criticized, and it was proposed that OCBs are cultivated differently depending on the dynamics and settings, rather than being independent results of intrinsic perspectives. Reciprocity dynamics indicate an intrinsic commitment felt by individuals to repay the organization, which subsequently draws out favourable attitudinal and behavioural responses from employees as a measure of reciprocation.

Costa, Demo, Coura, Donia and FogaÃ§a (2020:1), state that research recognizes that it may no longer be appropriate to consider OCB exclusively as extra-role and not rewarded by the formal system. Employees may find it difficult to distinguish between in-role and extra-role performance and feel pressured to perform. This is based on the view that extra-role behaviours are considered to be driven by in-group membership demands (Viko & Nnorom, 2020:352). OCB emerging as equivalent to extra-role is generally seen as non-task performance but not exterior performance. The exterior performance that occurs outside the walls of the organization is often ignored in the literature. Viko and Nnorom (2020:352) further state that as each person in an organization interprets job requirements differently, behaviour may vary, for example, supporting others may be a routine for some employees, while it may be considered outside the scope of job responsibilities for others.

Furthermore, the view that OCB is usually unrewarded was discarded with opponents arguing that some OCBs can be rewarded (Costa *et al*.,2020:3). Rewards refer to all the benefits, financial and nonfinancial, that employees obtain through their employment

relationship with an organization. According to Setiani and Manurung (2020:813) based on many literature reviews, it was found that OCB was influenced by various variables. OCBs are social behaviours performed by employees that help the employer system and may or may not be rewarded by the organization in the future. OCB's voluntary classification was criticized, and it was proposed that citizenship behaviours are cultivated differently depending on the dynamics and settings, rather than being independent results of intrinsic perspectives (Tahir *et al.*, 2021:612).

Aguiar-Quintana, Araujo-Cabrera and Park (2020:4) argue that current literature has not been able to establish the similarities and differences of the antecedents of OCB in Western and Eastern cultures. Most of the research on OCB antecedents have been applied to Western nations and there is a gap in the literature that identify OCB antecedents in Eastern countries (Aguiar-Quintana *et al*.,2020:4). Individuals' cultural backgrounds often determine whether they are more inclined to act on task or contextual aspects of work performance (Mekonnen & Zewude, 2021:8). Mekonnen and Zewude, (2021:8) posit that considering that most organizations today are international, a case for culture in influencing OCB can safely be made. Cultural effects are quite important in the performance discourse geographical and cultural variations would bring variations in OCB (Mekonnen & Zewude, 2021:8)

To improve organizational performance and competitiveness, every organization should develop OCB (Fiernaningsih, Nimran, Raharjo & Arifin, 2019:78). However, according to Distaso (2020:5) OCB scholars have begun to challenge the notion that OCBs are inherently positive. According to recent literature, OCB has negative consequences for specific stakeholders in specific situations (DiStaso, 2020:5). Research suggests that negative consequences may come in the form of job overload, job stress and work-family conflict. OCBs may have a negative impact on the individual or the organization's overall performance. It is possible that an individual who is engaging in discretionary voluntary behaviour could suffer from job overload and job stress. On the other hand, an individual suffering from job overload and job stress may perform poorly, which in turn can affect the overall performance of the organization. Fiernaningsih *et al*, (2019:79) posit that if the organization respects its employees and treats them fairly and the working group climate is positive, employees tend to be in a good mood. However, on the contrary one individual's willingness to help others may also affect the moods of others (Fiernaningsih *et al*, 2019:79).

3.3.4 Different studies on OCB

Risal, Budiyantob, Asyik, Suroso, Khuzaini, Triyonowati and Suwito (2021:203) in their study on the role of OCB on employee's performance in an organization, mention that since academics and practitioners recognize its practical consequences for work performance and organizational success, such as productivity and competitive advantage, the concept of OCB has been constantly in focus in empirical studies. Viko and Nnorom (2020:351) indicate that OCB, on the other hand, is a notion that has been examined across a wide range of domains and disciplines, including human resources management, marketing, psychology, business management, and economics, as well as health care and others. In the 1980s, the concept of OCB emerged and became widely used in management and organizational literature, and it is now gaining traction. This section will explore a few studies on OCB.

Risal *et al*. (2021:197) found in their study that researchers conceptualize and integrate OCB in a number of ways. Researchers in certain studies assess all of the dimensions on an OCB scale and investigate each one separately. Other studies concentrate on a single type of OCB, such as interpersonal helping. The conceptualization is linked to the different research focus areas in exploring the role of OCB. The notion that organizational culture, job satisfaction and OCB are related to employee performance continues to intrigue organizational researchers (Risal *et al.* 2021:197). Employee performance is influenced by organizational culture, which includes values, principles, traditions, and ways of functioning in the organization. Job satisfaction and other work attitudes influence the relationship between general behaviour and OCB.

Risal *et al.* (2021:198) further state that the established significance of organizational effectiveness is one of the key reasons why OCB has drawn the attention of academics and practitioners. OCB has been shown to have a significant impact on organizational effectiveness and affects organizational performance by enhancing worker and manager efficiency. OCB has the ability to increase organizational stability by supporting team coordination for productive work and strengthening the ability to attract and retain talented employees.

Anma *et al.*, (2021:285) in their study that aimed to investigate the model of influence of quality of work life through OCB on employee performance found that achieving good organizational performance requires human resources that have high work quality, of course in this case good performance. Maximum performance is an organizational need that manifests itself in both in-role and out-of-role conduct. Service delivery is maximised through OCB. Further, employees' behaviour at work constitutes a core pillar of the service delivery system. Research shows that not only in-role, but also extra-role behaviour OCB are essential in employee performance (Subedi & Sthapit,2020:32).

Chernyak-Hai and Tziner (2021:37) in their study that focussed on attributions of managerial decisions, emotions, and OCB, say that in recent years there has been a noticeable increased interest in OCB recorded by several management scholars. Banwo and Du (2020:89) indicate that studies show that OCB positively contributes to decreased turnover intentions, increased employee satisfaction, and higher organizational performance. Organizations are interested in OCB because of the benefits derived from its adoption. Novianta (2021:341) states that leaders have an important role in improving the employee's willingness to do an extra task for their organization.

Das (2020:2) in a study focussing on the influence of OCB on organizational effectiveness indicates that marketing, economics, and human resource management are just a few of the fields that have looked into OCB. The findings that OCB leads to enhanced organizational effectiveness has generated considerable interest in it. OCB proposes a collection of desirable organizational behaviours that show multi-dimensional connections to favourable organizational outcomes.

3.3.5 Benefits of studies OCB

In recent years, OCB has increased interest in psychology and management literature. Organ (1988) considers OCB as personal behaviour that is arbitrary, not clearly and explicitly demonstrated by a formal management system of an organization and that usually enhances the effectiveness of the organization (Eguma & Gabriel, 2021:82). Das and Mohanty (2021:4809) indicate that employees benefit from OCB because it fosters social interactions that have an impact on job performance. Because businesses cannot predict

the vast range of subordinate behaviours required to achieve objectives through job descriptions, OCBs are critical to economic progress. OCB plays a role in improving the employee's willingness to do an extra task for their organization and in return stimulate the growth of the organization. Productive organizations have the ability to increase their revenue base and therefore contribute to economic growth. Eguma and Gabriel (2021:82) further state that OCB is essential for workplace interpersonal interactions and are required for organizational performance since it promotes a number of other desired outcomes such as growth and productivity that is in to the organization's benefit.

OCB is valuable because it enables individuals to respond quickly to customers' demands and willingly execute things that are not part of their official work responsibilities. OCB is characterized by an employee's discretionary behaviour, which fall beyond the call of formal job duties. Employees who engage in OCB provide support to benefit co-workers and the organization, but there is no guarantee of being granted rewards for such voluntary behaviour (Eguma & Gabriel, 2021:82-83).

Chandrakala (2020:4) concludes that OCB by employees makes the organization to be sustainable in the business world and it also helps employees to reach high levels of performance. OCB is of benefit to both the organization and the individual employees. At the organizational level, employees contribute to the achievement of organizational goals. Nam and Thoa (2021:94) indicate that it is of great importance to understand that OCB is supportive of the organization's success. Managers should carefully choose candidates for positions inside the organization and establish a satisfactory work environment to encourage employees to participate in voluntary work and to be creative.

Murtezaj and Ahmeti (2021:95*)* draw attention to the fact that the benefits of OCB are increased productivity, overall efficiency, and customer satisfaction. Employees have a more productive self-image when social and psychological elements are combined. OCB can help not only the organization but also its members. For example, with the help of OCB help, the organization can become more productive and efficient, as well as attain a higher level of customer satisfaction. Purwantoro, Hamidah and Handaru (2021:4893) also indicate that OCB, through team performance, benefits the organization because it can increase organizational effectiveness and efficiency. OCB provides benefits to performance, because this behaviour helps in increasing productivity.

OCB is important because it is useful for organizational development through its antecedents (Anma et al., 2021:286). OCB antecedents are imperative for organizational development, which enhances the organizations competitive advantage. Anma *et al.* (2021:286) list the benefits of OCB in private companies as those that include increasing the productivity of managers and co-workers, saving resources owned by management and the organization as a whole, being an effective means of coordinating work team activities effectively, improving the organization's ability to recruit and retain employees with good quality performance, maintaining the stability of organizational performance, assisting the ability of organizations to maintain and adapt to environmental changes, creating an increased ability to adapt to environmental changes, and making organizations more effective by creating social capital. Iuan and Mahomed (2020:286) also state that the focus of OCB is the positive attitude employee exhibits out of their volition in supporting colleagues within the organization because the action is beneficial to the organization. OCB benefits the organization to increase productivity, efficiency, customer satisfaction, reduce costs and rates of turnover (Handayani, Dermawan & Muljaningsih,2020: 5228).

Organizations benefit from OCB in a variety of ways and has numerous advantages for both individuals and organizations. Benefits of OCB to organizational productivity, performance, effectiveness, and efficiency render it a potentially vital behaviour and Table 3.2 summarizes a few benefits of OCB from literature for the period 2020-2021.

Table 3.2: Summary of benefits of OCB (Literature 2020-2021)

OCB benefits	**Literature source**
Contributes to effective improvement of tasks and roles.	Ojo *et al.*,(2020:249
Improves employee and managerial output.	Rosafizah *et al.*, (2020:2296)
Increases productivity, efficiency, customer satisfaction, Reduces costs and rates of turnover.	Handayani *et al.*, (2020:5228)
Ensures sustainability of organization in business world	Chandrakala (2020:4)
Fosters positive attitudes exhibited by employees	Iuan & Mahomed (2020:286)
Helps in decision making	Budiastuti *et al.*, (2020:2)
Improves stability of organizational performance	Reizer *et al.*, (2020:1)
Fosters social interactions that have an impact on job performance.	Das & Monty (2021:4809)
Is essential for workplace interpersonal interaction	Eguma & Gabriel (2021:82)
Supports organizational success	Nam & Thoa (2021:94)
Increases productivity of managers and co-workers	Anma *et al.*, (2021:286)
Helps productivity, efficiency and customer satisfaction	Murtezaj & Ahmeti (2021:95)

Is considered an essential requirement for organizations to operate effectively	Hongbo *et al*., (2021:1)

Source: Researcher (2022)

The summary of Table 3.2 indicates that not only can the organization benefit from OCB, but members can as well. With the help of OCB, the organization can be operated in a more productive and efficient manner, and a higher level of customer satisfaction can also be achieved. Most of the research (Indarti *et al.*, 2017; Lavy & Littman-Ovadia, 2017) conducted so far has identified several positive outcomes associated with OCB for its recipients and organizations (Hongbo *et al.*,2021:2). In summary, OCB has provided significant benefits to organizations (Al Fadhal *et.al.,*2021:694).

3.3.6 Leadership styles and OCB

According to Paculaba and Mangila (2020:77) leadership has a vital role to play in ensuring organizational success. Leaders have the ability to influence not only their members but also the organization's overall performance. Leadership refers to the process of persuading followers in order to accomplish a set of goals (Paculaba & Mangila, 2020:77). Su and Hahn (2020:1) point out that in the field of organizational behaviour, the influence of leadership in organizations and the OCB of employees have always been two hot topics scholars investigated. Leadership styles and OCB have been studied by different researchers in different contexts.

This section discusses leadership styles and OCB and the impact of the leadership styles on OCB. The motive in discussing the different leadership style is to locate the centrality of ethical leadership relationship with OCB. Ullah, Wisetsri, Wu, Shah, Abbas & Manzoor (2021:3) indicate that many leadership styles exist and that some leadership styles can influence specific behaviours and intentions while other leadership styles and their traits can affect other characteristics and aspects of individual behaviour. In a study by Alshihabat and Atan on the mediating effects of OCB on leadership,(2020:4) the following are some of the styles of leadership that are identified in various research: autocratic leadership (the boss), democratic leadership (all-inclusive), laissez-faire or free rein leadership (chilled-out), bureaucratic leadership, charismatic leadership (motivational), paternalistic leadership (family-oriented), transactional leadership, servant leadership, entrepreneurship leadership

styles, the coaching style, cross-cultural/diverse leadership, the leader exchange style, situational leadership, strategic leadership, facilitative leadership, the participative leadership style, the visionary leadership style, and transformational leadership.

Masood, Siddiqui, Lodhi and Shahbaz (2020:488) note that leadership styles are associated with greater workforce efficiency, resulting in significant benefits in the form of outcomes or productivity. These elements that are associated with the leadership styles are outcomes of OCB. Leadership styles have been identified not only to enhance the performance of the employees but also their satisfaction in most of the organizational settings. Siddiqui, G.K., Lodhi, H. & Shahbaz. This is also an impact of OCB in an organization. Zainuddin and Asaari, 2020:142) on the other hand notes that Leadership behaviours were found to be positively linked with high-performance ratings, overall satisfaction and commitment, better objective performance, and satisfaction with supervisor and leadership is conceived as a crucial antecedent to a number of employee work-related behaviours.

Abdullahi *et al.*, (2020:964) argue that organizations must have leaders who are well-informed about appropriate leadership styles that correlate with and promote a sustainable and congenial working environment, as well as adapt to changes in the business environment, according to modern business trends. Zainuddin and Asaari, (2020:143) indicate that studies revealed that in general leadership behaviour and OCB have a positive relationship and link with high-performance ratings, overall satisfaction and commitment, better objective performance, and satisfaction with supervisors. Abdullahi *et al.*, (2020:968) further indicate that researchers and practitioners have drawn more attention to understanding various aspects and styles of leadership and how this has consequences for employee work-related performances, including engaging in extra responsibilities and voluntary work in the form of exhibiting OCB.

Khan *et al.*, (2020:7) conclude that a leadership style has a positive and significant effect on innovative work behaviour through OCB. Leadership styles are effective for promoting and stimulating positive behaviours in employees. Leadership styles also highlight the importance of mediating the relationship between OCB in an organization. Cobbinah, Ntarmah, Obeng and Quansah (2020:99) also indicate that leadership style plays a major role in shaping how workers view their working environment as being conducive and supportive. Hamdi, Jameel, Massoudi and Ahmad (2021:252) note that results showed the

positive and significant impact of OCBs and means some leadership styles increase OCBs. Therefore, the purpose to determine the impact of ethical leadership on OCB in understanding the group level and individual level mediators will enhance the leadership discourse (Tourigny, Han, Baba & Pan, 2019:438).

3.4 FOCUS ON THE DIMENSIONS OF OCB

Safitri (2018:444) is of the view that OCB involves a number of behaviours including helping others, volunteering for extra tasks, complying with rules and procedures at work. Testa, Todaro, Gusmerotti and Frey (2019:1199) posit that the nature of OCB has long been debated and in particular its dimensions. Verghese (2020:28) infers that citizenship behaviours are under the voluntary control of individuals. Davison *et al*. (2020:2) point out that the component parts of OCB have been the focus of meta research in a number of papers. Davison *et al.* (2020:2) further state that research studies identified a set of OCB forms. Vanaja and Rajeswari (2021:195) also indicate that research identified five aspects of OCB. Na-Nan, Kanthong, Joungtrakul and Smith (2020:2) posit that dimensions enhance employees' desirable behaviour and work performance according to the expectation of administrators and organizations. However, Davison *et al.* (2020:2) are of the view that cultural imperatives influence the development of OCB dimensions.

Tamber and Shanker (2014:68) posit that Organ's (1988) conceptualization of OCB includes five behavioural types – altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Winarsih and Riyanto (2020:13) are of the view that OCB is divided into dimensions, namely helpful behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, individual development. However, Winarsih and Riyanto (2020:13) and Munawir (2018:254) further indicate that, Organ in Demirel *et al*. (2018) suggested the adoption of five main dimensions of OCB, namely: altruism, civic virtue, conscientiousness, courtesy, sportsmanship. This view is also supported by Farris (2018:2) who indicates that "the dimensions of OCB that have persisted over time are based on Organ's (1988) five-factor OCB model that includes; altruism, conscientiousness, sportsmanship, courtesy and civic virtue". Table 3.3 outlines the OCB dimensions and the corresponding indicators.

Table 3.3: Indicators of OCB dimensions

Dimension	Indicator
Altruism	Willingness to help co-workers in completing their work within unusual situations in the organization beyond employee obligations.
Courtesy	Behaviour that describes the form of employee loyalty to employee's company with involvement in organizational functions as an extent of dedication.
Sportsmanship	Behaviour that describes employees who emphasize to look at positive aspects rather than aspects negative from the company. Reflects as endurance behaviour.
Civic Virtue	Behaviour concerning employee support for administrative functions in the company.
Conscientiousness	Behaviour that describes employees who carry out tasks and responsibilities more than what is expected.

Source: Adapted from Safitri, (2018:445)

Table 3.3 summarizes the indicators of OCB dimensions. A recent study by Zayed *et al.* (2020:448) also posit that OCB is a concept that has sub-dimensions such as conscientiousness, altruism, sportsmanship, courtesy and civic virtue. Farris (2018:2) indicates that the dimensions of OCB that have persisted over time are based on Organ's five-factor OCB model, which includes altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Ingrams (2020:223) is of the view that Organ's dimensions continue to be at the core of measurement approaches in both the public and private sector.

3.5 ANTECEDENTS AS DRIVERS OF OCB

Kim *et al.*, (2019:92) state that given the importance of OCB within an organizational context, the antecedents of OCB remain a topic of discussion within the literature. Vanaja and Rajeswari (2021:198) posit that antecedents are preceding circumstances or phenomenon that can largely influence the magnitude of an employee's OCBs. Banwo and Du (2020:89) are of the view that although there is some debate on factors influencing OCB, there is agreement that different antecedents have much significance on the functioning of organizations. Lopez-Cabarcos *et al*., (2020:272) indicate that studies, have shown that the antecedent elements such as job attitudes, positive affection, social support, positive leadership, or a supportive organizational climate can lead to OCB.

Szabo *et al.* (2018:352) are of the view that because of the OBCs contributions to the effective functioning of organizations, it is important to identify the personality antecedents of OCBs. Miao *et al*., (2018:463) posit that personality traits have shown to be predictors of outstanding success and of leadership success in global environments. Benuyenah (2021:2) argues that performance can be linked to several antecedents including cultural variables and attitude.

Identifying antecedents of OCB has attracted many OCB scholars (Banwo & Du, 2020:89). Even though there is debate on factors influencing OCB, there is still agreement that different antecedents have much significance for the functioning of organizational performance (Banwo & Du, 2020:89). Across countries and cultures different perspectives on the antecedents of OCB exist (Ocampo, *et al.*, 2018:11). Antecedents of OCB are generally discussed based on the four main domains by researchers: - task (Job) characteristics, employee (follower) characteristic, organizational conditions, and leadership behaviour (Osman, Abdul Ghani & Alis, 2019:338). The literature of organizational behaviour describes several antecedents that can influence OCBs (Curcuruto & Griffin, 2018:30). Previous studies have shown that OCB is strongly correlated with job attitudes, task variables, and leadership behaviours (Osman *et al.*, 2019:338). However, these are not the only antecedents that are relevant for OCBs. The research study will focus only on the above four domains.

3.5.1 Task characteristics

3.5.1.1 Job satisfaction

Ocampo *et al*. (2018:832) claim that despite dating back to the 1970s, job satisfaction remains the most notable antecedent of OCB. Ocampo *et al*. (2018b:836) also claim that there were views that opposed the construction of job satisfaction as an antecedents of OCB because they found that it had no direct effect on behaviour. However, Cek and Eyupoglu (2020:2) view job satisfaction to have an influence on the organization's performance and the efficiency of its daily activities. Job satisfaction is defined as a "positive feeling that an employee has about the job and an employee's overall sense of well-being at work" (Ingrams, 2020:227; Ocampo *et al.*, 2018a:13). Gahlawat and Kundu (2020:169) describe job satisfaction as the "pleasurable and positive emotional state of an individual, arising out

of the cognitive evaluations of various job characteristics and emotional experiences at work". Rahawarin *et al*., (2020:683), on the other hand, indicate that job satisfaction is a general attitude, which is the result of several specific attitudes towards work factors.

Central to organizational behaviour is job satisfaction and it plays a key role as an antecedent of OCB (Ingrams, 2020:227). Job satisfaction regarding the different aspects of a job encourages positive behaviour, such as enhanced productivity among employees (Ocampo *et al.*, 2018a:13). The association between job satisfaction and OCB has been supported by studies and it was found that OCB and job satisfaction are positively associated (Singh & Singh, 2019:939). Similarly, this view is also supported by Meynhardt *et al.,* (2018), Singh and Singh (2019:939), and Ingrams (2020:227). Ingrams (2020:227) concludes that job satisfaction is broadly found to be positively associated with OCB.

3.5.1.2 Human resources practices

Mostafa (2017:163) defined human resources practices (HRP) as systems designed to increase organizational effectiveness by creating employee platforms for engagement in the organization. Employee platforms are an environment wherein employees display OCB. Ma, Long, Zhang, Zhang and Lam (2017:566) defined HRP as coherent practices that enhance the skills of the workforce. Likewise, OCB behavioural practices have the ability to enhance the skills of employees. Ma *et al*. (2017:566) further indicate that HRP have been proven to have positive effects on individual-level outcomes. Research findings on the role of HRP indicate that there is a positive relationship between HRP and OCB (Ghani & Rasheed,2020:43). Amrutha and Geetha (2020:2) are of the view that HRP contribute to requirements of social equity, health, wellness and well-being of organizations and their employees. HRP plays an important role in developing and sustaining OCB capabilities in order to increase organizational productivity.

Jaiswal and Dhar (2017:2) indicate that HRP help to shape attitudes and behaviour of employees resulting in improved employee satisfaction and commitment in an organization. Similarly, OCB is also related to the level of job involvement, which includes qualities such as work commitment. Ocampo *et al*. (2018:838) are of the view that employees are considered a source of competitive advantage in a competitive business environment.

Likewise, other studies identified a connection between OCB and organizational competitive advantage (Ghani & Rasheed, 2020:45). Guan and Frenkel (2018:592) indicate that HRP influences employees perceived job discretion. On the other hand, Kim *et al*. (2019:84) indicate that HRP influences employee attitudes and improves employees' performance by developing and empowering them. Rubel and Rahman (2018:71) are of the view that to improve employee productivity in an organizational setting, (OCB) is regarded as a critical factor in increasing efficiency and has been found to be positively associated with organizational success. Teresa *et al*. (2020:1) indicate that HRP practices are regarded as a crucial element to retain committed employees who are likely to contribute to the organization.

3.5.2 Employee characteristic

3.5.2.1 Follower engagement

Burch and Guarana (2014:8) referred to follower engagement as a "state in which employees invest their personal selves fully in their work roles—emotionally, cognitively, and physically". Ocampo *et al*., (2018b:837) describe follower engagement as the emotional and rational dedication to the organization and is characterized by vigorous, involved, and effective work performance. Abror, Patrisia, Syahrizal, Sarianti, and Dastgir (2020:5458) indicate that follower engagement is a positive, fulfilling, work-related state of mind that is characterized by a positive emotional relationship between employees and their job.

Follower engagement is a determinant of OCB that is described as the emotional and rational dedication to the organization and is characterized by vigorous, involved, and effective work performance (Ocampo *et al.*, 2018a:12). Followers would probably be absorbed in what they are doing and involve themselves in behaviours that go beyond formal organizational work because of their high level of job engagement (Ocampo *et al.*, 2018a:12). Likewise, Shaaban (2018:60); Handayani (2018:60) and Abror *et al.* (2020:5458) confirm that follower engagement is a determinat of OCB.

3.5.3 Organizational conditions

3.5.3.1 Organizational commitment

Pimthong (2016:56) is of the view that organizational commitment is the followers' attitude, which reflects a sense of affirmation and confidence towards the organization they work for. Organizational commitment is defined "as the relative strength of an individual's identification with and involvement in an organization" (Rita *et al.*, 2018:956-957). Ocampo *et al*., (2018:837) state that organizational commitment refers to the degree of identification with and involvement in the organization. Organizational commitment is also defined as the intensity with which the members of a team engage and identify with their work team (Flavian, Guinalíu & Jordan, 2019:6). Sheik (2017:392) notes that organizational commitment can be regarded as an inner steadying or willing force that directs an individual action towards the goals of the organization. Rahawarin *et al*., (2020:684) refer to organizational commitment as an attitude that shows employee loyalty.

Organizational commitment has been found from previous studies to be an important predictor of OCB (Pimthong, 2016:56). Teresa *et al*., (2020:3) posit that organizational commitment potentially alleviates employee turnover that induce high service levels to customers. Organizational commitment is especially relevant, because it can influence the attitudes and behaviours of the followers in the organization (Flavian *et al.*, 2019:6). Schraggeová and Stupková (2021:48) indicated that committed employees perform better, show higher levels of OCB and are more satisfied at work. The observation of organization commitment is important in order to successfully keep workers providing maximum output for the organization (Arumi, Aldrin & Murti, 2019:126). In general, followers who are committed to their organization feel a sense of belonging towards their organization and are conversant with the desired organizational objectives (Arumi *et al.*, 2019:126).

3.5.3.2 Culture

Di Stefano, Scrima and Parry (2019:2485) state that culture can be defined as a system of shared values that produces normative pressures on members of organizations. Tagliabue, Sigurjonsdottir and Sandaker (2020: 852) posit that culture refers to a complex adaptive system that is selected by members of an organization. Winarsih and Riyanto (2020:13)

indicate that culture is a set of values, norms, beliefs, and understandings that are shared by all members of the organization. Ocampo *et al.* (2018a:12) indicate that culture plays an essential role in employees' desire and willingness to engage in OCB. The cultural ethos of an organization is an enabler for employees to engage in OCB because an organization embedded in a culture that is shared and accepted by employees mediates the behaviour of individuals.

Ouedraogo and Ouakouak (2021:171) are of the view that culture is yet another important determinant of organizational change success. Culture is defined as the values, principles, traditions, and ways of working shared by members of the organization (Di Stefano *et al.*,2019:2485). These values, principles, traditions, and ways of working influence how members behave and, as a result, how they display OCB (Vanesa, Matondang, Sadalia & Daulay,2019:38). Baradarani and Kilic (2018:898) argued that "culture is a linchpin for innovation in organizations". Through OCB, culture has a positive effect on employee performance and this can enhance innovation. Miao *et al.* (2018:463) state that culture has an important influence on human behaviour. Afsar, Shahjehan, Shah and Wajid (2019:69), on the other hand, indicate that a person who knows the cultural diversities of workers would always feel comfortable in helping others and taking care of their needs and wants. Benuyenah (2021:2) argues that "cultural backgrounds tend to determine whether an individual has the inclination to act more towards 'task' or 'contextual' elements of work performance". Baradarani and Kilic (2018:899) posit that having a strong culture that improves the needs and desires is of the utmost importance to make employees more productive and in return display OCB. The understanding of the impact of culture on individual behaviour provides an understanding of the relationship between culture and OCB.

3.5.4 Leadership behaviour

3.5.4.1 Leader behaviour

The relationship of exchange between a leader and a follower is characterized as high quality or low quality relationships, that are developed over time, and have the potential to effect a leader's influence on followers (Naeem, Weng, Hameed & Rasheed, 2019:67). Leadership is an important organizational antecedent of OCB (Naeem *et al.*, 2019:67).

Dartey-Baaha, Anlesinyab and Lamptey (2019:75) also indicate that leadership behaviour is a potential antecedent of OCB and may be critical in eliciting desired employee behaviours. Research in organizational behaviour has demonstrated the importance of leadership in fostering desired behaviours on the part of followers (Ingrams, 2020:228). Studies have positive associations between leadership and OCB (Ingrams, 2020:228).

Ocampo *et al.,* (2018:17) refer to leader behaviour as the degree of influence that leaders have over their members to inspire them to perform beyond expectations in the organization. Singh, Selvarajan and Chapa 2019 (2019:794) are of the view that leader behaviour signifies the quality of the relationship between the leader and the follower which has been found to be positively related to OCB. Testa *et al.*, (2019:1201) indicate that studies focus on the role of leadership in promoting employees' OCBs. Alilyyani *et al.*, (2018:34) on the other hand also indicates that leaders are essential in every organization practices, and contribute to improved outcomes. Ingrams (2020:228) emphasises the importance of leadership in fostering desired behaviours on the part of employees and creating conditions for improved performance.

3.5.4.2 Self-efficacy

Ocampo *et al*. (2018b:838) state that self-efficacy refers to how employees perceive themselves to be capable of carrying out a more proactive set of work tasks that extend beyond prescribed requirements. Similarly, Aslam, Safdar and Shafiq, (2018:232) defined self-efficacy as employee's judgments of their capabilities to organize and execute actions required to attain organizational performances. Chegini, Janati, Asghari-Jafarabadi and Khosravizadeh (2019:87), on the other hand, indicate that self-efficacy "is a personality trait and a controlling mechanism which plays significant roles in dealing with daily tasks and achieving goals". Bayraktar and Jimenez (2020:302) summarize self-efficacy as referring to people's judgments about their capability to perform particular tasks.

Pradhan, Jena and Panigrahy (2020:510) posit that self-efficacy is a kind of internal motivation, raises positive thinking and plays a significant role in promoting individual performance. Almutairi (2020:3) argued that self-efficacy is the task-specific characteristic of self-esteem that augments people's capacity to motivate, acquire and increase

performance. Umrani, Siyal, Ahmed, Ali Arain, Sayed & Umrani (2020:1292) are of the view that self-efficacy gives people the ability to manage difficult tasks in difficult situations. Ingusci, Callea, Cortese, Zito *et al.,* (2019:535) also indicated that self-efficacy can be decisive to provide effort and persistence in achieving goals, relating it to a positive motivational condition at work. In support, Pradhan *et al*. (2020:510), indicate that employees with higher self-efficacy are more motivated and are expected to make a difference at work.

According to Adewale and Ghavifekr (2019:116) a leader's self-efficacy plays a vital role in the attainment of the goals for an organization. Amah (2018:127) therefore suggested that self-efficacy is an important variable to consider when engaging in OCB. Self-efficacy provides the individual capabilities to organize and perform in an organization. Further, self-efficacy provides the belief to influence self-motivation in order to improve individual performance. Abror *et al.*, (2020:5458) also suggests that self-efficacy will have an impact on some factors such as satisfaction and OCB. Kao (2017:724) also indicates that self-efficacy has a positive effect on individual OCB.

3.5.4.3 Self-serving motives

Michel (2017:2) indicates that self-serving motives refer to acts that are expected to lead to an optimal or maximum result for the benefactor. According to Hadi and Yulianti (2019:69) self-serving motive is a motive that is based on personal interests. Vlachos *et al.* (2019:1025) are of the view that employees may view self-serving motives more positively owing to their compensation being linked directly to organizational performance. Donia *et al.,* (2018b:200) therefore argued that self-serving motives might prove a greater asset for individual contributions in the organization.

Ocampo *et al*., (2018b:838) are of the view that employees also engage in OCB in order to impress their supervisors and are more likely be rewarded and recognized. Hadi and Yulianti (2019:69) further state that self-serving motives show that OCB is aimed to fulfill its own obligations and goals. Self-interest and prosocial motives between benefactors and recipients increase OCB. Donia *et al.,* (2018b:193) indicate that self-serving motives mediate the relationship between OCBs and organizational performance. Chou and Chang (2021:267) infer that, perhaps, one of the most important managerial tasks is to enhance

employees' inferences about themselves because self-inference determines self-satisfaction. Self-inference also affects work motivation and task performance, which are also attributes of OCB in an organization. Because self-efficacy is a predictor of voluntary learning behaviour it may be linked to discretionary voluntary individual behaviour.

3.6 OCB DIRECTED AT INDIVIDUALS AND ORGANIZATIONS: ROLE AND INFLUENCE

De Geus *et al.* (2020:258) posit that the distinction between OCB directed towards individuals (OCBI) and OCB directed towards the organization (OCBO) provides a useful understanding of individual and organizational manifestations of OCB. Vanaja and Rajeswari (2021:195) indicate that behaviours related to OCB are classified into two categories, namely OCB displayed towards individuals (OCBI) and OCB displayed towards the organization (OCBO). Alessandri, Filosa, Eisenberg and Caprara (2021:1), on the other hand, indicate that OCB is related to a number of individual level and organizational-level outcomes. Verghese (2020:29) states that OCB exhibited extra-role behaviours at the individual, team and organizational levels. Lopez-Cabarcos *et al.,* (2020:272) also indicate that OCB is associated with various individual-level and unit-level outcomes such as profitability, productivity, product quality, and efficiency.

3.6.1 <u>OCB directed at individuals</u>

Verghese (2020:30) indicates that some research studies found OCBs to be positively related to individual and unit-level performances. Alessandri *et al.*, (2021:2) posit that it stands to reason that OCB directed at individuals (OBCIs) are currently considered as general and prototypical examples of prosocial behaviour at work that are rooted in the same prosocial motives that sustain individuals' broader prosocial orientation. OCB directed towards individuals is behaviour (OCBI) that is targeted to specific individuals for the benefit of the organization (Dirican & Erdil, 2016:352).

OCBI refers to the behaviours mainly directed at the co-workers, which can benefit an individual's performance as well as that of the organization (Wang & Sung, 2016:117; (Kartono, 2019:93). OCBI is an interpersonal dimension which assumes altruism, helping,

and courtesy behaviours that are enacted to benefit other people (Dirican & Erdil, 2016:352). OCBI comprises behaviour that benefits other individuals and thereby ultimately contributes towards organizational effectiveness (Sharma & Mahajan, 2017:23; Hurley, 2020:2). OCBIs are directed at other organizational members, and involve altruism and courtesy in these interactions (Donia *et al.*, 2018a:89). OCBI "allows active pursuit of interpersonal engagement with co-workers with a view to contribute to the collective welfare of the organization" (Tourigny *et al.*, 2019:433). "OCBI benefits other members of the organization and the examples of such behaviour include; giving up time to help others who have work or non-work problems or helps others who have been absent" (Dirican & Erdil, 2016:352).

The dynamics in the development of organizations must be supported and maintained by employees who have the ability to solve problems and OCBI plays a critical role in this regard (Shareef & Atan, 2019:584). Individuals who demonstrate OCBI, "find the time to listen to colleagues or supervisors, assist them when necessary and take a personal interest in their well-being" (Gerpott, Van Quaquebeke, Schlamp & Voelpel, 2019:1064-1066). OCBI indirectly contributes to the organization by benefiting peers and co-workers and this enhanced cooperation allows the group to deliver services more effectively (Awuni & Tanko, 2019:21503). "When employees take responsibility above and beyond what is in their job description, they are more likely to engage in behaviours that help others" (Tourigny *et al.*, 2019:433). OCB directed towards individual members is more relevant to ethical leadership because it is more closely associated with a desire to help others (Ong, Mayer, Tost & Wellman, 2018:46). Ethical leadership is positively related to OCBI and the effects on OCBI is significant (Zhang et al., 2019:23). Researchers have found a positive relationship between ethical leadership and OCB of followers because they feel obliged to support other followers in the organization (Eva *et al.*,2020:627).

3.6.2 <u>OCB directed at organizations</u>

Farris (2018:2) says that research shows that OCB increases coordination of activities among team members and work groups. Irmawati and Retnawati, (2019:923) indicate that OCB directed at organizations (OCBO) encourages employees to practise OCB particularly because of the desire to contribute to the organization. OCB directed at organizations (OCBO) "refers to the behaviours directed at one's own organization, which can benefit the

performance of the entire organization" (Wang & Sung, 2016:117). OCBO provides a useful analytical lens for understanding organizational manifestations of OCB (De Geus, *et al.*, 2020:260). OCBO is an "individual's discretionary behaviour that helps to enhance organizational effectiveness and benefits the welfare of the organization" (Xie, *et al.*, 2017:80). Individuals with an altruistic tendency are more likely to feel personal responsibility for improving the welfare of their organization and hence are more likely to behave altruistically in the organization (Xie *et al.*, 2017:80). OCBO, is "also a more general mode of conscientiousness with respect to the organization" (Organ, 2018:298). An example of OCBO would be to attend voluntary meetings or events pertaining to the organization (Wombacher & Felfe, 2017:3). This example of OCBO displays characteristics of team commitment within the organization.

OCBO, "such as making suggestions to improve the organization because this may be useful for their team in terms of status, recognition, and extra resources may be displayed by team members" (Wombacher & Felfe, 2017:3). Thus team commitment can be an additional source of motivation for exhibiting OCBO beyond one's overall organizational commitment (Wombacher & Felfe, 2017:3). This therefore suggests that team commitment predicts organization-directed organizational behaviours (OCBO) over and above organizational commitment. (Wombacher & Felfe, 2017:3). Hence team conscientiousness, sportsmanship and team virtue are directed at the organization (Donia, O'Neill & Brutus, 2018b: 89; Zoghbi-Manrique-de-Lara & Viera-Armas, 2019:197).

3.7 ROLE OF MEDIATORS IN OCB

De Geus *et al*. (2020:265) argue that mediating variables in OCB have been more widely used and that the commonly used mediators are from among the employee antecedents of OCB. Some results show that the mediating variable can be more than one serialized variable (Sugianingrat *et al*., 2019:322). Serialization of mediation variables can be defined as exposing employees to one variable that is constantly repeated in an arranged form of behaviour (Sirkorski & Knoll, 2018:1389). Serialized exposure to mediated variable may affect people's perceptions of a particular behaviour (Sirkorski & Knoll, 2018:1389). On the other hand, causal pathways between variables may reduce the perception of serialized variable. Causal pathways are vital parts of the causal mechanism that forms OCB in

organizations (Ferman, 2021:19-20). Whittle, Mansell, Jellema and Van der Windt (2017:620) applied causal mediation methods in their study and argue that using mediation analysis to identify what factors may be part of the causal pathway between intervention and outcome, whether the intervention was successful or unsuccessful, can provide useful information and insight into how to improve future interventions.

Ingrams (2020:227) suggests that the relationship between antecedents and OCB might sometimes depend on mediating variables. Table 3.4 indicates the summary of mediators from the employee antecedent of OCB. Khan *et al.* (2021:19) particularly refer to the mediating effect on the relationship between leadership style and OCB. A leader's style was found to have a direct positive impact on behaviour of followers as a mechanism to mediate the relationship towards OCB (Khan *et al.*, 2021:19).

Pletzer (2021:4) refers to the mediating mechanism linking role overload with OCB. Role overload has an impact on OCB. Through emotional exhaustion as a mediating variable, role overload was found to have an indirect and negative effect on OCB (Pletzer,2021:5). The negative effect makes employees vulnerable to loss of resources. However, an earlier study revealed a positive and significant direct relationship between role overload and OCB (Montani & Dagenais-Desmarais, 2018:764). They found that work overload is associated with increased responsibility and challenges because it is perceived as having the potential to facilitate the achievement of valued personal outcomes.

Zayed *et al*. (2020:445) indicate that perceptions of mediating variable have been linked with a wide range of employee attitudes and organizational behaviour. It is important to understand whether different variables play a bridging role as mediators in the influence process (Narzary & Palo, 2020:4). Some studies (Ilies *et al.*, 2009; Rezaiean *et al.*,2010, Riasudeen & Venkatesakumar,2014) argue for a mediation mechanism in the influence process between variables (Narzary & Palo, 2020:4). This helps employees understand the influence of variables on other variables.

Khan *et al.* (2021:20) is of the view that the reciprocal process of social exchange theory affects the mediating mechanism of organizational commitment towards OCB. Commitment as an independent variable could be an important mechanism when dealing with

management issues. Likewise, studies related to incorporating organization commitment as a mediator recognize its effect in increasing employee performance but less towards employee commitment (Khan *et al*., 2021:20). The mediating effect of organizational commitment is dependent upon leadership and organizational culture. Table 3.4 indicates the summary of mediators from the employee antecedent of OCB.

Table 3.4: Summary of OCB mediators from employee antecedent

Mediator	Employee antecedent
Organizational commitment	Employee characteristics
Psychological empowerment	Organizational characteristics
Organizational identification	Employee characteristics
Job satisfaction	Employee characteristics
Trust	Employee characteristics
Organizational Politics	Organizational characteristics
Person-organizational-fit	Employee characteristics
Person-job-fit	Employee characteristics
PSM	Employee characteristics
Goal clarity	Job characteristics
Careerism	Job characteristics
Justice	Organizational characteristics
Participation in decision making	Employee characteristics

Source: Adapted from de Geus *et al.*, (2022).

It is clear from Table 3.4 that organizational characteristics, job characteristics and employee characteristics are mediation mechanisms in the relationship of OCB. As a result of the mediation mechanism, a large number of studies have been conducted on the relationship between OCB and its determinants and dimensions, such as job satisfaction and organizational commitment. Different variables appear to act as significant mediators of OCB relationships, according to empirical findings and theories (Na-nan *et al.*, 2020:4).

De Geus *et al.* (2020:265), on the other hand, is of the view that mediating effects can also have a negative impact on OCB. Benuyenah (2021:8) questions whether individual level OCB positively impacts on group level OCB or vice versa. However, Amalia *et al.* (2021:127) posit that OCB is used as a mediating variable. Abror *et al.*, (2020:5458) found that mediating relationships between various antecedents have a significant impact on OCB.

Taamneh, Alsaad and Elrehail *(*2018:326) maintain that OCB acts as a mediating variable, partially mediating the relationship between human resources practices and organizational performance. Zayed *et al.*, (2020:445) are of the view that various mediating variables maybe seen as managerial practice that may create a positive and more effective citizenship behaviour among employees. Gahlawat and Kundu (2020*:*171*)* state that mediating mechanisms affect the behavioural variables that reshape the employee relations in an organization. Massoud *et al*. (2020:22) indicate that antecedents have an impact on employee performance and can act as a mediating factor of OCB.

Job satisfaction is a significant variable in studies of work attitudes because it influences work interaction. Each individual may have a favourable or unfavourable attitude towards work. As an OCB mediator, job satisfaction has a significant impact in an organization. It was discovered that job satisfaction, in the form of employees' willingness to perform tasks, was a mediator, and that such satisfaction affected OCB (Na-nan et al., 2020:4). Indicators of positive OCB reflected employees' devotion to the organization. Job satisfaction functions as a mediator between various antecedent variables of employee behaviour and workplace behaviours' relationship.

The main mediator between human resource management and work performance is organizational commitment, which has a positive relationship with OCB. Organizational commitment acted as a mediator between the perception of fairness in performance appraisal and OCB (Na-nan *et al.*, 2020:5). In other words, when employees perceive fairness in performance appraisal, they are more likely to commit to the organization and exhibit good citizenship behaviour. Employee perception of fairness is an attribute of organizational justice.

Organizational justice, which is the employees' perception of how the organization treats them, has a strong relationship with OCB (Na-nan *et al.*, 2020:3). It contains elements of procedural justice, distributive justice, and interactional justice. The mediation between organizational justice and OCB is through perceptions of fair procedural implementation in an organization (Na-nan *et al.*, 2020:4).

3.8 SUMMARY OF PUBLIC UTILITY IN SOUTH AFRICA

South Africa's SOEs are in a perpetual state of catastrophic leadership bankruptcy, which may be linked to the derailment of parastatal's true objectives as catalysts for public value creation (Sithomola,2019:62). This leadership quandary has resulted in a lack of confidence and faith in the ability of SOEs to fulfil their critical responsibilities of development and income creation in order to sustain their operations. South Africa's SOEs are well-known for their financial mismanagement, treasury bailouts, lack of accountability, political cronyism, disregard for the rule of law, unstable leadership structures, inefficiencies in productivity, and a thriving impunity culture (Sithomola,2019:62). All the unfavourable institutional complexity stems from leadership weaknesses, which are unquestionably present in many SOEs (Sithomola,2019:62).

Many SOEs have become mired in unwelcome complications due to leadership dysfunctionality, including poor management, a culture of perpetual financial bailouts, a lack of accountability, ineffective productivity, and disrespect for the rule of law (Sithomola, 2019:63). It is clear that those in senior positions within SOEs care less about the interests and well-being of the people of South Africa (Sithomola, 2019:63) than they do about influencing the country's developmental course through the building of good governance structures and mechanisms. According to a report by the Public Protector of South Africa (2015), the Passenger Rail Agency of South Africa (PRASA), one of the largest SOEs, was riddled with nepotism and conflict of interest, with senior management employing relatives and giving business to their spouses (Mutize & Tefera,2020:12).

Political constraints within SOEs cause frequent leadership changes, and managers may be chosen on the basis of their political affiliation rather than on merit. Additionally, Bezuidenhout (2021:3) notes that South African SOEs' dismal performance is publicly reported. State-owned businesses in South Africa have consistently received negative media attention due to their subpar performance (Marimuthu, 2020:40). These businesses are frequently unable to meet their financial responsibilities due to their poor financial situations (Marimuthu, 2020:40). Furthermore, there is evidence that staff in South African SOEs do not go above and beyond the call of duty, implying that organizational citizenship behaviour is lacking (Lekgothoane, Maleka, & Worku,2020:432).

As a result, it is possible to conclude that the problems do not stem from laws and regulations, but rather from inadequate leadership, which consists of compromised individuals who are frequently selected through political patronage networks. Furthermore, it can be deduced that variables such as an impunity culture in SOEs, board and management instabilities, and aversion to meritocracy are among the major factors that jeopardize the appointment of individuals/leaders with astute leadership skills (Sithomola, 2019:77).

3.9 CONCLUSION

The discussion and analysis of Chapter 3 provided an outline of the evolution of OCB through the summary of the development of OCB, the focus on the dimensions of OCB, antecedents as drivers of OCB, OCB directed towards individuals, OCB directed towards the organization and the ability of mediators to influence OCB. OCB is an act or behaviour of employees who voluntarily do something that is not their main task, but the act they perform makes it good for the company (Margahana, 2020:308). This interaction is made possible by individual discretionary behaviour between members in organizations.

Organizations in which OCB is prevalent realise improved performance through increased levels of social capital among employees within and among groups (Farris, 2018:2). A large number of studies regarded OCB as a dependent variable and aimed to identify its antecedents (Ueda,2020:33). Employees' willingness to perform tasks beyond their job requirements and to be good servants of the organization for which they work determines an organization's success. OCB have been proven to be useful for both employees and employers at the workplace in developing positive organizational behaviour. Employee characteristics are the most commonly used type of antecedent and have been found to be positively correlated with OCB. OCBs are eminently social acts of employees benefiting the employer system and, in the future, may or may not be compensated by the organization (Costa *et al.*, 2020:3).

Through the analysis of literature, it can be concluded that OCB is active in the management field compared to other fields such as nursing and psychology. In the management field the

‘commitment’ antecedent is prevalent. The growth of OCB has been increasing rapidly and it is recognized as one of the contributors of performance in an organization (De Geus *et al.*, 2020:266-267). Ababneh and Hackett, (2019:19) are of the view that the relationships between job characteristics, work-related attitudes and OCB acts as mediators of the job characteristics-citizenship relationship.

OCB is also found to be related to the seven types of leadership styles in organizations. The seven types are transformational leadership, ethical leadership, servant leadership, authentic leadership, spiritual leadership, charismatic leadership, and transactional leadership (Gan & Yusof, 2020:65). Bismal (2019:6) is of the view that a leader can play an active role in developing awareness about OCB and guiding employees to engage in extra-role behaviour. Leaders influence individuals to be more engaged with OCB. Through leadership styles OCB is empirically proven to increase efficiency and stimulate the effective functioning of an organization (Sheeraz et al., 2021:90). OCB has been a contemporary issue in the workplace that managers in organizations consider essential and ascribe their successes to employees who perform OCB (Ojebola *et al.*, 2020:11).

Ethical leadership not only deters followers acting unethically but also influences followers to engage in positive behaviours in the form of OCB (Gerpott *et al.*, 2019:1064). Literature review in chapters 2 and 3 explored the relationship among ethical leadership, OCB and followers through antecedents and dimension of both ethical leadership and OCB. The quest was to understand how mediation variables shaped the behaviour of followers. This is relevant to the objectives of the study as indicated in chapter 1. This particularly also important to the nature of the study in the context of the South African water sector. The rest of the thesis addresses the impact of mediation variables by analysing the behaviour of employees. The next chapter describes the research design and the method of data collection and analysis.

CHAPTER 4: METHODOLOGY

4.1 INTRODUCTION

In chapter 1, the context of the impact of ethical leadership on organizational citizenship behaviour (OCB) was explored through analysing the behaviour of leaders in organizations and the impact the behaviour of the leader has on followers. Based on the literature it was established that there is less knowledge on how cognitive and affective processes of ethical leadership trigger changes in employee behaviour in an organization (Tourigny, Han, Baba & Pan 2019:438). It was also established that there is lack of understanding of the processes through which employees decide to take responsibility and engage in OCB in the context of ethical leadership through individual and group level mediators (Tourigny *et al.*, 2019:438).

In chapter 2, the contextual relevance and application of ethical leadership was explored. In understanding the relevance of ethical leadership, literature on the definition of ethical leadership was explored and it was discovered that the predominately used definition is that of Brown *et al.* (Magalhães, Santos & Pais, 2019:347). However, it was also established that a few points of critique can be raised regarding this definition. However, it was established through the literature that the definition of ethical leadership by Brown *et al.* is still preferred (Kaffashpoor & Sadeghian,2020:2). Furthermore, the approaches to ethical leadership through theory, culture, values and leader-follower were also explored with the view of expanding the understanding of the impact of ethical leadership in organizations through ethical conscientiousness.

In chapter 3, OCB was conceptualized through focusing on its definition of OCB. The interest on OCB was also explored, the different studies on OCB were discussed with the view of understanding the benefits of studying OCB. The impact of ethical leadership on organization citizenship behaviour is intertwined with leadership styles (Masood *et al*., 2020:488). Therefore, in understanding this relationship, leadership styles and OCB were also discussed. The intention was to answer the research question, namely: “What is the impact of ethical leadership on OCB through an understanding of the individual and group level mediators?”.

Research methodology is a fundamental imperative when conducting research. It entails a systematic approach towards the research and is a process that outlines how a research study was conducted. This chapter presents the process followed in conducting the research study. The research methodology section deals with the research method that was used in the study. It reflects on the philosophical assumptions of the research and the research approach that was used in conducting the study in the form of the research design. It also presents the sampling method, data collection, data analysis and assessing the trustworthiness of the approach. The choice of methodology to be used in a research project is underpinned by a researcher's philosophical assumption. It is important for a researcher to choose the relevant philosophical assumption in order to be in sync with the intended research study.

4.2 THEORETICAL PARADIGM

Research is underpinned by selecting the best suited research philosophy. Ragab and Arisha (2018:2) state that research philosophy is imperative in any research study because it guides the researcher to select the best suited research methodology to investigate the research questions. The study design and methodology are based on ontological and epistemological frameworks. The way problems are evaluated, questions asked, research conducted, theories formed, and answers generated is influenced by a researcher's alignment to a certain perspective on reality and human nature, as well as what is known and how it is known.

Critical realism is a branch of philosophy that defines an objective reality as one that exists independently of individual perception but also recognizes the role that individual subjective interpretation plays in defining reality. The researcher used the critical realism philosophical lens in undertaking the research study.

Ontology relates to the nature of reality and has two positions, namely ontological objectivism and ontological constructionism. Ontological objectivism views the social world as something external to social action and ontological constructionism sees reality as something that people construct. It is also termed 'social construction'. The research

followed a social constructionism approach, which focuses on the things that are created through the process of social interaction.

Epistemology relates to something that is known (Al-Ababneh, 2020:77) and occupies two positions. Firstly, it involves positivism, which relates to the assumption that because reality exists objectively and externally the appropriate data gathering process is to observe phenomena directly. Secondly, it is interpretivism, which relates to the view that a strategy is required that respects the differences between people. This research study adopted interpretivism. Interpretivists believe truth is revealed through social constructions, language, shared consciousness, and other social interactions. Interpretivists design research questions that seek to understand the how and the why. The researcher asks what the impact of ethical leadership is on OCB and therefore the interpretivists approach is relevant in answering the question. This approach was relevant in investigating the impact of ethical leadership on OCB in relation to the relationship between leaders and followers.

Table 4. 1: Research philosophical assumptions

Paradigm	Scientific	Humanistic
Ontology	Objectivism	Subjectivism
Epistemology	Positivism	Interpretivism
Views	The world is tangible and predates individuals	The world is socially constructed, created by the minds of individuals
	Singular reality	Multiple realities
	The researcher is external to and independent of the phenomena being researched	The researcher is part of and interacts with phenomena being researched
	Research attempts to reduce phenomena to context-free generalizations.	Research attempts to provide a contextually bounded understanding of the phenomena

Source: Ragab and Arisha (2018:4).

Table 4.1 illustrates the differences and contexts of the two philosophical assumptions. It is also important for researchers to be cognisant of the strengths and weaknesses of the different methodologies while planning a research project in order to make informed decisions on the selection of research methods, assess the appropriateness of such methods, be aware of their limitations, and justify their choices (Mohajan, 2018:23). Section

4.3 presents the research design for the study and justifies the choice of design as well as any limitations.

4.3 RESEARCH DESIGN

The research design is a master plan framework of any research as it is concerned with turning research questions into projects. Figure 4.1 illustrates the research framework process from design methods to trustworthiness stage of the research process.

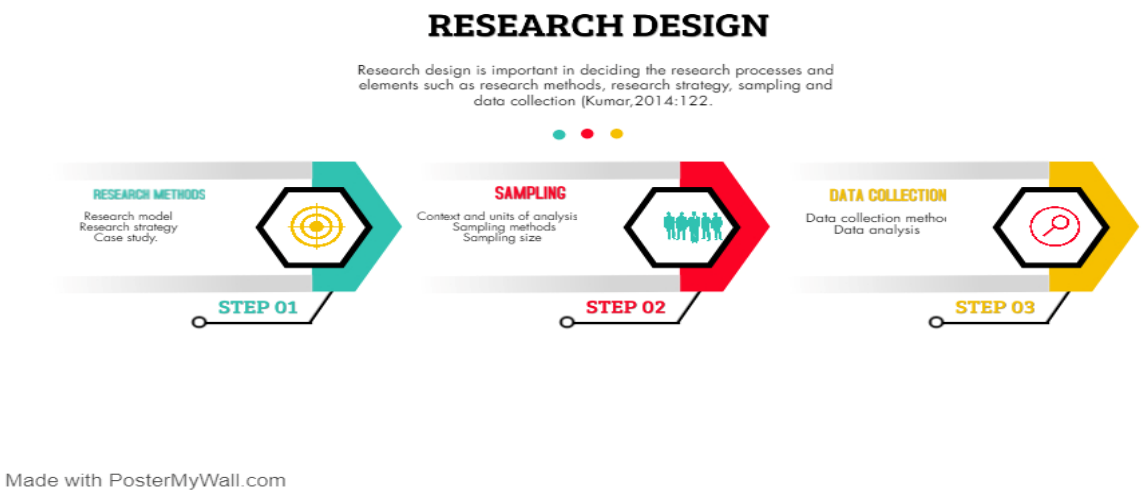
Figure 4.1: Research design-1

Source: Researcher: Adapted from (PosterMyWall).

The research design informs the research methods to be used, the research methods in turn determine the sampling methods to be used, considering the context and the unit of analysis of the research. The sampling methods determine the data collection processes, which are validated by the trustworthiness principles that ensure the quality, validity and credibility of the research.

Kumar (2014:122) points out that a research design is important in deciding the research processes and elements such as research methods, research sampling strategy, and data collection methods. Figure 4.2 illustrates the flow of the research process from research method to data collection. The research design selected is determined by the purpose of the research study. The design selected was based on understanding the impact of ethical leadership on OCB through individual and group level mediators.

Figure 4.2: Research design-2



Source: Researcher Adapted from (PosterMyWall).

Research design is considered a vital framework through which the research processes are implemented (Willmott, 2020:1-4). It is critical to select the best design method that express the issues under analysis, taking into account the benefits and disadvantages of the methods, the research questions, and the nature of the research study (Queiros *et al.*,2017:383). Figure 4.3 illustrates a step-by-step process of the research study.

Figure 4.3: Research design-3: step-by-step approach

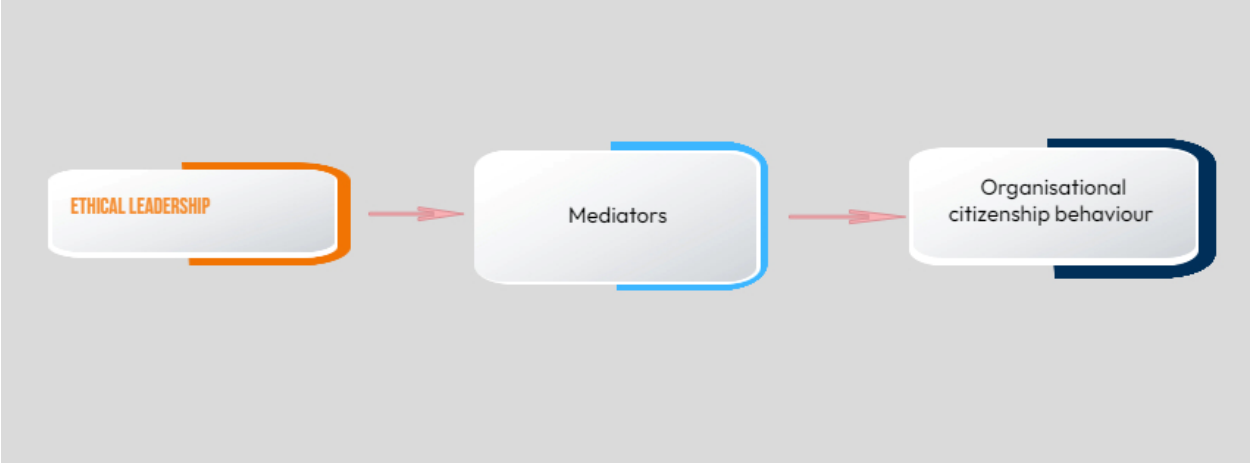
Source: Researcher Adapted from (PosterMyWall).

The importance of ethical leadership in OCB brings to the fore a critical need to comprehend the step-by-step process adopted in understanding the role of group and individual level mediators, in the relationship between ethical leadership and OCB.

4.3.1 Research model

This study examined the relationships between ethical leadership and OCB by focusing on mediators between the two constructs. Through social learning theory the study argued that ethical leadership serves as a role model for employees and affects the collective ethical norms of employees that guide employees' behaviours (Zhang, 2019:20). The study argued that ethical leadership has an impact on OCB through individual and group level mediators. Figure 4.4 depicts the research model of the relationship between ethical leadership and OCB.

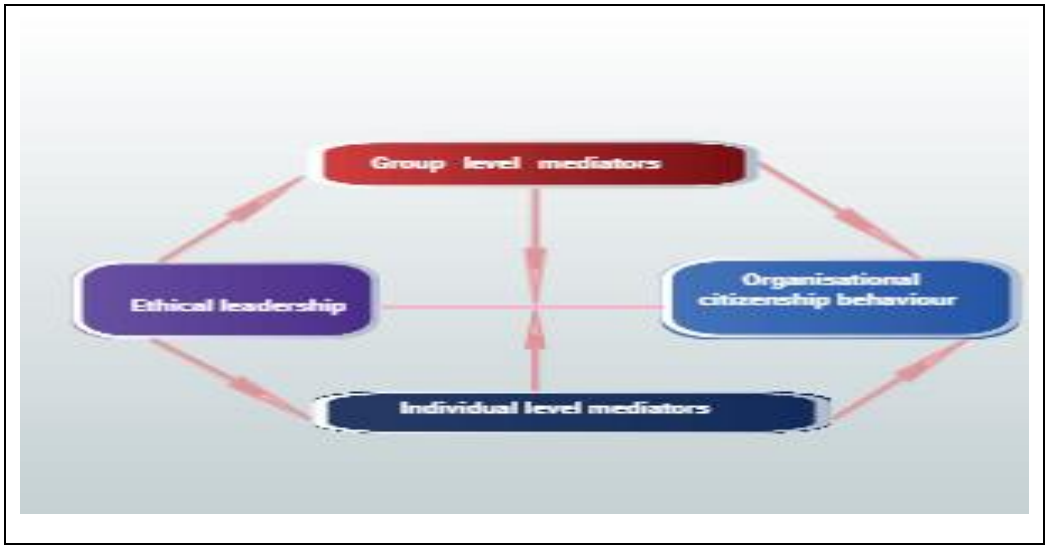
Figure 4.4: Model of the relationship between ethical leadership and organization citizenship



Source: Researcher (2022)

Figure 4.4 presents the research model. There is less information on how ethical leadership promotes OCB practices through mediators directed at individual and group level and less knowledge of possible mediating effects of the ethical leadership–OCB relationship (Tourigny *et al.*, 2019:438). The study examined the group and individual level mediators between ethical leadership and OCB and how they triggered changes in OCB. The study aimed to expand on ethical leadership drawing on social learning theory by understanding the role of group and individual level mediators in the relationship between ethical leadership and OCB. Figure 4.5 presents the research conceptual framework.

Figure 4.5: Research conceptual framework



Source: Researcher (2022)

The unit of analysis was the impact of ethical leadership on OCB through observing the individual and group level mediators and the unit of observation was the individual employees occupying different position in the SOC. The importance of ethical leadership in OCB brings to the fore a critical need to comprehend the understanding of the role of group and individual level mediators, in the relationship between ethical leadership and OCB. The research questions of this study were: What is the impact of ethical leadership on OCB? What are the group and individual level mediators between ethical leadership and OCB? How can group and individual mediators' effects trigger changes in OCBOCB? and Are the group and individual mediators influencing followers to take responsibility to engage in OCB in the context of ethical leadership?

4.3.2 Research strategy

Selecting a research strategy is based on the research questions and objectives, the research philosophy, and the extent of existing knowledge (Al-Ababneh, 2020:87). With this in mind, O'Neil and Koekemoer (2016:4-5) posit that qualitative methodology is concerned with understanding the meaning of social phenomena. Qualitative research is interested in people's beliefs, experiences and meaning systems from their own perspectives (Mohajan, 2018:24). Qualitative research methods include case studies, grounded theory, ethnography, content analysis, and phenomenological studies.

This study adopted a qualitative research method based on a social constructionist paradigm (O'Neil & Koekemoer, 2016:4-5). Kumar (2014:14) defined the qualitative research method as a basic qualitative approach that allows participants to describe the content of a given real-world experience or issue by offering opinions, beliefs, feelings, and perspectives. This approach ensured that the impact of ethical leadership on OCB was investigated. It also ensured that the individual and group mediators were explored, identified, and understood from the perspective of real organizational experiences. The qualitative research method has its strengths and weaknesses. These are presented in table 4.2.

Table 4.2: Qualitative research strengths and weaknesses

Strengths	Weaknesses
Data is based on the participants' own categories of meaning.	Findings produced may not be generalized to other settings.
Useful for studying a limited number of cases in depth and describing complex phenomena.	More difficult to test hypotheses and theories.
Provides understanding and description of people's personal experiences of phenomena (i.e. insider's viewpoint)	Data collection and analysis is often time consuming.
Can describe, in rich detail, phenomena as they are situated and embedded in local contexts.	Results are influenced by the researcher's personal biases.
Determine how participants interpret constructs	None
Determine idiographic causation (i.e. causes of events).	None

Source: Kumar (2014:14).

The weaknesses mention in table 4.2 were mitigated by ensuring that the research case is presented in a rich, detailed description of the context, with the location and people studied presented transparently. Further engagement with data was intensively explored to present a clear correlation of data analysis from the data collection exercise. Lastly, an audit process was implemented throughout the research to ensure that the data and interpretations of the findings were sound, credible and not based on the researcher's own opinions and inclinations. The mitigations are discussed in section 4.4, under trustworthiness.

4.3.3 Case study

The research design was a descriptive and interpretive single case study that was analysed through qualitative methods. The case study was in the context of where the investigation was conducted. Ridder (2017:288) is of the view that single case studies are chosen based on different rationales. Table 4.3 presents the five rationales for choosing a case study.

Table 4.3: Rationales for selecting a single case study

No	Rationale	Context
1	Critical test case	Theory specifies a clear set of propositions and circumstances within which they are believed

No	Rationale	Context
		to be true.
2	Extreme or unique case	Situation commonly occurs in instances which may be so unique or rare that any single case is worth documenting and analysing.
3	Representative or typical case	The objective is to capture the circumstances and conditions of an everyday or common place situation.
4	Revelatory case	Exist when an investigator has an opportunity to observe and analyse a phenomenon previously inaccessible to scientific investigations
5	Longitudinal case	Studying the same single case at two or more different points in time.

Source: Adapted from Yin *et al.*, (2018:53).

Table 4.3 presents the overview of the rationales for selecting a single case study. The rationales serve as a major reason for conducting a single case study (Yin *et al*, 2018:53). Yin, Campbell and Robert (2018:13) state that a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context. A case study offers in-depth and credible results because of the nature of qualitative data collection and the analysis methods (O'Neil & Koekemoer, 2016:5). The rationale for this research was the exploration of how ethical leadership impacts OCB through group and individual level mediators. A case study in this regard was a fit instrument to explore the unit of analysis and unit of observation in respect of the impact of ethical leadership on OCB through group and individual level mediators.

Mostert (2018:319) identifies four essential characteristics of a case study, namely particularistic, descriptive, heuristic and inductive. Particularistic refers to one event, process or situation that is the focus of a study (Mostert, 2018:319). Descriptive refers to the rich and extensive set of details relating to the phenomena (Mostert, 2018:319). Each of these two

is heuristic because they advance understanding of the phenomena, while inductive refers to the form of reasoning used to determine generalizations or concepts that emerge from the data (Mostert, 2018:319).

Moreover, a case study has the characteristic that it can present an in-depth understanding of the nature of the case under investigation (Creswell, 2013:98). The primary research question in this regard, namely “What is the impact of ethical leadership on OCB?” presented an in-depth understanding of the unit of analysis. Another characteristic of a case study is to identify a specific case that can be distinguished through defined parameters (Creswell, 2013:98). Therefore, in respect of exploring the impact of ethical leadership on OCB, a state-owned entity was identified as a case for investigation. A case study is also composed with the intention to illustrate a case or to understand a specific issue (Creswell, 2013:98). These two types of cases are classified as intrinsic and instrumental cases respectively. Intrinsic case study is composed to illustrate a unique case, a case that has unusual interest in and of itself and needs to be described and detailed (Creswell, 2013:99). An instrumental case study is constituted to understand a specific issue, problem or concern and a case is selected to best understand the problem (Creswell, 2013:99).

In this regard the impact of ethical leadership on OCB intended to illustrate a case through an understanding of what were the individual and group level mediators between ethical leadership and OCB. Another characteristic of a case study is its ability to collect data from multiple sources within the case even if it is in instances of multiple cases (Creswell, 2013:99). In this case the data collection process took place using multiple sources within the case environment. This will be clarified further under section 3.3, data collection.

The case study research design was adopted because it is a versatile form of the qualitative method, which produces a comprehensive, holistic, and in-depth investigation. It was also based on the research question of understanding the individual and group level mediators between ethical leadership and OCB. The case study method was used to gain an understanding of the impact of ethical leadership on the OCB in a practical environment setting. It was also used to investigate the relationship between ethical leadership and OCB.

The study adopted a single case study approach to case study research design. A single case study is an appropriate design for an inquiry that investigates a contemporary phenomenon within its real-life context (Gustafsson, 2017:3-4). It offers depth and credible data collection because of the existing life context. A single case study was a fit instrument to explore the real-life unit of analysis and unit of observation. It had the ability to present an in-depth understanding of the case under investigation. The researcher collected data from the case by using semi-structured interviews, focus group interviews, records, reports and performance assessments. The objective was to capture the circumstances and conditions of an everyday situation in order to learn about social processes related to a theoretical interest.

Grounded in extensive and diverse sources of information, the technique of quotes from key participants, anecdotes, prose composed from interviews, and other literary techniques is used to create mental images that bring to life the complexities of the many variables inherent in the phenomenon being studied in a single case (Hancock & Algozzine,2006:16). Single cases have been an important methodology used by scholars to advance the field of management and to examine a variety of complex organizational processes that produce novel and rich theoretical insights (Ozcan, McCombs & Graebner 2017:2).

4.4 SAMPLING

In qualitative research the desired sampling approach is guided by a study's research questions and conceptual framework (Farrugia, 2019:99). That said, sampling refers to the selection of a subset of individuals from a larger population with the intention of representing the specified larger group (Neuman, 2011:246). According to Ragab and Arisha (2018:10) sampling offers a practical and effective alternative that allows for implementation of research projects within time and budget limits. Kumar (2014:229-231) posits that a key contributor in a sampling process is to identify the appropriate sampling plan that outlines how participants will be selected at the various stages of the research. Additionally, an appropriate sample for a qualitative study is one that adequately presents the context and units of analysis of the research (Farrugia, 2019:69).

4.4.1 Context and unit of analysis of the study

Kumar (2014:229-231) suggests that when selecting a sample for qualitative research, the strategy used must be suitable to enhance the understanding of the research problem. The strategy should evolve with the selection of an environment in the form of a case wherein the research will unfold, or the identification of the context in which the research questions will be answered. In this case the context in which the research questions were answered was a state-owned entity (SOE) in the water services sector in the province of KwaZulu-Natal in the Republic of South Africa. The sustainable provision of water is an element of the sustainable development goals and is of relevance in this regard. The management of natural resources requires ethical leadership and as a result the case will be appropriate to explore the research questions.

The case was primarily selected because of its accessibility both from the point of view of permission and reach and also because of convenience. The other reason is that it is one of the few JSE listed SOE that is performing exceptionally well and has a credible credit rating of zaAAA/zaA1 from S&P and AA+(zaF)/F1+(zaF) from Fitch. It is important to bear in mind that sampling is always a compromise between academic ideals and practical constraints. Therefore, it will be valuable from an academic point of view to explore the impact of ethical leadership on OCB within the context of an organization that has the responsibility to manage water within the sustainable development paradigm.

The relationship between ethical leadership and OCB may affect the core employee attitudes and behaviours, including job satisfaction, organizational commitment, job performance, prosocial behaviour, and well-being (Yang & Wei, 2018:101). Therefore, it was imperative to take organizational context factors into consideration while studying the effectiveness and impact of ethical leadership on OCB. According to Yang and Wei (2018:100) the relationship between ethical leadership and OCB is important for understanding the effect of ethical leadership within an organization. This narrative was best explained through the unit of analysis of the research study.

According to De Massis and Kotlar (2014:17) a unit of analysis is a phenomenon that occurs within a bounded context. Therefore, a unit of analysis is important in identifying what the

study will analyse. The primary research question for this study is “What is the impact of ethical leadership on OCB?”. Therefore, the unit of analysis of the case study was derived from this context. That said, for this study the unit of analysis was the impact of ethical leadership on OCB. Therefore, the unit of analysis was the impact of ethical leadership on OCB through individual and group level mediators. Denton (2007:4) describes a unit of observation as the item that will be observed, measured while trying to learn something about the unit of analysis. For this study, the unit of observation was the individuals’ employees occupying different positions in an SOC in the water sector. Therefore, the unit of observation of the study was made up of executive directors, senior managers, managers, specialists, practitioners, scientists and the engineers that represented the levels that made up the composition of case.

4.4.2 Sampling methods

Choosing the appropriate sampling method enhances the rigour and credibility of a qualitative research study (Gill, 2020:1). Berndt (2020:1) supports the view that sampling methods are categorized into probability and non-probability sampling methods. Table 4.4 outlines the different common types of probability and non-probability sampling methods.

Table 4.4: Common types of probability and non-probability sampling methods

Probability sampling method	Non-probability sampling method
Random sampling	Quota sampling
Systematic sampling	Purposive sampling
Stratified sampling	Self-selection sampling
Cluster sampling	Snowball sampling

Source: Berndt (2020:1).

Table 4.4 presents an overview of the common types of probability and non-probability sampling methods. In probability sampling, each individual in the population has an equal chance or probability of being randomly selected in order to produce a sample that is statistically representative of the population (Berndt, 2020:2). By contrast, in non-probability sampling techniques the selection of individuals from the population is not random, but determined by the researcher (Gill, 2020:2).

The case of the chosen case study as a population allows for the selection of a representative sample that will be appropriate to answer the research question. The selection process was as rigorous as possible in order to avoid errors and bias and to ensure maximum representation. This study adopted a non-probability sampling method. A purposive sampling technique was adopted to make up the respondents that would provide the data. This approach allowed the sample to comprise of executive directors, senior managers, managers, specialists, practitioners, scientist and the engineers at the various levels of the organization (Baloyi & De Jongh, 2019:19). Equally important is the sampling of organizations and the individual participants relevant for the research study.

4.4.2.1 Sampling organizations

The population of this study comprised of an organization and employees in a state-owned company in the water sector located in the province of KwaZulu-Natal in the Republic of South Africa. The intention of the sampling was to focus on specific characteristics of the population that would be of interest and that would provide answers to the primary and secondary research questions (Rai & Thapa, 2015:6). The defining of the study population is important because it specifies the organization and the people from whom data will be collected. This exercise is achieved by creating inclusion and exclusion criteria, which are required in designing research protocols (Patino & Ferreira, 2018:84).

The context and boundary of the study population are delineated by developing inclusion and exclusion criteria relevant to the research questions. The inclusion and exclusion criteria ensured that there was sufficient data to investigate the primary research question and the secondary research questions (Swift & Wampold, 2018:357). The research study adopted a sampling method that used both the organization and individual level participants. The organizations' inclusion and exclusion criteria are presented in table 4.5.

Table 4.5: Organizations inclusion and exclusion criteria

Inclusion criteria	Exclusion criteria
State-owned Company (SOC)	Not classified as state-owned company
Water Board	Industries other than water boards
Listed on Johannesburg stock exchange	Non-listed water boards
More than 500 employees	Fewer than 500 employees

Inclusion criteria	Exclusion criteria
KwaZulu-Natal and RSA	Outside KwaZulu-Natal and RSA

Source: Swift and Wampold (2018:357).

Table 4.5 summarizes the organizations inclusion and exclusion criteria. The inclusion and exclusion criteria were key features of the study population and contributed to investigating the research questions (Patino & Ferreira, 2018:84). The inclusion criteria allowed for a judgement to be made in respect of the impact of ethical leadership on OCB. The intention with these inclusion and exclusion criteria was to enhance the external validity of the research results.

The relevance of a sampling method is based on the study's research questions. The study had the following questions:

Primary research question:

1. What is the impact of ethical leadership on OCB?

Secondary research questions:

1 What are the group and individual level mediators between ethical leadership and OCB?
2 How can the group and individual mediators' effects trigger changes in OCB?
3 How are the group and individual mediators influencing followers to take responsibility and engage in OCB in the context of ethical leadership?

A purposive sampling method was adopted in responding to the research questions. Purposive sampling represents a group of different non-probability sampling techniques that are to be studied (Pietersen, 2018:59). Purposive sampling is also referred to as judgmental, selective or subjective sampling and relies on the judgement of the researcher when it comes to selecting the units (Rai & Thapa, 2015:5). Table 4.6 presents the advantages and disadvantages of purposive sampling.

Table 4.6: Advantages and disadvantages of purposive sampling

Advantages	Disadvantages
Wide range of sampling techniques that can be used across qualitative research designs	Purposive samples can be highly prone to researcher bias.
Can provide researchers with the justification to generalize from the sample that is being studied.	It can be difficult to defend the representativeness of the sample.
Provides a wide range of non-probability sampling techniques for the researcher to draw on.	The knowledge of population may not always be available.
Proper care will be taken in selecting the sample.	None
Less expensive and less time consuming.	None
Useful when some of the units are very important and must be included.	None

Source: Rai and Thapa (2015:9-10).

Table 4.6 presents the advantages and disadvantages of purposive sampling. By using purposive sampling, the researcher intentionally selected participants who were knowledgeable about the phenomenon being studied (Gill, 2020:2).

4.4.2.2 Sampling of individual participants

The population of this research study comprised of employees from the head office in the form of the executives, senior managers and managers. It also included employees from the different regional offices who are responsible for distribution of water to customers. The intention of the sampling was to focus on specific characteristics of the population that would be of interest and enabled to provide answers to the primary and secondary research questions (Rai & Thapa, 2015:6). The purposive sampling method was adopted in responding to the research questions. The advantages and disadvantages of this sampling method are presented in Table 4.6. The defining of the study population was important because it specified the organization and the people from whom data were collected. This exercise was achieved by creating inclusion and exclusion criteria, which are mentioned in section 4.4.2.1 and 4.4.2.2, that were required in designing the research protocol (Patino & Ferreira, 2018:84).

The context and boundary of the study population will be delineated by developing inclusion and exclusion criteria related to sampling of individual participants relevant to the research questions. The inclusion and exclusion criteria will ensure that there is sufficient data to

investigate the secondary research questions (Swift & Wampold, 2018:357). The participant's inclusion and exclusion criteria are presented in Table 4.7.

Table 4.7: Individual participant's inclusion and exclusion criteria

Inclusion criteria	Exclusion criteria
No racial profiling	Racial profiling
No gender profiling	Gender profiling
Executive level	Non-executive level
Manager level	Not at manager level
Regional offices	Other offices
More than 2 years employed	Fewer than 2 years of employment
Employees responsible for distribution	General employees

Source: Swift and Wampold (2018:357).

Table 4.7 presents the individual participants inclusion and exclusion criteria. The inclusion and exclusion criteria were key features of the study population and contributed to investigating the research questions (Patino & Ferreira, 2018:84). The inclusion criteria allowed for judgement to be made in respect of the individual and group level mediators between ethical leadership and OCB. The intention with these inclusion and exclusion criteria was to enhance the external validity of the research results.

4.4.3 Sample size

Sample size involved estimating the number of organizations and individual participants required to determine responses to research questions and was important for planning purposes. Polit and Beck (2012:521) argue that there are specific requirements for sample size in qualitative case studies. Schmidt, Lo and Hollestein (2018:1678) are of the view that sample size helps to determine the feasibility of a research study. Most qualitative case studies follow the guidelines of Guest, Namey, and McKenna (2017:74) and Francis *et al*., (2010:1234) when selecting sample size for their research. These authors indicated that saturation occurs at around 12 participants and recommend the use of 10 plus 3 a rule of thumb.

The research study used one organization because it adopted a single case study method. The organizations that were used fell within the category of water services. The study

involved 25 participants that included executive directors, senior managers, managers, specialists, practitioners, scientists and engineers at the various levels of the organization. Guest, *et al.* (2017:7) in a study on water resources found that fewer than 16 interviews were enough to identify common themes. Similarly, Hagaman and Wutich (2017:23) also found that 16 or fewer interviews were enough to identify common themes.

4.4.4 Summary of overall sampling design

A purposive sampling design must result in a study representative sample that ensures the results have rigour and credibility. Table 4.8 presents a summary of the proposed sampling design.

Table 4.8: A summary of the proposed sampling design

Sampling of:	Organizations	Individual participants
Main inclusion/exclusion criteria	Water service & geographical	2 years employed & positional
Overall minimum target sample size:	1	23
Minimum target sample size per participating organization:	1	17
Sampling method(s) to be used:	Purposive sampling	Purposive sampling

Source: Researcher

Table 4.8 summarizes the proposed sampling design. The sample took place in a water sector organization and was geographical located in KwaZulu-Natal (KZN). The study used one organization and adopted the purposive sampling method.

4.4.5 The case: The Water Board

The participants for the study were selected from a single population in the form of a single organization the SOC. The SOC was selected for the characteristics described in 3.3.3. The case is an SOC, established in the 1970's, to provide water and related services to other water services institutions and other customers in its gazette service area. The entity operates in accordance with the Water Services Act (Act 108 of 1997) and the Public Finance Management Act (Act 1 of 1999), and is categorized as a National Government

Business Enterprise. The SOC reports to the Department of Water and Sanitation, through the Board (Accounting Authority) and through its functionaries, the Chairperson of the Board and the Chief Executive.

The SOC consists of a parent entity with two small subsidiaries. The Executive Committee is the top management structure of SOC which comprises of one Chief Executive and four Chief Officers (i.e. Chief Operating Officer, Group Chief Financial Officer, Group Chief Shared Services Officer and Group Chief Governance & Compliance Officer). The Group Company Secretary and the Chief Audit Executive are ex officio members of the Executive Committee. The Chief Executive guides the day-to-day activities of the entity with powers delegated to him by the Board. The non-executive Board is the Accounting Authority and provides strategic leadership to the Executive Committee. The Board is appointed by the Minister of Water and Sanitation. With respect to the subsidiaries, Umgeni Water has 100%. The SOC as at 30 June 2022 comprised: • A head count of 1 343 employees; • Revenue for the year of R4.9 billion with R1.2bn net surplus generated; • Balance sheet asset value of R16.2bn with reserves totalling R13.2bn.

The primary activities of the SOC, as pronounced in section 29 of the Water Services Act, are to provide water services (water supply and sanitation services) to other water services institutions in its service area. In addition, Section 30 of the Water Services Act enables the SOC to undertake other activities, provided they do not impact negatively on the entity's ability to perform its primary activity. They include: • Providing management services, training and other support services to other water services institutions in order to promote co-operation in the provision of water services; • Supplying untreated or non-potable water to end-users who do not use the water for household purposes; • Providing Catchment Management Services to or on behalf of the responsible authority; • With the approval of the Water Services Authority having jurisdiction in the area – supplying water directly for industrial use, accepting industrial effluent and acting as a water services provider to consumers; • Providing water services in joint venture with water services authorities; • Performing water-conservation functions. The SOC has 100% investment in two subsidiaries.

KwaZulu-Natal is the gazetted supply area of the SOC, which straddles a total geographical area of 94 359 km2 and is home to 11.1 million people and 2.9m households. The SOC's customers are spread across more than 39% of KZN's geographical area and home to more than 52% households. The SOC's infrastructure assets in support of its bulk water services business comprises: • Approximately 930km of pipelines and 53km of tunnels; • Fourteen impoundments; • Forty-eight water treatment works; • Eleven wastewater treatment works.

4.5 DATA COLLECTION

The unit of analysis and unit of observation were integral to the data collection process. Data collection was used to gain insight into answering the research questions (Alam, 2020). The data collection method that was used ensured that the perceptions about the impact of the ethical leadership on OCB is captured. Heale and Twycross (2018:7) are of the view that because of the sheer volume of data in data collection, it is imperative to select the appropriate data collection tool. The research question is best answered by using a multi-data collection method.

4.5.1 Data collection method

The data collection method that was adopted was a multi-data collection method that included a semi-structured interview and a focus group interview. The reasons for using a multi-data collection method were not only because of triangulation but also because of the primary and secondary questions. The nature of the research questions necessitated the use of a multi-data collection method. Observations on how the participants responded and explained their answers were recorded in the research journal.

4.5.1.1 The semi-structured interview

A common interview approach in qualitative research is the semi-structured interview, where the interviewer explicitly asks core elements of the phenomenon being studied in certain questions. A well-designed semi-structured interview should ensure data are captured in key areas while still allowing flexibility for participants to bring their own personality and perspective to the discussion. Finally, interviews can be much more rigidly structured to

provide greater control to the researcher, essentially becoming questionnaires where responses are verbal, rather than written (Barrett & Twycross, 2018:63). In research, qualitative semi-structured interviews are one of the most common and widely used methods of data collection. They are useful because they allow researchers to investigate subjective viewpoints and collect detailed accounts of people's experiences (Evans, 2018:2).

Table 4.9: Summary of strengths and weaknesses of semi-structured interviews

Strengths	**Weaknesses**
Allows the researcher to probe and explore as the study is conducted and the participants' own words are captured	Requires the researcher to establish rapport with the participants in order to gain more information.
Focuses on participants' actual experiences more than general beliefs and opinions	Interviewing is also time consuming, particularly the transcription and analysis of data.
Interviewer can easily engage with the interviewee and clarify some of the questions that are not clear	Requires a great deal of care and planning before, during and after the interviews with regard to the ways questions are asked and interpreted.
During an interview, non-verbal cues can be noted and recorded	None

Source: Adapted from Swift and Wampold (2018:357).

Table 4.9 presents the summary of strengths and weaknesses of semi-structured interviews. However, according to Ahlin (2019:2) a semi-structured interview provides rich and detailed information from multiple perspectives in the data collection process despite its weaknesses. Ahlin (2019:2) is also of the view that the semi-structured method is useful for understanding the perspectives of key stakeholders within an organization because it allows the respondent to participate in the process and to discuss concerns related to the research questions that are of primary importance to people working in that environment.

A semi-structured interview was used in this research and this allowed for a conversation to unfold in understanding the individual level and group level mediators between ethical leadership and OCB. Semi-structured interviews were conducted to evaluate the participants' influence of ethical leadership on OCB through individual and group level mediators. Semi-structured interviews allowed for the exploration of the participants' understandings and subjective experiences of internal organizational behaviours. The semi-structured interview helped to stimulate the depth of responses from the respondents.

In addition, semi-structured interviews are appropriate when there are issues that participants are not used to talk about, such as values, intentions and ideals (Qu & Dumay, 2011:246-248). Qu and Dumay (2011:246-248) posit that semi-structured interviews make it possible to focus on issues that are meaningful for the participant. Equally organizational issues, such as employee motivation or dysfunctional behaviour, can be studied using the semi-structured interview approach (Qu & Dumay, 2011:246-248). In relation to the research topic, the semi-structured interview method was suitable for studying people's perceptions and opinions or complex themes in a consistent and systematic manner interposed with probes designed to elicit more elaborate responses (Qu & Dumay, 2011:246-248). This was in line with the context of the research questions.

The semi-structured interviews collected data from 31 participants that included executive directors, senior managers, managers, specialists, practitioners, scientists and engineers at the various levels of the organization. The interviews were scheduled to take place from October 2021 to March 2022. The process was a twofold process that involved individual participants and focus group participants. The process began in October with a request for participants to participate in the research study. An e-mail was sent to the case organization requesting to be assisted with the recruitment of willing participants. Once the willing participants were confirmed another e-mail was sent to them requesting them to indicate their availability and preferred method for conducting the interviews. An introductory e-mail was sent to the potential participants, which included a combined introduction letter and consent form explaining that participation was completely voluntary and that their confidentiality was guaranteed.

The options given to them was either physical interviews or virtual interviews. All the participants opted to conduct the interviews through a virtual platform. MS Teams was chosen as the virtual platform. The choice of adopting MS Teams was because it was easily accessible to the participants. The interviews were recorded, and the length of the interviews varied from 20 minutes to 50 minutes. Before the recording of the interview, the researcher asked the participants for permission to record the conversation. The purpose for the recording was explained to the participants, namely that it was to enable the researcher to recall an accurate account of the interview for purposes of data analysis. The researcher used a mobile device for recording the interviews. The researcher employed two methods

in the process of recording the interviews, namely taking notes and audio recording. The interview was guided by an interview schedule from which the same questions were posed to the participants respectively. During the interviews notes and observations were recorded in a research journal.

All interviews were conducted by means of technological provision through a MS Teams virtual platform. For the interviews a semi-structured interview schedule was used to guide the discussion. However, the interviewer also allowed discretionary room for interviewees to discuss beyond specific questions, with the possibility of discovering new insights (Qu & Dumay, 2011:247). The semi-structured interviews involved prepared questions guided by identified themes consistent with the research questions (Qu & Dumay, 2011:246). Table 4.10 summarizes the literature themes for the research questions. The interview questions will further be contained in a discussion guide. The detailed discussion guide is reflected in annexure B.

Table 4.10: A summary of interview schedule with literature theme

Theme 1: What is the impact of ethical leadership on OCB ?			
Theory	**Construct**	**Literature**	**Interview questions**
Ethical leadership	Leader-follower congruence	The perception that the leader is ethical produces an extensive impact, which goes far beyond simple perception, thus influencing the behaviour of those who follow (Freire & Bettencourt,2020:319 Positive organizational ethics coerce individuals to behave positively (Zoghbi-Manugue-de-lara 2019:196) Ability of a leader in inspiring followers can enhance employee's engagement in extra-role behaviours (Khan *et al.*, 2017:46)	1. What is your understanding of ethical leadership? 2. What is your understanding of OCB? 3. How does ethical leadership affect the citizenship behaviour of employees in the organization?
	Ethical values	a leader's ethical behaviour can positively affect employee outcomes in terms of organizational citizenship (Gamarra & Girotto,2021:1)	4. Does ethical leadership promote positive job satisfaction in your organization? Please explain. 5. How does ethical leadership improve

Theme 1: What is the impact of ethical leadership on OCB ?			
		Ethical leadership contributes to improving desirable follower behaviour (Byun, Karau, S.J., Dai, Y. & Lee, 2018:44)	employee OCB in the organization?
Theme 2: What are the group and individual level mediators between ethical leadership and OCB?			
Theory	**Construct**	**Literature**	**Interview question**
Social learning theory	Interdependent reciprocity behaviour	Interpersonal behavioural relationship reinforces conduct followed by subordinates (Touringny *et al*., 2019:429) Subordinates' behaviours are affected by an ethical leader in different ways at different organizational levels (Goswami et al., 2021:123)	6. Which individual behaviour promotes helping, loyalty, positivity and collectivism in the organization. 7. Which group behaviour promotes helping, loyalty, positivity and collectivism in the organization.
OCB	Discretionary behaviours	OCB represents a specific class of prosocial behaviours observable in the organizational environment (Alessandri *et al*., 2021:1) OCB improves organizational productivity, encourages the coordination of activities between team members, and forms the environment to enhance organizational learning (Aguiar-Quintana, Araujo-Cabrera, Y. & Park,2020:2)	8. Which discretionary individual behaviours promote the effective functioning of the organization? 9. Which discretionary group behaviours promote the effective functioning of the organization?
Theme 3: How can the group and individual mediators effects trigger changes in organizational behaviour?			
Theory	**Construct**	**Literature**	**Interview question**
Ethical leadership	Interpersonal relationship	Ethical leadership is associated with personal characteristics (Fu, Long, He & Liu, 2020:1478)	10. How are the discretionary behaviours influencing the employee to be supportive, adhere to rules, volunteer and positively represent the organization?
OCB	Attitudinal values	OCB is one of the most important factors in determining behaviours, attitudes, and interactions to provide high quality services (Aloustani *et al*.,2020:2)	11. How are the group and individual discretionary behaviours resulting in changes of employee OCB?

Theme 1: What is the impact of ethical leadership on OCB ?			
Theme 4: How are the group and individual mediators influencing followers to take responsibility and engage in OCB ?			
Theory	**Construct**	**Literature**	**Interview question**
OCB	Prosocial behaviour	OCB is considered to be a major contributor to organizational success, because employees who voluntarily engage in OCB help the organization in difficult times (Davison *et al.*,2020:1)	12. Are the group and individual discretionary behaviours influencing how responsibility is discharged in the organization? Please explain.
	Mediators	The mediating roles of OCBs contribute to a more nuanced understanding of prosocial behaviours exhibited by employees (Chou,2021:284)	13. How are these mediators influencing employee's OCB?

Source: Qu and Dumay, (2011:246)

Table 4.10 presents a summary of the interview schedule with literature theme. Qualitative semi-structured interviews can be used to consider participants' experiences, meanings, and reality, as well as to investigate how these experiences, realities, and meanings may be informed by discourses, assumptions, or ideas that exist in larger society (Evans, 2018:2). Semi-structured interviews were deemed appropriate for the process to evaluate the impact of ethical leadership on OCB because they would help to answer the "how" part of the research question.

4.5.1.2 Focus group

Focus groups are one of the most widely used methods within qualitative case study methods (Leckner & Severson, 2019:84). Focus groups are a data collection method whereby an interviewer interviews several people at the same time in a focused group discussion to obtain qualitative insights into what and how people think of a particular construct (Leckner & Severson, 2019:84). Kruger, Rodgers, Long & Lowy (2019:245) posit that the focus group generates more ideas than individual interviews because of the synergy among the participants. The focus group method provides qualitative researchers with an efficient way of gathering the perspectives of many participants at once (Hennik, Kaiser & Weber 2019:1486). Furthermore, the fact that so many people are discussing the same issue at the same time can lead to a higher level of debate, with the interviewer frequently able to step back and let the focus group enter into a free-flowing discussion (Graham,

2020:56). This allows for the collection of rich data from a specific population about a specific topic of interest. The focus group interviews complemented the proposed inquiry by gathering experience and insight within the context of carefully constructed and literature relevant research questions (Graham, 2020:56).

The focus group consisted of three groups of five participants each that represented the employee structure of the case study. The focus group interview was conducted by including participants who are representative of staff experience levels, qualification, professional affiliation, non-professional affiliation, gender, and assigned shifts (Moon, 2019:103). Focus groups were used in data collection to grasp the variation of perspectives and to deepen the understanding through the interaction among the employees because rich data can emerge through interaction within the group (Paulsson, Hellman, Molin & Svartengren 2019:3). The purpose of the focus group interview in this study was to allow for an in-depth group conversation to unfold in understanding the individual level and group level mediators between ethical leadership and OCB from the perspective of a group in an organization. The group probing created more diverse and meaningful data collection. The focus group discussed the following theme research questions, namely: What are the group and individual level mediators between ethical leadership and OCB; and How are the group and individual mediators influencing followers to take responsibility and engage in OCB in the context of ethical leadership?

4.5.2 Data collection method triangulation

Kumar (2014:386) posits that triangulation involves the process of using the same data from multiple data collection approaches to obtain the best desired results. Bryman (2012:717) defines triangulation as the use of more than one method or source of data in a study so that findings may be crossed-checked. Noble and Heale (2019:67), on the other hand, posit that triangulation is a method used to test the credibility and validity of research findings. This approach assumes that the same data collected through different mechanisms produce better results (Kumar, 2014:386). Kumar (2014:386) indicates that there are four different types of triangulation, namely data, investigation, theory and methodology. Farquhar, Michels, and Robson (2020:163) indicate that since the development of the four types, different studies have proposed further types of triangulation, namely informant, multilevel,

longitudinal, interdisciplinary and unit triangulation. Noble and Heal (2019:68) emphasise the importance of triangulation in data collection.

However, Noble and Heal (2019) also raise the issue of triangulation limitation by indicating that triangulation adds to the complexity of the research and is more time consuming. Further, they argue that when triangulation is used as a method for combing research methodology triangulation may not be achieved in a uniform manner (Noble & Heale, 2019:68). Irrespective of these limitations Leckner and Serverson (2019:79) argue that triangulation is even more important as it facilitates the capture of the complexity of a research study. Farquhar *et al.* (2020:79) posit that triangulation is recommended as a good practice in case study research because it offers validity to the results. Farquhar *et al.* (2020:161) further allude that triangulation contributes to both validity and reliability. Triangulation occurs when a researcher employs more than one type of qualitative data collection procedure, such as gathering data via interviews, observations, and documents (Natow, 2020:161). Triangulation for this study will involve the use of multiple methodologies that will adopt a qualitative data collection procedure that gathers data via interviews, questionnaire and focus groups. Yin, (2018:172) posits that any case study finding, or conclusion is likely to be more convincing and accurate if it is based on several different sources of information.

4.5.2.1 Interview triangulation

Triangulation with multiple methodological data collection resources address the validity of the results providing corroboration of the findings (Natow, 2020:161). To achieve triangulation, semi-structured interviews were conducted with executive directors and senior managers with the responsibility for overseeing the different units of the entity (Rooshenas, Paramasivan, Jepson & Donovan 2019:674). Natow (2020:161) posits that a researcher may interview people who hold different viewpoints such as high-level managers and rank-and-file employees within one particular industry.

4.5.2.2 Focus group triangulation

Leckner and Serverson (2019:84) posit that focus groups are a data collection method whereby an interviewer interviews several people at the same time in a focused group discussion to obtain qualitative insights into what and how people think of a particular theme. The focus group interview was conducted by including participants who are representative of staff experience levels, qualification, professional affiliation, non-professional affiliation, gender, and assigned shifts (Moon, 2019:103). Focus groups were used in data collection to grasp the variation of perspectives and to deepen the understanding through the interaction among the employees (~~Hellman~~Paulsson *et al.* 2019:3). Therefore, this enhanced the reliability and strengthen the research findings (Dzwigo, 2020:2).

4.5.3 The pilot

Following the approval of the proposed interview schedule, a pilot interview was conducted. Ismail, Kinchin and Edwards (2018:1) indicated that a pilot study is a small-scale research project conducted before the final full-scale study, which helps researchers to test in reality how likely the research process will unfold. The pilot study sought to test the validity and appropriateness of the interview questions (Ismail *et al.*, 2018:1). There were three options for the proposed pilot study. Table 4.11 summarizes the options and gives the relevant details. Once a decision was made, only one pilot case was used. A pilot case is chosen based on relevance, accessibility and availability of participants (Julious, 2005:287). The pension fund was chosen based on accessibility and availability of participants. The pilot also functioned as a rehearsal exercise for preparation for the data collection process. Table 4.11 presents a summary of the pilot interview.

Table 4.11: A summary of the pilot interview

Sampling of:	Organizations	Individual participants
Population	• Pension Fund • Water Board • Water department	• Principal officer & Manager • Executive & Manager • Head of department & manager
Overall minimum target sample size:	1	6
Minimum target sample size per participating organization:	1	2

Table 4.11 presents the summary of the pilot interview. Initial contact with the intended interviewees was made by telephone in order to formally introduce myself and the purpose of the study. The interviewees were then contacted via e-mail and requested to participate in the research. The e-mail specified the purpose of the research within the context of briefly summarizing the objective of the research but without detailed information in order to avoid exposing the questions to the intended participants.

4.5.3.1 The pilot-Pension Fund

In terms of Section 1 of the Income Tax Act, 1962 the Fund is classified as a pension Fund. The Fund is a defined contribution Fund with defined benefit Pensioners. The pension fund was established in 2001, and has grown tremendously overtime. The fund is located in a metropolitan municipality in the KZN province. The fund is managed by member and employer trustees. The member trustees are elected and the employer trustees are nominated. With just a minimum staff compliment of 10 and effective partners the fund has created and maintained a great net replacement percentile closer to 75% for its members. The pension fund is a defined contribution scheme currently servicing over 24,000 employees of a municipality with over R20 Billions of member wealth.

4.5.4 Data analysis

Evans (2018:5) argues that interpreting and representing data is a "craft" that presents challenges and necessitates careful and reflexive thought. Interpreting and representing data is time well spent and careful attention adds rigor to research, and data analysis and interpretation reflect epistemological and theoretical position (Evans, 2018:5). Maguire and Delahunt (2017:3351) indicate that data analysis is central to credible qualitative research findings. Ravindran (2019:40) posits that data analysis in qualitative research is an iterative and essential process. Data analysis attaches meaning to responses from interviews. In qualitative research it can take on different approaches and designs (Ravindran, 2019:41) that can be used. A researcher chooses an approach and design based on the research questions. The approach that was adopted for the study is thematic data analysis using

codes supported by computerized software. The Atlas.ti software, a qualitative analysis tool provided by the university of Pretoria, was adopted.

Semi-structured and focus group interviews were conducted with employees to explore the extent to which the experience of mediation variables influenced the impact of ethical leadership on OCB. Interviews were conducted between November 2021 and March 2022 with 15 participants for semi-structured interviews and 16 participants for focus group interviews. The interviews dealt with questions about the understanding of the influence of individual level and group level mediators between ethical leadership and OCB. During the interview, the researcher gathered and recorded the conversations systematically using a voice recorder. Notes were also made in a research journal. The intention of the research journal was to make notes on themes and observations for later referral. The data captured in the voice recording were sent to a transcriber for transcription purposes.

The transcribed data were used to obtain the general ideas of explanation, accuracy, data depths and the actual meaning before the data was coded. The intention was also to gather insight about employee practices within a particular organizational work environment (Lester *et al.*, 2020:95). Semi-structured interviews and focus group interviews involve numerous research procedures, which include transferring data to the computer, abstracting, configuring, identifying, coding and underlining the significant themes. Identifying, coding and underlining the significant themes were done using the thematic analysis method.

Thematic analysis is a qualitative research method that can be widely used across a range of epistemologies and research questions (Braun & Clarke, 2006:79). Braun and Clarke (2006:79) define thematic analysis as a method of identifying, analysing and reporting patterns from the data collection. Javidi and Zarea (2016:34) further state that thematic analysis is an approach for the extraction of meanings and concepts from data and includes pinpointing, examining, and recording patterns and themes. Thematic data analysis is processed through the identification of categories, themes and patterns (Assarroudi, Heshmati, Nabavi, Armat, *et al*., 2018:43).

Thematic analysis is a hugely popular analytic method. Its popularity partly reflects its independence from any particular theoretical approach or epistemology persuasion (Kiger

& Varpio, 2020:1). In the context of exploring the impact of ethical leadership on OCB through group level and individual level mediators, thematic analysis is useful because the meanings that employees align to their behaviour and the behaviour of their leaders can be examined. The study had four themes and are presented in table 4.12. Thematic analysis allows the researcher to examine the ways that people make meaning out of their experiences and how they construct their social worlds within their material experiences and contexts (Lester *et al.*, 2020:2). Simultaneously, it also allows the researcher to investigate how these constructions may reflect the reality of participants' lived experiences, the material or social contexts in which they live, and how these constrain or enable their opportunities for effective performance (Kiger & Varpio, 2020:1). Table 4.12 presents a summary of the research themes.

Table 4.12: Research themes

Theme	Description
Theme 1	The impact of ethical leadership on OCB.
Theme 2	The group and individual level mediators between ethical leadership and OCB.
Theme 3	The group and individual mediators effects trigger changes in organizational behaviour.
Theme 4	The group and individual mediators influencing followers to take responsibility and engage in OCB.

Source: Researcher (2022).

Table 4.12 presents the research themes. Research themes are important in how codes are developed for analysis purposes. The themes allowed the researcher to identify codes to be linked to the responses from the interviews. Kiger and Varpio, (2020:2) also argue that thematic analysis can emphasize the social, cultural, and structural contexts that influence individual experiences, allowing for the development of knowledge that is constructed through interactions between the researcher and the research participants, revealing socially constructed meanings through patterns and themes. Since thematic analysis is the process of identifying patterns and themes within the data, the researcher began identifying themes and patterns at the stage of data collection by making notes on themes and patterns in the research journal. The process of identifying themes and patterns continued with the transcripts. The transcripts were analysed to identify the responses against the research questions. This process was done to ensure that coding of themes will be easy to identify. Table 13 is a matrix of the themes and sub-themes. Coding of themes was important

because it assisted in capturing what was important about the data in response to the research questions (Alam, 2020:3). Table 4.13 presents a matrix of the research themes.

Table 4.13: Matrix of research themes and sub-themes

Themes	Sub-themes
Theme 1:The impact of ethical leadership on OCB.	• Understanding ethical leadership • Understanding OCB • Effects of ethical leadership on OCB • Impact of ethical leadership
Theme 2: Group and individual level mediators between ethical leadership and OCB.	• Individual behaviour that promotes positive behaviours in employees • Group behaviour that promotes positive behaviours in employees • Individual behaviour that promotes OCB • Group behaviour that promotes OCB
Theme 3: Group and individual mediators' effects triggering changes in OCB.	• Influence of discretionary behaviour on employees' OCB • Impact of discretionary behaviour on employee OCB
Theme 4: The group and individual mediators' influence on followers to take responsibility and engage in OCB.	• Influence of discretionary behaviour on followers • Influence of mediators on OCB

Source: Researcher (2022)

Table 4.13 summarizes the matrix of research themes and sub-themes. The transcripts facilitate the development of coding mechanisms and the identification of concepts and themes. The codes were assigned numbers in order to be consistent in the exercise. The researcher analysed the transcripts and looked to identify the questions that related to the themes. The exercise was done by order of priority of the themes but there was no particular reason for this option. The exercise was to code the section of the responses that related to the theme, and this was done for each participant against each theme.

During thematic analysis process information was presented in a transparent and verifiable manner. The researcher followed the six steps of thematic analysis as discussed by Kiger and Varpio (2020:3-8). Table 4.14 summaries the thematic analysis steps in qualitative research.

Table 4.14: Six steps of thematic analysis method

Steps	Description
Familiarizing yourself with the data	Becoming familiar with the entire data set, which entails repeated and active reading through the data.

Steps	Description
Generating initial codes	Taking notes on potential data items of interest, questions, connections between data items, and other preliminary ideas.
Searching for themes	Examining the coded and collated data extracts to look for potential themes of broader significance.
Reviewing themes	Looking at coded data placed within each theme to ensure proper fit and deciding if individual themes fit meaningfully within the data set and whether the thematic map accurately and adequately represents the entire body of data.
Defining and naming themes	Creating a definition and narrative description of each theme, including why it is important to the broader study question.
Producing the report/manuscript	Writing up the final analysis and description of the findings.

Source: Adapted from (Kiger & Varpio 2020:3-8).

Table 14 presents an overview of the six steps of thematic analysis method. Following each of the six steps, which include some built-in mechanisms for checking one's work for internal consistency and completeness, assists researchers in completing the thematic analysis process (Kiger & Varpio, 2020:8).

In qualitative studies, the researcher is often the primary instrument for data collection and any biases not adequately addressed or errors in judgement can affect the quality of data and subsequent research results (Johnson, Adkins & Chauvin, 2020:145). Throughout the research the researcher was mindful of biases and errors and adopted mediation measures through rigour and trustworthiness.

4.6 TRUSTWORTHINESS

Carminati (2018:2099) posits that trustworthiness in research was proposed and initially defined by Guba and Lincoln (1981) through four criteria: credibility, transferability, dependability and confirmability. The rigor and credibility of a research study is dependent on the ability of the researcher to uphold the validity and reliability of the research processes. Twining, Heller, Nussbaum and Tsai (2017:A7) emphasized the importance of truthfulness, credibility and trustworthiness.

4.6.1 Credibility

Credibility refers to the meaningfulness of the findings and whether these are well presented (Connelly, 2016:435-436); (Nowell, Norris, White & Moules, 2017:4); (Korstjens & Moser, 2018:120-124). The engagement with the data was intensively explored to present a clear correlation of data analysis from the data collection exercise.

In qualitative research, conducting semi-structured interviews and focus group interviews may be influenced by social desirability bias. The tendency to present oneself and one's social situation in a way that is believed to be socially acceptable but is not entirely reflective of one's reality is referred to as social desirability bias (Bergen & Labonté, 2020:783). When study participants answer questions, offer viewpoints, and/or behave in a way that they believe would be perceived favourably by the researcher and group or society standards, they are exhibiting social desirability bias (Carter, Hatton, Wu & Chen, 2020:129).

Researchers have recognized a contrast between social desirability responding as a personality trait and social desirability responding as a response style, cautioning that the latter should be focused on when measuring or correcting social desirability bias in research (Bergen & Labonté, 2020:785). In studies, social desirability inclinations emerge in predictable ways. They are more likely in studies on topics that participants find sensitive or contentious, as well as in circumstances where attitudes, behaviours, or standards are broadly accepted (Bergen & Labonté, 2020:786).

Researchers have suggested different approaches to minimize or account for the bias. Participant observation techniques have been recommended to triangulate other forms of data collection, while face-to-face interviews permit trained interviewers to take measures to probe and clarify participant responses (Bergen & Labonté, 2020:786). Social desirability can also be reduced by maintaining anonymity, utilizing suitable question phrasing, and arranging studies so that the research objectives are not known or disclosed to subjects until they are debriefed (Bergen & Labonté, 2020:786).

When setting up the semi-structured interviews and focus group interviews, the researcher ensured that the privacy and confidentiality was maintained. At the beginning of each semi-structured interview and focus group interview, the researcher confirmed to the participants

the anonymity and confidentiality of the study. The researcher recognized the significance of properly describing to participants the goal of the overall study, how the data would be utilised, and confidentiality and anonymity procedures

4.6.2 Transferability

Transferability refers to the generalizability of the research inquiry (Connelly, 2016:435-436); (Nowell *et al.*, 2017:4); (Korstjens & Moser, 2018:120-124). The research case was presented in a rich, detailed description of the context, with the location and people studied, presented transparently but in an anonymous manner in which codes of participants were used for example P1 was used a code for the name of the participant who was interviewed first.

4.6.3 Dependability

To achieve dependability, researchers must ensure that the research process is logical, traceable, and clearly documented (Connelly, 2016:435-436); (Nowell *et al.*, 2017:4); (Korstjens & Moser, 2018:120-124). An extensive and vigorous exercise was adopted that outlined stability and consistency in the process of inquiry. The exercise also ensured that the research process was logical, traceable, and clearly documented.

4.6.4 Confirmability

Confirmability is concerned with establishing that the researcher's interpretations and findings are clearly derived from the data, requiring the researcher to demonstrate how conclusions and interpretations have been reached (Connelly, 2016:435-436); (Nowell *et al.*, 2017:4); (Korstjens & Moser, 2018:120-124). An audit process of every step of the research was implemented throughout the research process to ensure that the data and interpretations of the findings were sound and credible. The audit ensured that the findings were not based on the researcher's own opinions and inclinations. The above criteria were applied with strategies and techniques of qualitative trustworthiness. A number of techniques and strategies are used to address the credibility and rigor of a research process. Table 4.15 presents the strategies to ensure trustworthiness.

Table 4.3~~15~~: Strategies to ensure trustworthiness

Quality criteria	Strategy	Definition
Credibility	Prolonged engagement	Investing sufficient time to become familiar with the setting and context, to test for misinformation, to build trust, and to get to know the data to get rich data.
	Persistent observation	Identifying those characteristics and elements that are most relevant to the problem or issue under study, on which you will focus in detail.
	Triangulation	Using different data sources, investigators and methods of data collection.
	Member check	Feeding back data, analytical categories, interpretations and conclusions to members of those groups from whom the data were originally obtained.
Transferability	Thick description	Describing not just the behaviour and experiences, but their context as well, so that the behaviour and experiences become meaningful to an outsider.
Dependability	Audit trail	Transparency describing the research steps taken from the start of a research project to the development and reporting of the findings.
Confirmability	Audit trail	The records of the research path are kept throughout the study.

Source: Korstjens and Moser (2018:124

Table 4.15 presents the summary of strategies to ensure trustworthiness. Credibility techniques ensured that the research process was validated, verified and the trustworthiness was assessed (Birt, Scott, Cavers, Campbell & Walter, 2016:1802); (Korstjens & Moser, 2018:124); (Amin, Norgaard, Cavaco, Witry, Hillman, Cernasev & Desselle, 2020:1476).

4.7 CONCLUSION

The study followed a qualitative method that was compatible with the interpretivism epistemology and subjectivism ontology adopted by the researcher. The case study research method was chosen because it was suitable for the examination of a phenomenon in its natural context and has well-defined steps. This included the use of qualitative research tools, namely semi-structured interviews, focus group interviews, document analysis and observation during the interviews. Qualitative research design is defined as inductive and descriptive, and it is also linked to a variety of instruments such as interviews, observations, focus groups, case studies, and fieldwork research methods (Kumar, 2014:14). In a matter of business management research, qualitative research can deliver full and comprehensive images of definite actions in actual settings that recover and preserve the real senses that performers ascribe to these activities and environments (Alam, 2020:4). The researcher was able to provide more explanation about the research phenomenon by observing the behaviour and tone of the language of participants during the interviews.

The data collected was analysed by adopting a thematic analysis approach. Thematic analysis was an appropriate method of analysis for seeking to understand experiences, thoughts, or behaviours across the data set. The flexibility of thematic analysis method ensured the trustworthiness of the findings and interpretations. The next chapter, chapter 5 presents the results that emerged from the data analysis. Chapter 5 presents the results on how employees understood the concept of ethical leadership in the context of leader-follower behaviour in line with the ethical leadership discussed in chapter 2. It also discusses how employees understood the concept of OCB and how it contributed to organizational performance as discussed in chapter 3.

CHAPTER 5: DISCUSSION OF RESULTS

5.1 INTRODUCTION

The impact of ethical leadership on organizational citizenship behaviour (OCB) was conducted by analysing the group level and individual level mediators through a qualitative case study, which took place in a state-owned entity in the context of the water sector. In analysing the impact of ethical leadership on OCB, social learning theory was adopted. The importance of ethical leadership in OCB brings to the fore a critical need to comprehend the role of group level and individual level mediators in the relationship between ethical leadership and OCB (Huang *et al*, 2020:655).

The research study was designed to respond to the primary research question anchored in social learning theory: What is the impact of ethical leadership on OBC? It was also designed to respond to the secondary research questions: What are the group level and individual level mediators between ethical leadership and OCB? How can the group level and individual level mediators' effects trigger changes in OCB? How are the group and individual mediators influencing followers to take responsibility and engage in OCB in the context of ethical leadership?

Leaders exude behavioural characteristics that influence followers to act ethically, individually and organizationally. Ethical leadership should display characteristics of ethical behaviour to followers. However, scandals involving unethical behaviour among business leaders continue to be prevalent in organizational leadership circles (Nassif *et al.*,2021:1). Chapter 1 discussed the problem that causes the lapses in ethical behaviour. In this chapter it was pointed out that there is little knowledge on how cognitive and affective processes of ethical leadership trigger changes in employee behaviour in organizations (Tourigny *et al.*, 2019:438). Chapter 1 further indicated that there was a lack of understanding the process through which employees decided to take responsibility and engage in OCB in the context of ethical leadership. A comprehensive picture of ethical leadership and its consequences across group and individual levels in the organization (De Roeck & Farooq, 2018:924) was found to be lacking. Research studies about group and individual mediators have fallen short in terms of a more nuanced analysis of how ethical leadership influences OCB (De Roeck & Farooq, 2018:924).

The theoretical perspective of the study was discussed in chapter 2, which focused on ethical leadership. Ethical leadership was viewed from the context of the development of the conceptualization and the influence it has on organizational behaviour. Chapter 2 also discussed the relevance and application of ethical leadership through defining ethical leadership and analysing the criticism lodged against the definition. In contextualising ethical leadership, the theory, the role of ethical leadership and the ethical conscientiousness in organizations were explored.

The role of OCB in organizations was discussed in chapter 3. The intention of this chapter was to investigate how OCB is defined in the literature, what the research interest is, what criticism there is, what the different studies in the field are; what the benefits of these studies are and what the relationship between leadership styles and OCB is. Chapter 3 further analysed the development of OCB in the context of the birth of OCB as a field of interest that promotes a positive and dynamic workplace. The chapter also analysed the dimensions and antecedents of OCB as drivers of behaviour that impact OCB in the organization and the role of mediators in influencing OCB.

Chapter 4 mainly focused on the research methodology and the data collection exercise. The data collection was in line with the broad themes of the research that were anchored in the primary and secondary research questions as outlined in the research interview schedule. The research interview schedule was linked to the literature review discussed in both chapter 2 and chapter 3.

Chapter 5 provides a description of the participants and summarizes the data and results of both the semi-structured and focus group interviews mentioned in chapter 4. This chapter further sets out the findings based on the inductive thematic analysis and discusses the overarching themes that emerged from the literature review of ethical leadership and OCB. The literature review allowed the researcher to explore the development of ethical leadership and organizational citizenship and to formulate research questions to address the gap in the literature. The process outline of the chapter is presented in figure 5.1.

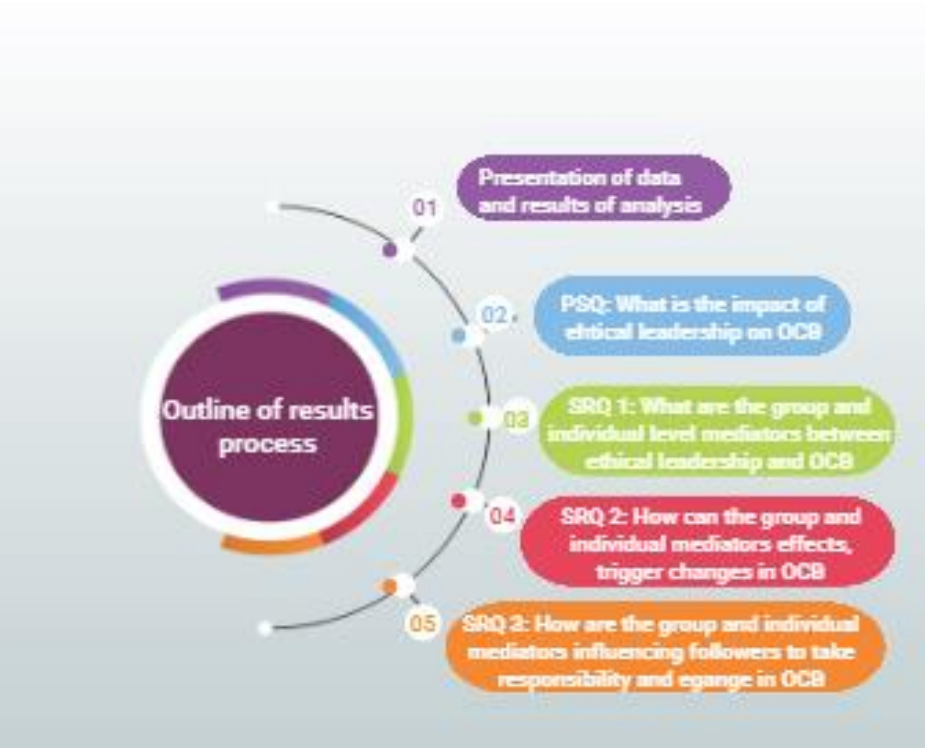


Figure 5.1: Outline of results process

The outline of the research results presents the data and results analysis based on the primary research question and the secondary research questions in a 5-step process. The steps depict how the analysis was performed in order to produce the results of the qualitative case study. The results are presented in the context of the four main pre-defined themes that emerged from the literature review on ethical leadership and OCB as illustrated in section 4.5.1.1. The results are also presented in the form of tables, graphs and bar charts that indicate the summary of quotations and codes per participant. The results further present the frequency and the density of codes and quotations as per the pre-defined themes. The respective pre-defined themes are categorized into the following four themes:

- Theme 1: The impact of ethical leadership on OCB
- Theme 2: The group and individual level mediators between ethical leadership and OCB
- Theme 3: The group and individual mediators' effects, triggering changes in OCB
- Theme 4: The group and individual mediators' influence on followers to take responsibility and engage in OCB.

The selection of participants for the study was linked to the literature review on ethical leadership and OCB as discussed in chapters 2 and 3 respectively. The literature review was used to categorize the nature of participants that would be suitable for the research as discussed in section 4.4.2.2. The sampling selection was focused on specific characteristics of the population. The participants were selected across the different divisions of the case.

The sample population included individuals from different cohort of employment engagement, age, race, and the departments as distinguishing features. The researcher endeavoured to ensure that the data is collected from a diverse group of participants as possible. Table 5.1 illustrates the divisions and the number of participants.

Table 5.1: Division from which participants were selected

Divisions and departments spread		
Divisions (n=5)	**No. of different department**	**No. of participants**
Division 1	5	**2**
Division 2	5	**7**
Division 3	30	**1**
Division 4	168	**15**
Division 5	25	**6**

Source: Researcher (2022)

Table 5.1 summarizes the divisions and departments participants were selected from. The participants were selected from five group divisions of the SOC. Table 5.2 presents the participants information related to age, gender and tenure of service at the SOC. The age rage is wide but the gender split is inequitable.

Table 5.2: Participant information

Participant information		
Information	**Categories**	**No. of participants (n=31)**
Age	25-35	**6**
	35-45	**13**
	45-55	**7**
	55-60	**2**

Participant information		
Years of service	0-10	**8**
	10-20	**17**
	20-30	**3**
	30-40	**0**
	40-50	**0**
Gender	Female	**6**
	Male	**25**

Source: Researcher (2022).

Table 5.2 summarizes the participants' information related to age, gender and tenure of service. The participant's information was relevant in order to link it to the analysis of the results.

Table 5.3 presents the pre-defined themes and sub-themes. The responses to the primary and secondary research questions produced the predefined themes.

Table 5.3: Pre-defined themes and sub-themes emerging from qualitative interviews

Themes	Sub-themes	Interview Schedule Questions
Theme 1:The impact of ethical leadership on OCB.	• Understanding ethical leadership • Understanding OCB • Effects of ethical leadership on OCB • Impact of ethical leadership	1. What is your understanding of ethical leadership? 2. What is your understanding of OCB? 3. How does ethical leadership affect the citizenship behaviour of employees in the organization? 4. Does ethical leadership promote positive job satisfaction in the organization? Please explain. 5. How does ethical leadership improve employee OCB in the organization?
Theme 2: Group and individual level mediators between ethical leadership and OCB.	• Individual behaviour that promotes positive behaviours in employees	6. Which individual behaviour promotes helping, loyalty, positivity

Themes	Sub-themes	Interview Schedule Questions
	• Group behaviour that promotes positive behaviours in employees • Individual behaviour that promotes OCB • Group behaviour that promotes OCB	and collectivism in the organization? 7. Which group behaviour promotes helping, loyalty, positivity and collectivism in the organization? 8. Which voluntary discretionary individual behaviours promote OCB in the organization? 9. Which voluntary discretionary group behaviours promote OCB in the organization?
Theme 3: Group and individual mediators' effects triggering changes in OCB.	• Influence of discretionary behaviour on employees' OCB • Impact of discretionary behaviour on employee OCB	10. How are the discretionary behaviours influencing an employee to be supportive, adhere to rules, volunteer and positively represent the organization? 11. How are the group and individual discretionary behaviours resulting in changes of employee OCB?
Theme 4: The group and individual mediators' influence on followers to take responsibility and engage in OCB.	• Influence of discretionary behaviour on followers • Influence of mediators on OCB	12. Are the group and individual discretionary behaviours influencing how responsibility is discharged in the organization? Please explain. 13. How are these mediators influencing employee's OCB?

Source: Researcher (2022)

Table 5.3 presents the relationship between the pre-defined themes, the sub-themes and the semi-structured individual interview questions. The relationship indicates the role of the patterns between the questions and the sub-themes.

The themes and sub-themes are derived from both the semi-structured interviews and the focus group interviews. Table 5.4 displays the themes and sub-themes for the focus group interviews.

Table 5.4: Themes and sub-themes emerging from qualitative focus group interviews

Themes	Sub-themes	Interview Schedule Questions
Theme 1: The impact of ethical leadership on OCB	• Effects of ethical leadership on OCB	1. How does ethical leadership affect the citizenship behaviour of employees in the organization?
Theme 2: The group and individual level mediators between ethical leadership and OCB	• Discretionary group and individual behaviour that promotes OCB	2. Which discretionary group and individual behaviours promote OCB in the organization?
Theme 3: The group and individual mediators' effects triggering changes in OCB	• Impact of discretionary behaviour on employee OCB	3. How are the group and individual discretionary behaviours resulting in changes of employee OCB?
Theme 4: The group and individual mediators influencing followers to take responsibility and engage in OCB	• Influence of mediators on followers' OCB	4. Are the group and individual discretionary behaviours influencing how responsibility is discharged in the organization? Please explain.

Source: Researcher (2022)

The results are presented from the perspective of the responses of the participants contrasted against the quotations and the codes that are dominant from the quotations. Table 5.5 presents the summary of the results per the participants.

Table 5.5: Atlas.ti summary of results per participants

Participants	Quotations	Codes
P1	82	92
P2	55	93
P3	36	43
P4	65	108
P5	22	34
P6	34	46
P7	22	39
P8	36	61
P9	40	37
P10	53	77
P11	13	24
P12	10	17
P13	40	62

Participants	Quotations	Codes
P14	18	34
FG2	35	60
FG1	45	72
P15	39	60
FG3	33	63
FG4	42	64
19	679	1087

Source: Researcher (2022)

The results presented in table 5.5 summarize the quotations and the codes emanating from the interviews of the participants. The results indicate that there were 679 quotations and 1087 codes from 19 participants inclusive of individual and group participants.

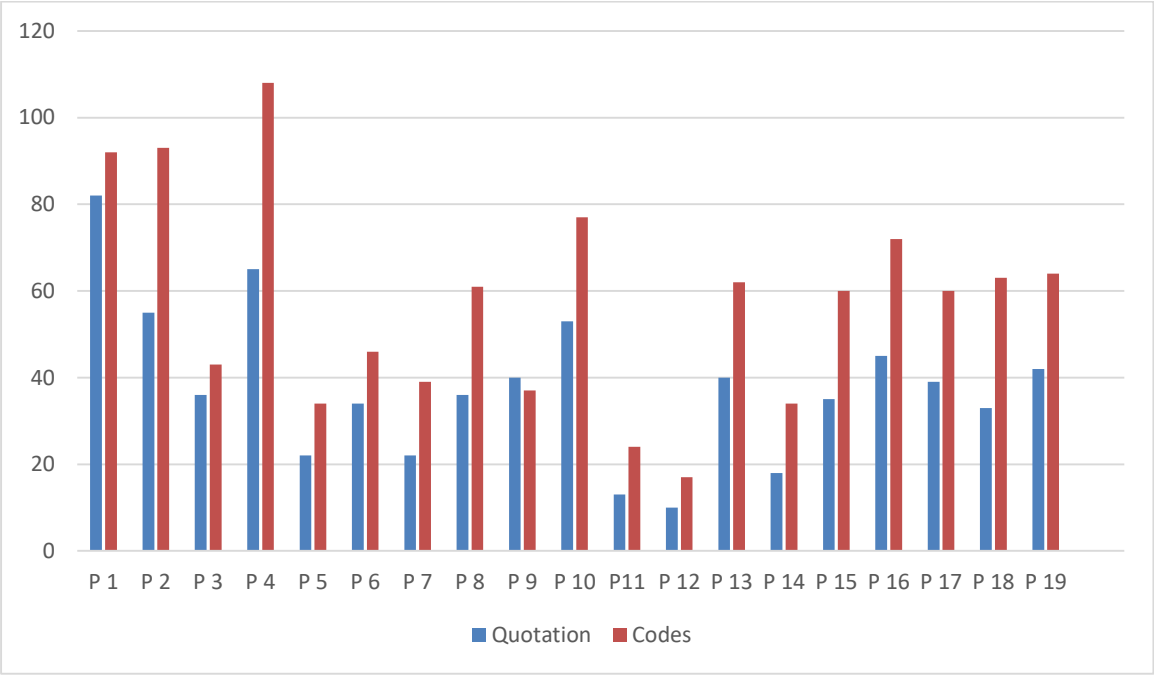


Figure 5.2: Quotations and codes per participants

Figure 5.2 reflects the different quotations and codes per participant. The chart indicates that the interviews produced more codes than quotations. The results present the pattern between the quotations and the codes. The dominant density of codes was from participant 4 and the least dominant density was from participant 12.

The individual codes per participants and their frequency and percentage are presented in table 5.6. The dominant constructs with a frequency of 77 codes are accountable and

responsible and more trust and loyalty in employees. The constructs with the least codes of 1 is demoralizing affects performance; employees don't follow bad leadership; influence how employees react; respect and transparency; trust and discipline and understanding unethical behaviour.

Table 5.6: Atlas.ti summary of results of code against participant and frequency of codes

Code	Participants	Frequency	% out of 19
Ability to do right things	1,2,4,7,8,10,12,15,19	22	47,4%
Above & beyond	1,10,16	3	15,7%
Above reproach	2,7,8,10,11,13,15,18	15	42,1%
Accountability &transparency	2,4,8,10,15,16,18,19,	16	42,1%
Accountability leads to effective performance	1,2,3,4,6,8,10,11,12,14,15,16,18	30	68,4%
Accountable & responsible	1,2,3,4,6,7,8,9,10,11,12,13,15,16,17,18,29	77	84,5%
Affects OCB positively	1,2,4,8,11,13,17,18	11	42,1%
Behaviour that is not part of formal employment system	3,4,5,16,	6	21%
Behaviour that reflects positive attitude	1,2,4,5,7,8,9,10,11,12,13,14,15,17,19	24	79%
Collective accountability	1,2,7,9,11,12,17	12	36,8%
Collective responsibility	1,2,3,4,5,6,8,10,12,13,14,15,16,17,18,19	60	84,2%
Confidence, belonging, loyalty & supportiveness	15,19	2	10,5%
Consistency, inclusivity & communication	8,15	2	10,5%
Demoralizing affects performance	16	1	5,2%
Efficiency on resolving problems	1,2,3,4,5,6,7,8,9,10,11,13,14,15,18,19	45	84,2%
Employees don't follow bad leadership	6	1	5,2%
Encourages to be supportive	1,2,3,4,5,6,9,10,13,14,	45	52,6%
Ethical leadership (EL) is organizational foundation	1,2,3,4,5,7,8,9,10,12,13,14,15,16,17,28,19	47	89,5%
EL influences job satisfaction	1,2,7,19	4	21%
EL promotes ideal world	1,12,13,15,17,18	9	31,6%
ER results in good performance	1,2,4,6,7,10,11,13,14,15,16,19	9	63,2%
Fairness & commitment	1,2,3,4,10,18	7	31,6%
Fairness & consistency	1,3,4,7,9,12,13,15,15	17	47,4%
Fairness, transparency & equality	2,16	2	10,5%
Going extra mile to task	1,8,13	4	15,8%
Helping and beyond duty	1,4,10,16	10	21%
Honesty & transparency	1,2,3,4,5,6,7,8,9,10,11,13,14,15,16,17,18,19	57	94,7%
Honesty, trustworthy & being fair	3,4,7,8,10,13,16,18	12	42,1%
Influence how employees react	18	1	5,2%
Integrity	1,2,3,4,5,6,7,8,9,11,12,14,15,16,17	28	78,9%
Kindness, respect & empathy	2,18	4	10,5%
Loyalty	4,10	5	10,5%
Loyalty & transparency lead to commitment	13,19	2	10,5%
Moral values, traits & behaviour	2,4,10,18,19	7	26,3%
More trust & loyalty in employees	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19	77	100%
Motivate to go above and beyond	1,4,5,6,7,8,9,10,11,12,14,16	32	63,2%
Open honest & fair	2,3,10,13,15,17,18	7	36,8%

Code	Participants	Frequency	% out of 19
Outside job description for greater good	1,2,4,18	6	21,1%
Poor organizational support affects EL	1	2	5,2%
Positive attitude & faith in organization	1,2,3,4,5,7,9,10,11,13,14,15,16,17,18	43	78,9%
Positive attitude of employees	1,2,3,5,10,13,15,18,19	13	47,4%
Positive good attitude & consciousness	1,3,11,14,17	6	26,3%
Reciprocate behaviour by employees	1,2,4,6,7,13,15,16,17,18,19	39	57,9%
Relationship between EL & OCB	1,2,4,9,17,19	6	31,6%
Respect & transparency	18	1	5,2%
Sense of belonging	15,16,18,19	5	21,1%
Social impact	1,2,4,6,8,18,19	9	36,8%
Transparency & accountability	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19	66	100%
Transparency, accountability, integrity impact OCB	1,19	3	10,5%
Transparent, honest & non- corruptible	2,3,6,11,15,16,18	11	36,8%
Transparency & fairness	2,8,15	3	15,7%
Trust & discipline	12	1	5,2%
Understanding OCB	1,2,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19	60	94,7%
Understanding unethical behaviour	2	1	5,2%
Unethical behaviour affects employees negatively	2,7,15,16	9	21%
Valued by organization	1,2,3,4,6,8,13,14,15,16,17,18	33	63,2%

Source: Researcher (2022)

Table 5.6 summarizes the results of codes against the participant and frequency of codes The codes are reflected across the participants' responses and the frequency of the codes is reflective of the percentages of the number of the frequency of the codes.

The results of the interviews are linked to the responses from the participants from the interview schedule. The results are contextualised against the literature relevant to the interview predetermined question. In order to distinguish the responses of the participants from literature, the views of the participants are written in italics. The responses of the participants are contrasted against the themes and sub-themes in order to discuss the results from the interviews. Section 5.2 discusses the results from the analysis of theme 1 data.

5.2 THEME 1: THE IMPACT OF ETHICAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Ethical leadership plays an important role in promoting desirable follower behaviours including organizational behaviour (Afsar & Shahjehan, 2018:775). The conceptualization of ethical leadership is defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making (Ahmad, Fazal-e-hasan & Kaleem, 2020b:1992). The definition points out key behavioural characteristics of ethical leadership (Miao, Eva, Newman, Nielsen & Herbert, 2019:4). The component of the definition suggests that those who are perceived to be ethical leaders model conduct that followers consider to be normatively appropriate (Brown, Treviño & Harrison, 2005:120). The intention and objectives of the analysis of the research interview within the context of ethical leadership and OCB were to establish whether the participants understood and recognised this assertion within their work environment.

In order to understand and contextualise the impact of ethical leadership on OCB it was imperative to analyse the sub-themes that are derived from the thematic analysis of the participants' responses. The sub-themes for theme 1 are presented in table 5.7.

Table 5.7: Outline of theme1: The impact of ethical leadership on OCB

Theme 1: The impact of ethical leadership on OCB	
Sub-themes	**Codes**
Sub-theme 1: Understanding ethical leadership	Above reproach
	Behaviour that reflects positive attitudes
	Conscious of values and morals
	Moral values, traits and behaviour
Sub-theme 2: Understanding OCB	Above and beyond employment contract
	Behaviour that is not part of formal employment
	Outside job description for greater good
	Going extra mile to task
	Helping others and going beyond call of duty

Theme 1: The impact of ethical leadership on OCB	
Sub-theme 3: Effects of ethical leadership on OCB	Behaviour that reflects positive attitudes
	Ethical relations translate to good performance
	Poor organization support affects ethical leadership
	Relations between ethical leadership and OCB
Sub-theme 4: Impact of ethical leadership	Ethical behaviour is foundation of any organization's existence
	Ethical leadership influences job satisfaction
	Ethical leadership promotes ideal world
	Reciprocate behaviour by employees

Source: Researcher (2022)

As indicated in table 5.7, four sub-themes emerged from the responses in the research interview derived from the pre-determined themes of the research question. The sub-themes' results will be presented using the view of the participants.

The views of the participants will be quoted verbatim and P + a number will be used to refer to the participant and FG + a number will be used to refer to focus group participants. The P and G will be used together with a number to indicate the number of the participant and the number of the group as indicated in the transcripts. The quoting of the participants' verbatim words will ensure that the meaning of the responses of the participants is not lost in translation and also as part of the trustworthiness as indicated in the chapter 4. The analysis will be both for the semi-structured interviews (SSI) and focus group interview (FGI) The views of the participants are written in italics. The quotes of participants that are used are from both the dominant and least dominant construct within each of them reflected in the sub-themes. This is to ensure that both views of the participants are reflected in the results.

5.2.1 Sub-theme 1: Understanding ethical leadership

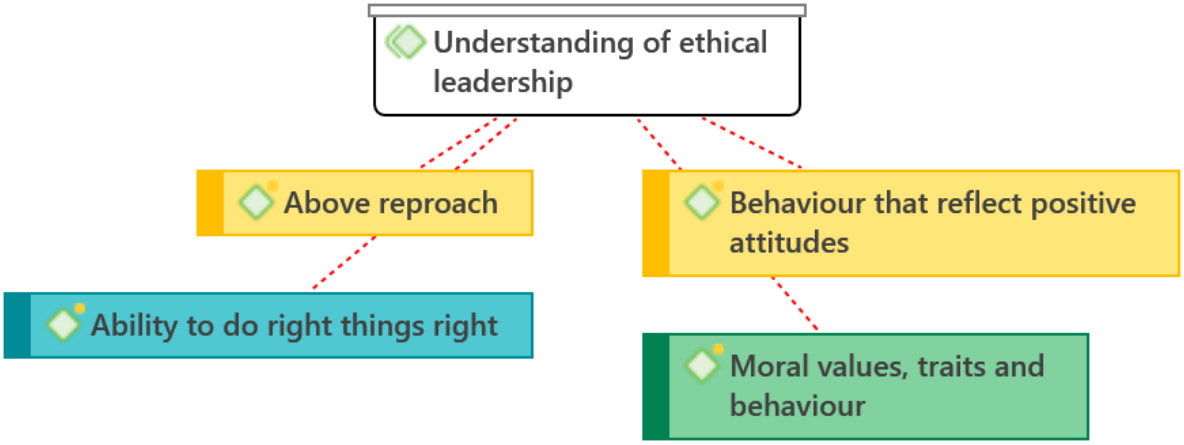


Figure 5.3: Sub-theme 1: Understanding ethical leadership

Figure 5.3 illustrates the sub-theme understanding of ethical leadership. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes. The sub-theme understanding of ethical leadership produced codes that included "above reproach"; "behaviour that reflects positive attitudes" and 'moral values, traits and behaviour". The codes were derived from the quotations of the participants.

Employees in this case study, associated ethical leadership with words such as *"beyond reproach"*, *"doing right"*, *"moral values"*, *"positive attitudes"* these words are raised within the context of a manager and a leader. This is illustrated by a response from a participant:

> **P1**: "*Now we begin at by answering the first question, my understanding of ethical leadership, the best way that I can describe it, is that I have always had two distinguishing factors between leadership and management, if I can start there. Management, in my opinion, has always been about doing things right and leadership, to me is about doing the right, with the people being top of mind in the everyday dealing and transactions, or actions of that particular leader."*

Figure 5.4: Codes within sub-theme understanding ethical leadership

Figure 5.4 illustrates the groundedness of the codes within the sub-theme understanding of ethical leadership. Groundedness denotes the strength of a code in terms of its frequency. Groundedness is how Atlas.ti categorizes the frequency of codes. The codes illustrate the dominant views of the participants. The dominant views represent behaviour that reflects positive attitudes. The code behaviour that reflects positive attitudes has a frequency of 25 quotations which is a representation of 79% of the quotations from the participants. The results from the sub-theme understanding of ethical leadership presents the views of participants on how they understand the concept of ethical leadership.

The codes that are dominant are “ability to do things right”; “above reproach”; “behaviour that reflect positive attitudes” and “moral values, traits and behaviour”. The dominant code in this sub-theme is “behaviour that reflect positive attitudes’. Positive attitudes displayed behaviour that has characteristics such as honesty, fairness and principled.

The participants viewed ethical leadership within the context of the behaviour of a leader. This is illustrated by the following response:

> **P2:** *“Well, my understanding of ethical leadership is really, I understand as pointing to certain characteristics of a leader and certain behaviours of a leader, in terms of I know that the word ethical can be quite broad. But being ethical and being conscious*

of certain values and morals, such that those values and morals become paramount in such a way that such a leader will not compromise certain things."

The participants also viewed ethical leadership within the context of benefiting the organization. This is illustrated by the view of participant **FG1**:

> ***FG1**: "So I will say ethical leadership is about being transparent, it is about being respectful to all. Also being honest and conducting yourself in an appropriate manner. And in the organization, I think one of the major traits of ethical leadership is being accountable for what you do your actions, especially the actions that are benefiting the organization or directly impacting the organization in any way."*

Through analysing the responses from the participants, the understanding of ethical leadership shows a result of 80% semi-structured interviews (SSI), fourteen individual participants out of fifteen and 75% focus group interview (FGI) three group participants out of four, that agree with the understanding of ethical leadership as that of **P1** and **P2**.

The codes derived from the sub-themes as illustrated in table 5.5 represent the characteristics of the ethical leader from the participants' perspective. The codes also represent the strong views that emerged from the participant's understanding of ethical leadership.

5.2.2 Sub-theme 2: Understanding OCB

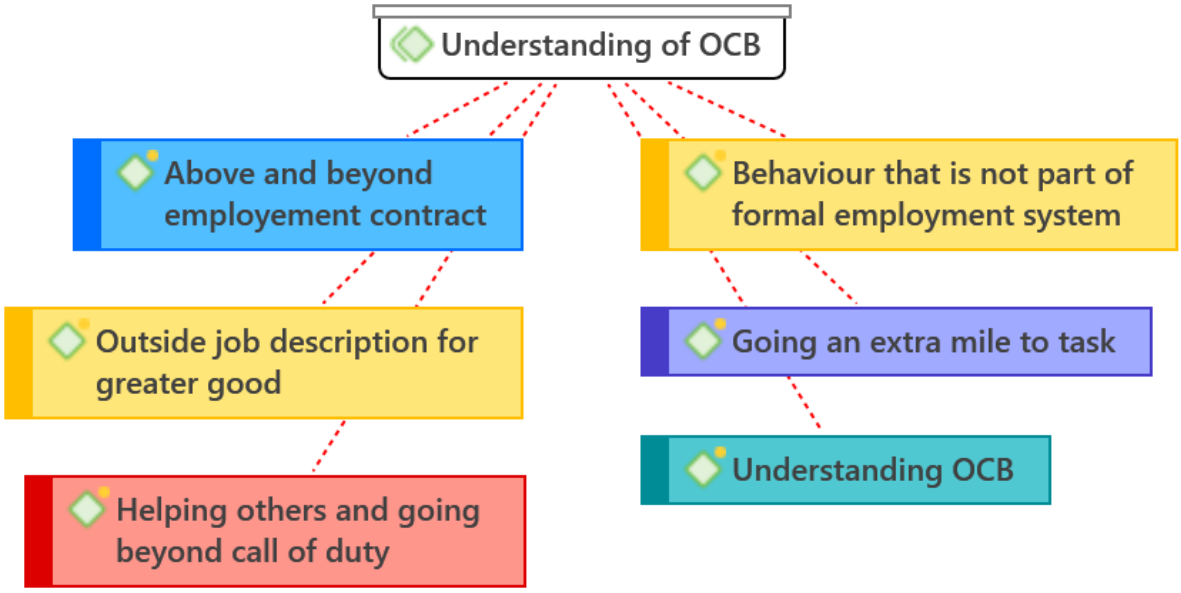


Figure 5.5: Sub-theme 2: Understanding of OCB

Figure 5.5 illustrates the sub-theme of understanding of OCB. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The sub-theme understanding of OCB produced codes that included “above and beyond employment contract”; “outside job description for greater good”; “helping others and going beyond call of duty”; “behaviour that is not part of formal employment system”; “going an extra mile to task” and “understanding OCB”. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The understanding of OCB as a sub-theme emerged as one that was difficult to understand. Some participants viewed the concept as related to the environment in the context of the sustainable development goals and organizational development in the context of human capital practices. However, there were a few participants who understood the concept as the behaviour of an individual. There were also those participants who did not know what was meant by OCB. The different views of the participants will be presented in order to determine the understanding of OCB against the background of the case study.

Those that did not understand it in the context of the individual behaviour responded as illustrated by the comment of P2:

P2: *"My understanding of organizational citizenship behaviour is that it is more a way, I know we used the word patriotic to a country. But I would say it is an equivalent of that but to an organization. That spirit of patriotism to the organization where somebody would not be too transactional in working with the organization."*

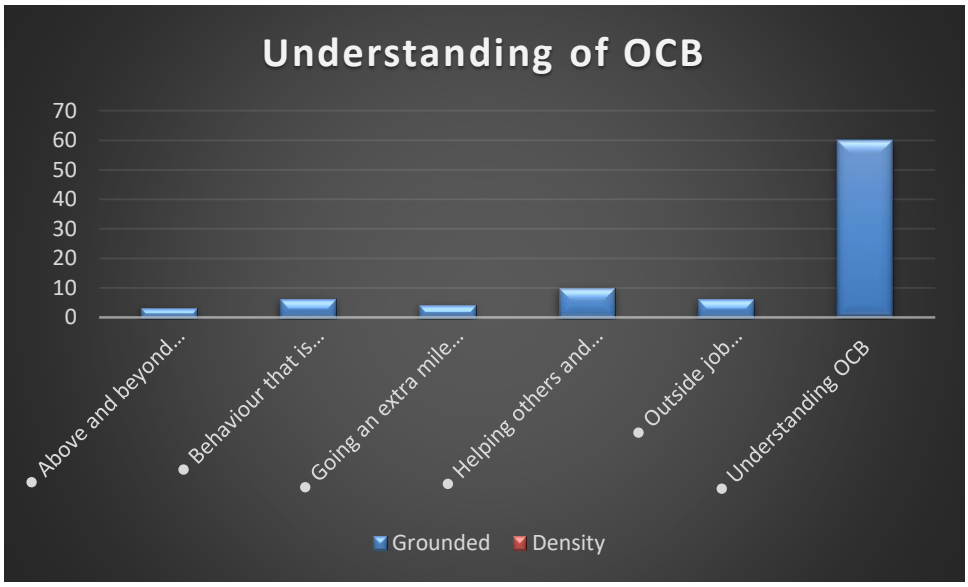


Figure 5.6: Codes within the sub-theme understanding of OCB

Figure 5.6 illustrates the groundedness of the codes within the sub-theme understanding of ethical leadership. The sub-theme of understanding of OCB produced six codes that included "above and beyond employment contract"; "behaviour that is not part of formal employment"; "going an extra mile to task"; "helping others and going beyond call of duty"; "outside job description for greater good", and "understanding OCB". The codes illustrate the views of the participants. The dominant views represent the code "understanding OCB".

The results present the conceptualizations of the participants on how they viewed the understanding of OCB. The results of the participants are also presented to illustrate the connection to the codes. The dominant code of understanding of OCB presents the views that reflect the participants understanding of OCB. The codes are representing the sentiments of the participants towards OCB. This is seen in a response from other participants:

***P4**: "And the public sector is about a service to the people, service to humankind and doing that in a sustainable way in terms of services, in terms of access to water, you build infrastructure that has impact on people's lives. I needed to understand that what we were doing was actually making a difference to people's lives."*

P7: "*My understanding of that is that obviously an organization operates within the environment. So, when we operate within the environment we need to take into account the environment. The decisions that we are taking needs to be to the best interest of the community at large and we don't damage the environment."*

P8: "*I look at it as a cultural organization, what culture is that organization portraying to, one, to its employees."*

FG3: *"So if we are saying that OCB is behaviour that is outside of your contractual tasks then it is something that you are doing voluntary. If as a leader your employees see you conduct yourself in a certain way, then I think that would influence the way they also conduct themselves."*

The views of these participants are that OCB is linked to service to the people and service to humankind. However, there are those participants who seem to have a sense of understanding as to the meaning of the concept OCB. **P1** illustrates an understanding of the concept by stating that:

P1: *"I found it very relatable because to me it spoke to going above and beyond the call of duty. Going beyond the contract or performance contract or job description as it were. It means serving, I want to see this particular initiative or project succeed and I know it is beyond my call of duty."*

Another participant stated that:

P5: *"Its behaviour that you're not necessarily rewarded for in the formal system of your employment. So, it's not part of you know, the course and scope of your work.*

But it promotes an efficient and better organization. So, it's your, it's those contributions that are beyond your, I think like you job scope or your nine to five."

FG4: *"So if someone feels part of the organization, they will tend to put in extra effort making sure that the organization does well because they have a vested interest in the organization being it whether or not they will be incentivised to them that comes secondary, the first thing that they tend to be of concern or concerned with is the image of the organization."*

There were also a few participants who had less or no knowledge of the concept OCB. This is illustrated in the comments of the following participants:

P10: *"No, not really, um I will say organization behaviour but one with citizenship, it is just that I don't not want to able to say hu-huh, let you answer my question but you can clarify a bit so we are both o the same page."*

P11: *"I have not given it much thought that one, I have never acclimatized myself to understand what it means."*

Through analysing the responses from the participants, the understanding of OCB shows a result of 73,4% (SSI), which was eleven individual participants out of fifteen that understood OCB to be referring to the organizations performance and sustainability; 13,3% (SSI) two participants that understood OCB as discretionary behaviour that is beyond job reward system and 13,3% (SSI) two participants who did not understand what OCB meant.

The finding paints a picture of a concept that is less known in some environments and sections in the public sector. The finding also reflects how employees engage with behaviour of leaders within the case study.

5.2.3 Sub-theme 3: Effects of ethical leadership on OCB

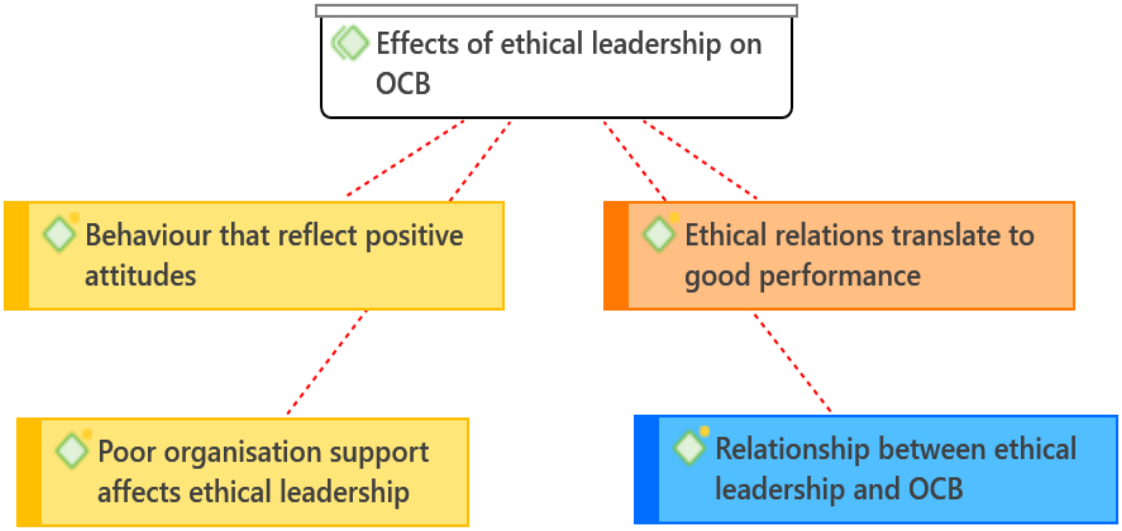


Figure 5.7: Sub-theme 3: Effects of ethical leadership on OCB

Figure 5.7 illustrates the sub-theme of the effects of ethical leadership. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The effects of ethical leadership on OCB as a sub-theme emerged as one that was difficult to understand. Some participants viewed the concepts as related to the environment and the organization. However, there were a few participants who understood the concept as the behaviour of an individual. There were also those participants who knew nothing as to the meaning of OCB. The different views from the participants will be presented to determine the understanding of OCB in the environment of the case study

From the interviews it was clear that the participants considered the influence ethical leadership had on performance. This is illustrated in the response of the following participants:

> **P1**: *"OCB can actually be a catalyst of service in an organization. I see the potential of the OCB actually elevating an organization to be effective in terms of performance delivery of results, have a happy workforce and have a positive culture towards*

service. That is how I interpreted the potential of it, ethical leadership of it, if leaders are able to unlock or unleash that potential and create an environment for employees to want to always go above and beyond."

FG3: "I would say an ethical leader is influential to their individual employees, so, how that leader conducts themselves in the work environment that would be influential in how their employees then conduct themselves."

Participant 1, further elaborated on the effects of ethical leadership by stating that:

P1: *"Yes, Okay, well, ethical leadership would promote, in an idealistic world, it definitely would and I want to say this, that this organization of ours being…does not have an environment that actually cultivates OCB."*

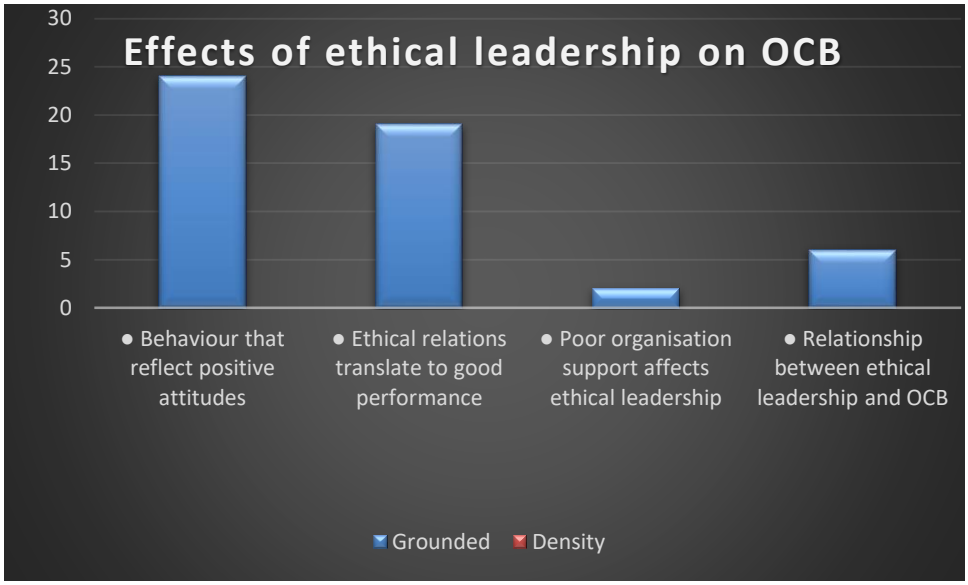


Figure 5.8: Codes within the sub-theme effects of ethical leadership on OCB

Figure 5.8 illustrates the groundedness of the codes within the sub-theme effects of ethical leadership on OCB. The sub-theme of effects of ethical leadership on OCB produced four codes that included *behaviour that reflect positive attitudes*; *ethical relations translate to good performance*; *poor organization supports affects ethical leadership* and relationship between ethical leadership and OCB. The dominant view within this sub-theme is the behaviour that reflects positive attitudes. The codes illustrate the dominant views of the participants.

The results present the conceptualizations of the participants on how they viewed the understanding of OCB. The results of the participants are also presented to illustrate the connection to the codes.

Another participant also raised the view that ethical leadership influences performance by commenting that:

> **P2**: *"And I have seen when certain things come out, in newspapers around unethical issues. I have seen the effects on employees in terms of their motivation in terms of your kind I feel that it is a bus that is slowing down in a way where the energy levels drop. So I would say ethical leadership has a huge impact on employees."*
>
> **FG4:** "*You know ethics, I mean ethical behaviour, it is the foundation of any organizations existence, you know and we know the organization obviously is being supplied by employees so which with employees you need ethical behaviour."*

Participant **P5** indicated this by stating that ethical leadership has the ability to influence employee behaviour.

> **P5**: *"I think it is basically the staff or employees looking at the behaviours of their executives and those informing whether they basically trust them to lead the organization forward or not. So, if your executive or your managers or what-not are behaving in a way that is contrary to the organizations values or mission then it is hard for the people on the ground to look at that and trust."*

The view that ethical leadership affects OCB positively by promoting positive job satisfaction was reflected in the response of participant **P6**:

> **P6**: *"Yes, I think that, that definitely does make a big difference to the organization. Ya, because you know having a good valuable contribution allows the organization to succeed. So ethical leadership definitely promotes a positive job satisfaction because it drives. If it comes down from top, from leadership, it drives individuals and*

leans lower down through the organization so at the end the organization benefits for sure."

The trend from the interviews on the effects of ethical leadership on OCB, was prevalent as reflected in **P7**, **P9**, **P10**, **P11**, **P14** and **P17,** who all considered how ethical leadership affects OCB. The dominant view was that ethical leadership affects OCB positively. This trend was also evident in FG1, FG2 and FG4.

5.2.4 Sub-theme 4: Impact of ethical leadership

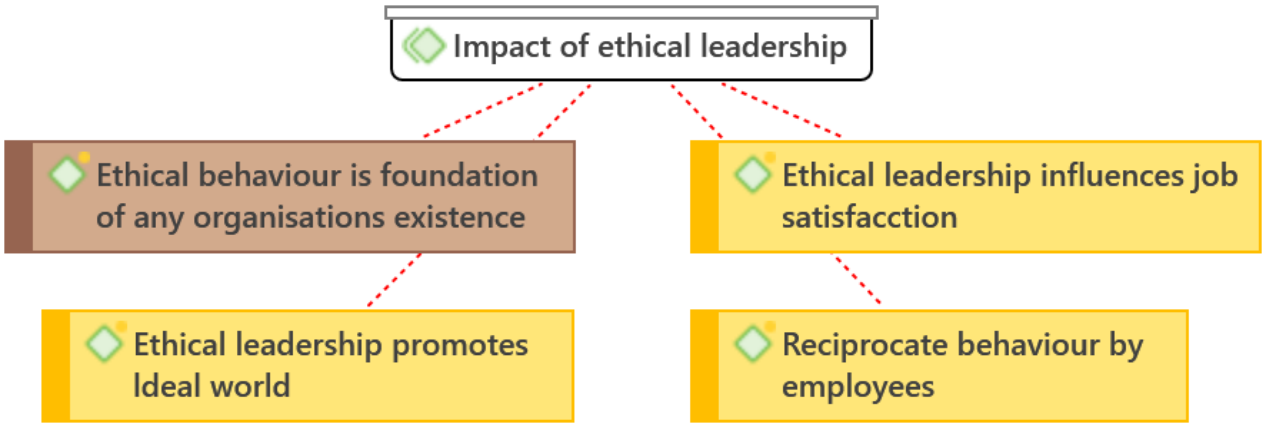


Figure 5.9: Sub-theme 4: Impact of ethical leadership

Figure 5.9 illustrates the sub-themes of impact of ethical leadership. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are presented from the perspective of the participants in the form of direct quotations in order to explain the codes that are derived from the sub-themes.

This section examines the responses of the participant's objective thinking of the association of ethical leadership and the organization. From the responses of participants who were asked to respond on the impact of ethical leadership, the following codes emerged: "ethical behaviour is foundation of any organization's existence"; "ethical leadership influences job satisfaction"; "ethical leadership promotes ideal world" and "reciprocate behaviour by employees".

The impact of ethical leadership theme was the most dominant theme with two grounded sub-themes. The sub-theme produced two sub-themes with high grounded codes. The question that was asked for this sub-theme was “How does ethical leadership improve employee OCB in the organization?”. The participants responded with different views on how they perceived the relationship between ethical leadership and OCB.

The participant (**P1**) used words like ‘translate into positive’ to describe the impact of ethical leadership. This can be seen in the response:

> **P1**: *“As long as for me the condition for ethical leadership to translate into any positives is leadership with action decisively. Because ethical leadership without action is dead in the water. So, if leadership were to follow with action it would ultimately translate to satisfaction.”*
>
> *And*
>
> **FG1:** “*And I will say if one had the correct ethical leadership skills that will positively influence the OCB of employees in the organization and it will show through in that way.”*

Figure 5.10: Codes within the sub-theme impact of ethical leadership

Figure 5.10 illustrates the groundedness of the codes within the sub-theme impact of ethical leadership. The codes illustrate the dominant views of the participants.

The sub-theme of impact of ethical leadership produced four codes that included “ethical behaviour is foundation of any organization’s existence”; “ethical leadership influences job satisfaction”; “ethical leadership promotes ideal world” and “reciprocate behaviour by employees”. The dominant views are represented by “ethical behaviour is foundation of any organization’s existence” and “reciprocate behaviour by employees”. The results present the conceptualizations of the participants on how they viewed the impact of ethical leadership.

The impact of ethical leadership as discussed in the literature review on ethical leadership in chapter 2, is prevalent in most responses (**P4**, **P6**, **P7**, **P8**, **P9**, **P10**, **P13**, **P14** and **P17**) of the participants of the semi-structured interviewed (SSI). The analyses reflect 60% of the responses from the participants of the semi-structured interviews. This is also prevalent in the responses (**FG1-1**, **FG2-1**, **FG3-1**, **FG3-2**, **FG3-3**, **FG3-4**, **FG4-2, FG4-3** and **FG4-4**) of the participants of the focus group interviews (FGI). The analyses reflect 56,3% of the responses from the participants of the focus group. Section 5.3 discusses the results from the analysis of theme 2 data.

5.3 THEME 2: THE GROUP AND INDIVIDUAL LEVEL MEDIATORS BETWEEN ETHICAL LEADERSHIP AND OCB

In order to understand and contextualise the group and individual mediators it was imperative to analyse the sub-themes that are derived from the thematic analysis of the participant’s responses. The sub-themes for theme 2 are presented in table 5.8.

Table 5.8: Outline of theme 2: The group and individual level mediators

Theme 2 : The group and individual level mediators between ethical leadership & OCB	
Sub-themes	**Codes**
Sub-theme 1: Individual behaviour	Accountability leads to effective performance
	Fairness and Consistency
	Honest and transparency
	Integrity
	Loyalty
	Trust and discipline
Sub-theme 2: Group behaviour	Discretionary group behaviour
Sub-theme 3: Influence of individual behaviour	Accountability and transparency

Theme 2 : The group and individual level mediators between ethical leadership & OCB	
	Confidence, belonging, loyalty and supportiveness
	Consistency, inclusivity and communication
	Fairness, transparency and equality
	Honesty, trustworthiness and fairness
	Positive attitude and faith in organization
Sub-theme 4: Influence of group behaviour	Accountability and transparency
	Collective responsibility
	Loyalty and transparency lead to commitment
	Respect and transparency
	Transparency and fairness

Source: Researcher (2022)

Table 5.8 presents the sub-themes for theme 2. The sub-themes that are derived from the thematic analysis of the participant's responses include individual behaviour, group behaviour, influence of individual behaviour and influence of group behaviour. These sub-themes and how codes were derived will be presented.

5.3.1 Sub-theme 1: Individual behaviour

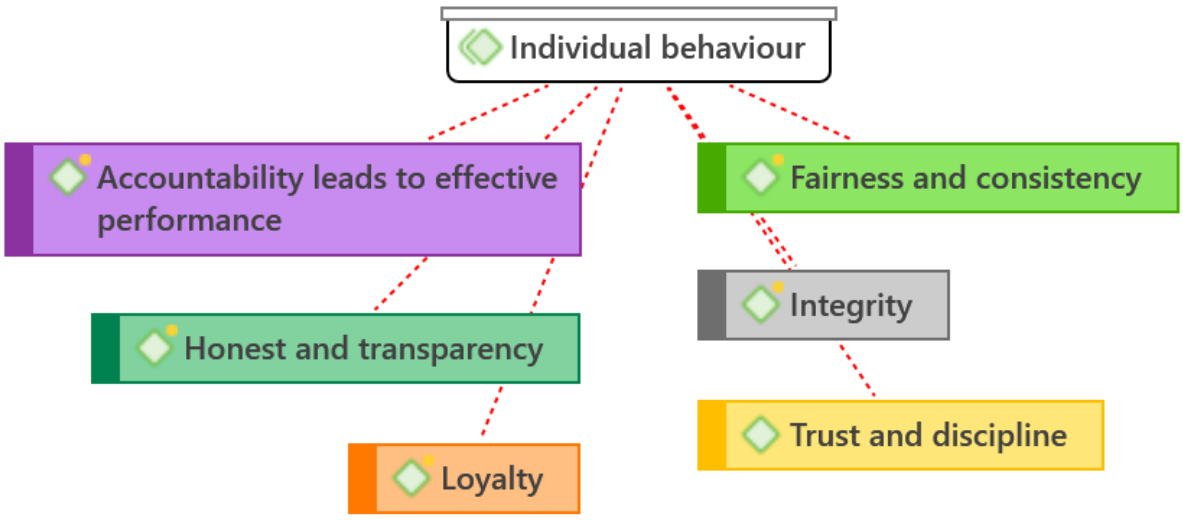


Figure 5.11: Sub-theme 1: Individual behaviour

Figure 5.11 illustrates the sub-themes of individual behaviour. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results

are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The first sub-theme that emerged from the theme was individual behaviour. The question from the interview schedule was to determine what the group and individual level mediators are. The prevalent responses produced individual behaviour as a sub-theme. The prevalent codes that emerged from the sub-theme reflect views such as “accountability leads to effective performance”; “fairness and consistency”; “honesty and transparency”; “integrity”; “loyalty” and “trust and discipline”. The codes are derived from the response of the participants in responded to a question in the interview schedule that ask, which individual behaviour promotes helping, loyalty and collectivism in the organization? Amongst the responses from the participants was their views on how they perceived behaviour of whether they saw it as group behaviour or individual behaviour. One participant viewed individual leader behaviour in the following way:

> **P1**: *“For me it has got to be access. If that is considered, if these leaders are accessible, leaders that listen, would actually promote confidence in employees and promote loyalty.”*
>
> And
>
> **FG1**: *“That shows that I am accountable also for what I am doing and I am willing to go the extra mile to get it done as best as possible and as efficient as possible.”*

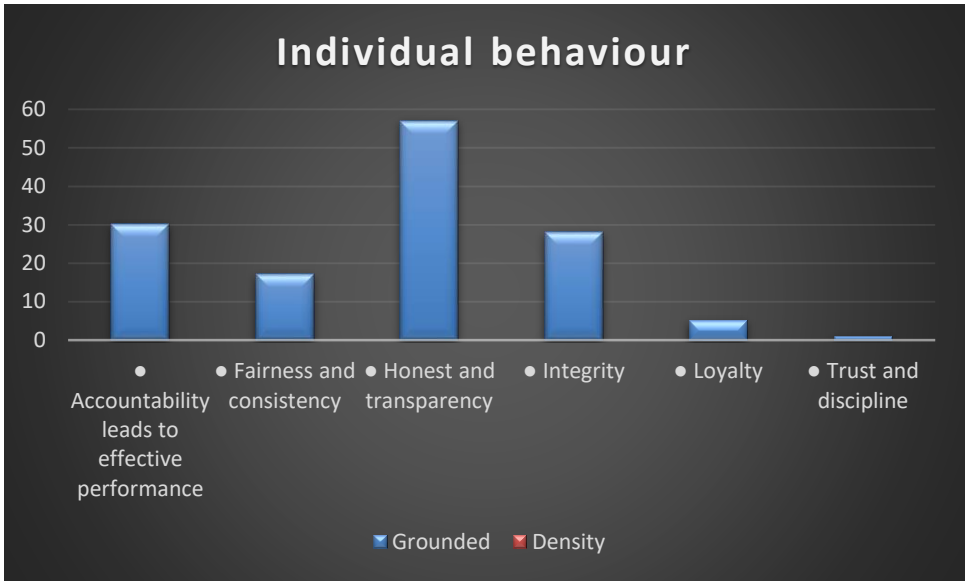


Figure 5.12: Codes within the sub-theme individual behaviour

Figure 5.12 illustrates the groundedness of the codes within the sub-theme individual behaviour. The sub-theme individual behaviour produced six codes that included "accountability leads to effective performance"; "fairness and consistency"; "honesty and transparency"; "integrity"; "loyalty" and "trust and discipline". The codes illustrate the dominant views of the participants within the sub-theme. The dominant views represent behaviour that is honest and transparent. The results present the conceptualizations of the participants on how they viewed the understanding of OCB. The results of the participants are also presented to illustrated connection to the codes.

Transparency as a behaviour emerged strongly from the responses of the participants. This is illustrated by the comments of **P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11, P12, P13, P14 and P17**. Some of the comments are as follows:

> **P2**: *"Okay then, I think the behaviour of being transparent. If you are open and transparent."*
>
> **P3**: *"I think the transparency when the leadership is open with us and talks to us."*
>
> **P4**: *"Number two, transparency, you have to be transparent."*

What emerged from the responses is that the codes, transparent, honest, trust, fairness and loyalty were viewed as individual level mediators. The individual behaviour of transparency, honesty, trust, fairness and loyalty is prevalent in most responses (**P1, P2, P3, P4**, **P5**, **P6**, **P7**, **P8**, **P9**, **P10**, **P13**, **P14** and **P17**) of the participants of the semi-structured interviewed (SSI). The analyses reflect 60 % of the responses from the participants of the semi-structured interviews. This is also prevalent in the responses (**FG1-1**, **FG2-1**, **FG3-1**, **FG3-2**, **FG3-3**, **FG3-4**, **FG4-2, FG4-3** and **FG4-4**) of the participants of the focus group interviews (FGI). The analyses reflect 56,3 % of the responses from the participants of the focus group.

5.3.2 Sub-theme 2: Group behaviour

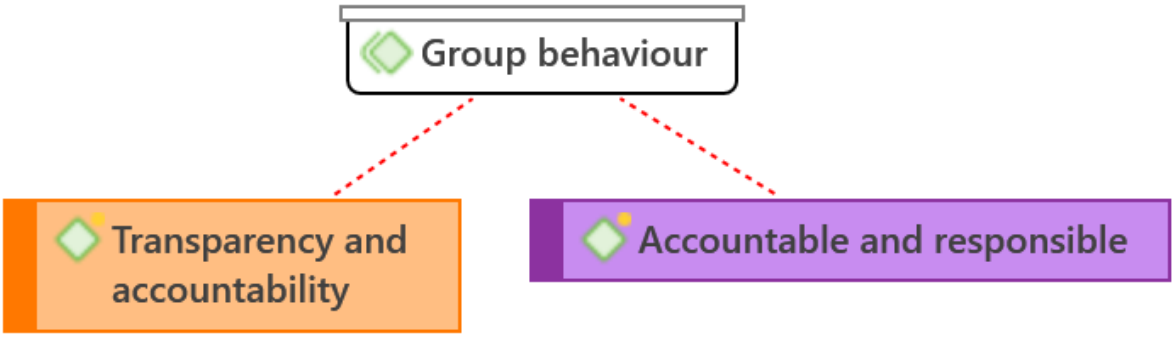


Figure 5.13: Sub-theme 2: Group behaviour

Figure 5.13 illustrates the sub-themes of group behaviour. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The second sub-theme emerged as group behaviour based on the responses from the participants. The responses from the participants produced codes such as transparency and accountability; accountable and responsible, confidence, belonging and loyalty. The participants referred to behaviour that is considered to be group level behaviour. It is noteworthy that participants were able to mention and categorize behaviour that is prevalent in the organization, because it allowed a determination of what impact was caused by the prevalent behaviour. One participant stated that:

FG3: *"So I think that ethical leadership affects OCB tremendously because ethical leadership goes with transparency, it goes with accountability, it goes with a clear direction in communication and commitment to what has been set down as the way to do business."*

The behaviour that was displayed according to the response is categorized under the super-code discretionary group behaviour. The analysis of the group behaviour was classified as discretionary group behaviour. The participant felt strongly about transparency as a group behaviour. The variable "transparency or transparent" featured in responses of all the participants inclusive of individual and focus group.

This is illustrated by the following response:

FG4: "*I think I would associate transparency within, I would say group behaviour, and then in terms of how it would actually promote OCB, I think it will have a positive effect because transparency is one of the key elements that certain individuals within an organization would like to see coming from leadership of the organization.*"

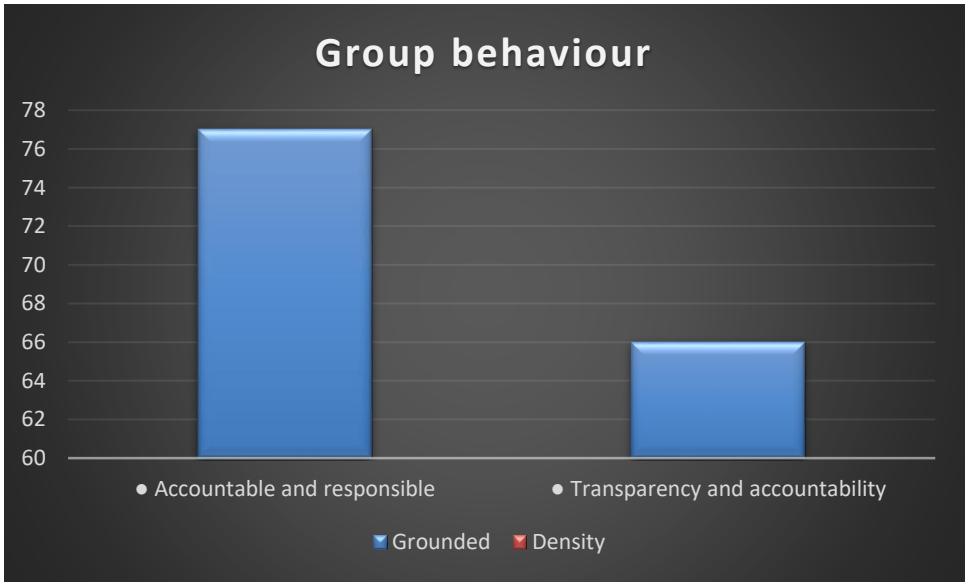


Figure 5.14: Codes within the sub-theme group behaviour

Figure 5.14 illustrates the groundedness of the codes within the sub-theme group behaviour. The codes illustrate the dominant views of the participants. The dominant views represent behaviour that reflects positive attitudes. The sub-theme group behaviour produced two

codes that included accountable and responsible and transparency and accountability. The code accountable and responsible is the highest grounded code and the code transparency and accountability is the lowest grounded code. The results present the conceptualizations of the participants on how they viewed group behaviour. The results of the participants are presented to illustrated connection to the codes.

The discussion around the discretionary behaviour allowed the participants to associate the different behaviours into group behaviour. The other emerging behaviour that was indicative of group behaviour was communication. **P1** commented by saying:

> **P1**: *"Because again, you see, in an organization such as ours a key skill is communication and one of the most accepted means of communication is written communication", and*

Participant **FG1** commented by saying:

> **FG1:** *"Just to touch on communication I think the communication part is quite key because without proper communication one does not expect the organization to for example update the staff word by word for example on what has been done."*

P2, on the other hand, stated that:

> **P2**: *"Group behaviours, if I may look at the group, I think it is more of a collective if I may put it that way but in a group as well you need mutual respect."*

On the other hand, some of the participants associated group behaviour with positive effect.

> **FG1**: "*I think I would associate transparency within group behaviour and then in terms of how it would actually promote OCB, I think it will have a positive effect because transparency is one of the key elements.*"

What also emerged from the responses is that transparency, communication, honesty, trust, fairness, accountability, responsibility, and loyalty are viewed as group level mediators.

However, the predominant codes are accountability, transparency and responsibility. The group behaviour of transparency, accountability and responsibility is prevalent in most responses (**P1, P2, P3, P4**, **P6**, **P7**, **P8**, **P9**, **P10**, **P11, P12, P13**, and **P17**) of the participants of the semi-structured interviewed (SSI). The analyses reflect an 86,7 % of the responses from the participants of the semi-structured interviews. The behaviours are also prevalent in the responses (**FG1**, **FG2**, **FG3**, and **FG4**) of the participants of the focus group interviews (FGI). The analyses reflect a 100 % of the responses from the participants of the focus group.

5.3.3 Sub-theme 3: Influence of individual behaviour

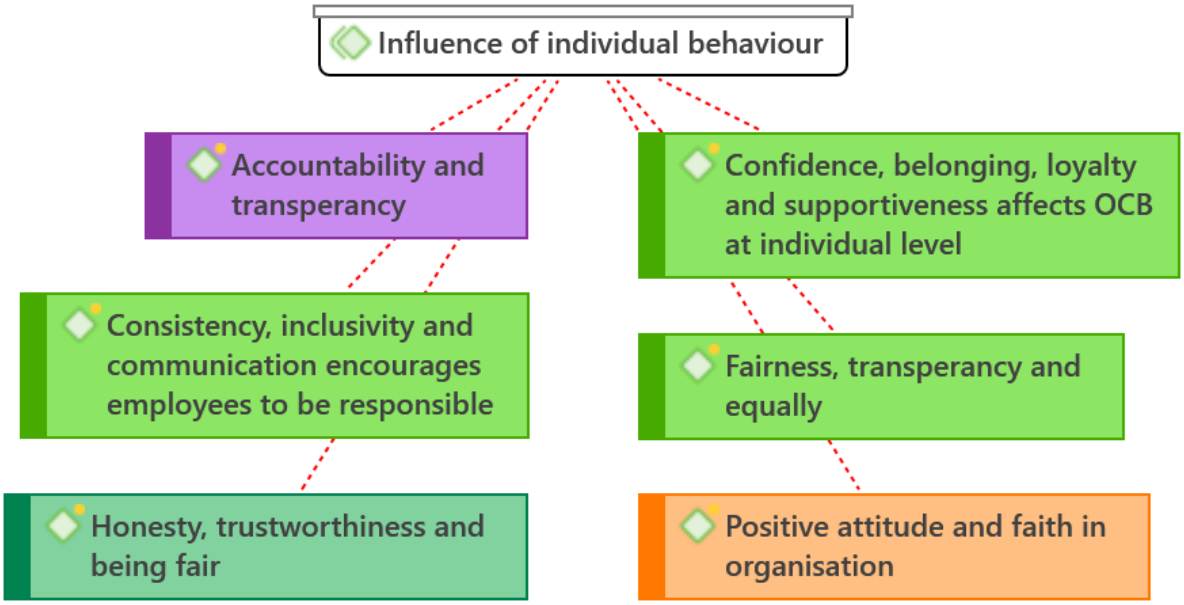


Figure 5.15: Sub-theme 3: Influence of individual behaviour

Figure 5.15 illustrates the sub-themes of influence of individual behaviour. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The third sub-theme that emerged from theme two was influence of individual behaviour. The sub-theme emerged as a result of the participants responding to what the group and individual level mediators between ethical leadership and OCB are. In responding to this

question, the influence of individual behaviour emerged from the response of the participants.

The influence of individual behaviour sub-theme produced codes that included “accountability and transparency”; “confidence, belonging, supportiveness, loyalty”; “consistency, inclusivity, communication”; “fairness, equality, trustworthiness”; “positive attitude and faith in the organization”. These codes are seen to be prevalent across the responses that are provided by the participants. The prevalence and dominance of the codes are presented as follows: **P1, P2, P3, P4, P8, P9, P10, P11, P13, P14 and P17** which is 73,4% of the semi-structured individual interviews and FG1, FG2, FG3 and FG4 which is 100% of the focus group interviews.

The sub-theme was derived through answering the research questions: “Which individual behaviour promotes helping, loyalty positivity and collectivism in the organization?” and “Which voluntary discretionary individual behaviour promotes OCB in the organization?”. The participants provided responses that were within the context of leader-follower. This suggests that the participants view the relationship between the leader and follower as being influenced by individual behaviour. This can be seen from the response of FG4-P2 who stated:

> **FG4-P2**: *“So some things like transparency, accountability, integrity are more on the side of the leadership and it is their actions that will now positively or negatively influence OCB, but confidence, belonging, loyalty supportive will now be the response of OCB effects to whatever the leadership is adopting.”*

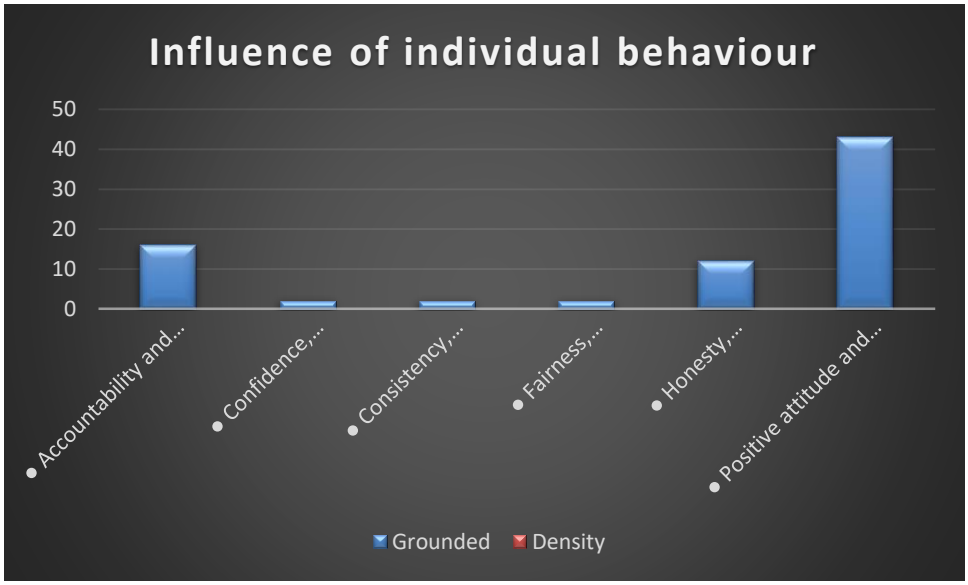


Figure 5.16: Codes within the sub-theme influence of individual behaviour

Figure 5.16 illustrates the groundedness of the codes within the sub-theme influence of individual behaviour. The sub-theme of influence of individual behaviour produced six codes that included "accountability and transparency"; "confidence, belonging, loyalty and supportiveness"; "consistency, inclusivity and communication"; "fairness, transparency, and equality; "honesty, trustworthiness and being fair" and "positive attitude and faith in the organization". The codes illustrate the dominant views of the participants. The dominant views represent behaviour that reflects "positive attitudes and faith in the organization". The results present the conceptualizations of the participants on how they viewed the individual behaviour. The results of the participants are also presented to illustrated connection to the codes.

The connection can be seen from the comment of FG4-P1 who stated that:

> **FG4-P1**: *"Would the transparency not again be, begin from the individual, as an individual behaviour which would then you know become a group behaviour. I think there is sort of a relationship between that where it might begin, as an individual behaviour which is then instilled within a group."*

This view emerges because uncertainty of how to categorize the behaviour as a result of its influence. FG4-P6 commented by saying:

> **FG4-P6:** *"Yes, I am not sure, thinking right now, whether these behaviours that we are talking about can be on the opposite scale of being discretionary. I don't think someone can force you to adopt some of these behaviours."*

This participant was of the view that the behaviour can neither be individual nor group behaviour. As observed from these responses the researcher can infer that some participants see transparency as influencing both individual behaviour and also group behaviour.

However, from some responses (**P10**; **P11**; **P12**; **P14**; **FG2-P1** and **FG16-P1**) transparency is viewed as influencing individual behaviour only. **FG3-P1** said:

> **G3-P1**: *"On the topic of transparency it makes one develop trust amongst each other or amongst the decisions that are taken by leadership. If the decisions are transparent then the leadership is trustworthy in their decision-making then, me as an employee I would give a lot, that sense of trust for my leadership."*

From the analysis of the responses of the participants it emerges that relations of influence exist as a result of individual behaviour such as accountability, transparency, confidence, belonging, loyalty, supportiveness, consistency, inclusivity, communication, fairness and positive attitudes.

The influence of individual behaviour codes of accountability and transparency; loyalty and supportiveness; consistency and fairness, transparency and equality; honesty, trustworthiness and being fair and positive attitude and faith in organization are prevalent in most responses (**P1, P2, P3, P4**, **P5**, **P6**, **P7**, **P8**, **P9**, **P10**, **P11, P12, P13**, **P14** and **P17**) of the participants of the semi-structured interviewed (SSI). The analyses reflect A 100 % of the responses from the participants of the semi-structured interviews.

The influence of individual behaviour codes of confidence, inclusivity, belonging and communication are less prevalent in the response (**P8**, **P12** and **P13**) of the semi-structured interviews. The analyses reflect a 20% of responses from participants of the semi-structured interviews. This is also prevalent in the responses (**FG1**, **FG2**, **FG3)** of the participants of

the focus group interviews (FGI). The analyses reflect 75% of the responses from the participants of the focus group.

The influence of individual behaviour codes of confidence, inclusivity, belonging and communication are less prevalent in the response (**FG2** and **FG4**) of participants of the focus group interviews. The analyses reflect a 50% of responses from participants of the focus group interviews.

5.3.4 Sub-theme 4: Influence of group behaviour

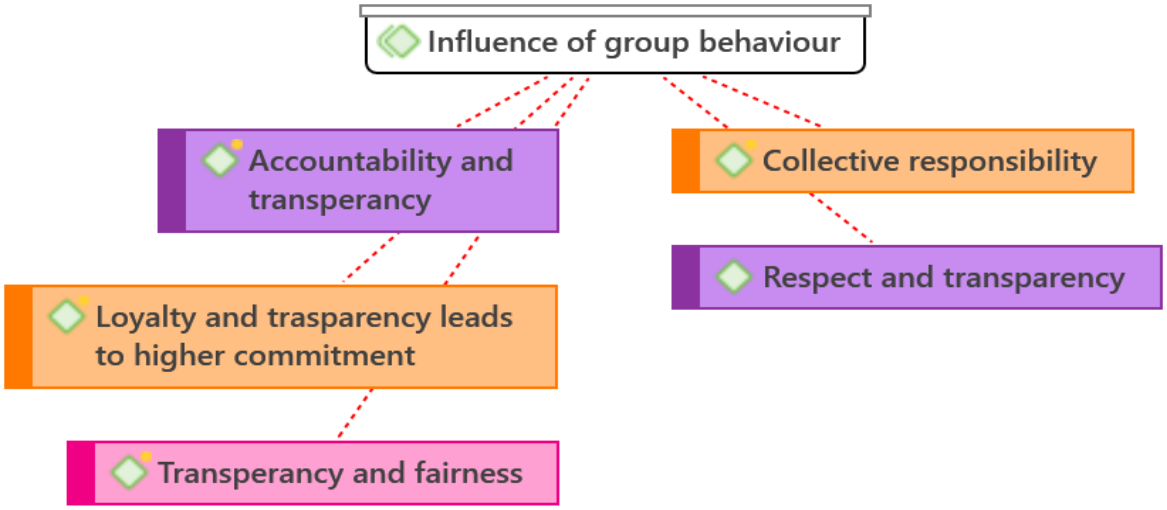


Figure 5.17: Sub-theme 4: Influence of group behaviour

Figure 5.17 illustrates the sub-themes of group behaviour. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The fourth sub-theme that emerged from the theme the group and individual levels mediator was the influence of group behaviour. The participants were requested to respond to the interview question which group behaviour promotes helping, loyalty, positivity and collectivism in the organization and which voluntary group behaviours promote OCB in the organization.

The influence of group behaviour sub-theme produced codes that included “accountability and transparency”, “collective responsibility”, “loyalty and transparency lead to commitment”, “respect and transparency” and “transparency and fairness”. This suggests that the impact of ethical leadership on OCB through mediators is influenced by group behaviour, such as accountability, transparency, collective responsibility, loyalty, commitment, respect and fairness.

The objective from the sub-theme influence of group behaviour was to understand which variable influences the relationship between ethical leadership and OCB. In order to understand the influence of group behaviour in the context of group level mediators it was important to reflect on the responses of the participants. Looking through the lenses of **P1** this was said:

> **P1**: *“I think if you are not recognised as a group, if you are always, if you feel marginalised, you do not feel listened to or valued, I think that would hurt the spirit of OCB.”*

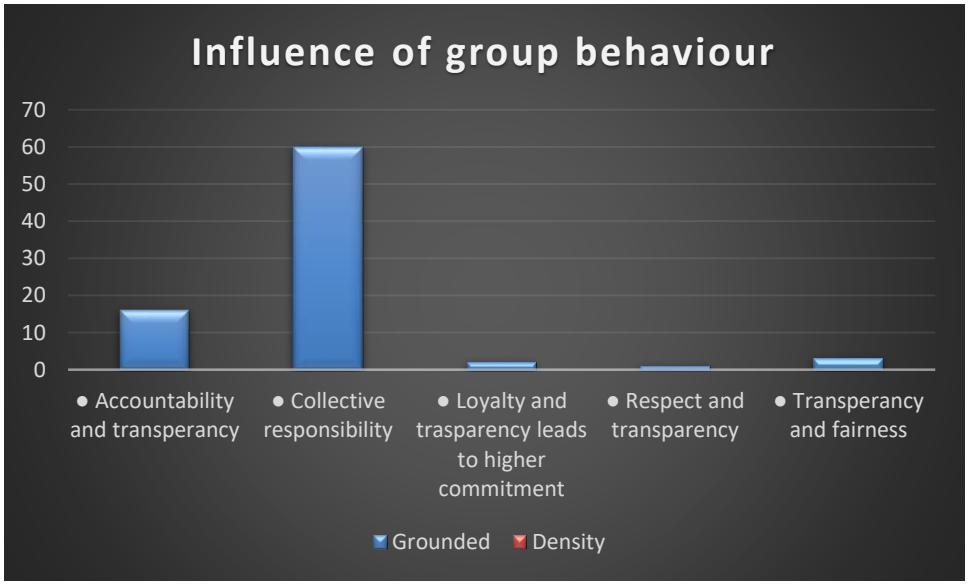


Figure 5.18: Codes within the sub-theme influence of group behaviour

Figure 5.18 illustrates the groundedness of the codes within the sub-theme influence of group behaviour. The sub-theme of influence of group behaviour produced five codes that included “accountability and transparency”; “collective responsibility”; “loyalty and transparency lead to higher commitment”; “respect and transparency” and “transparency and fairness”. The codes illustrate the views of the participants. The dominant views

represent collective responsibility. The results present the conceptualizations of the participants on how they viewed the influence of the group on the relationship between ethical leadership and OCB. The results of the participants are also presented to illustrate the connection to the codes.

Comments by **P2** highlight the importance of mutual respect as group behaviour between ethical leadership and OCB. The example is the comment by **P2**:

> **P2**: *"So those behaviours which sometimes may not be professional which it could even be certain leaders that are starting to have relationships with certain employees which obviously is unethical."*

It is important to note that the quotation from **P2** is within the accountability, transparent, collective responsibility behaviour.

Clearly what emerges is that most of the responses of the participant from both the SSI and the FGI identified the same behaviours, as influencing group behaviour. Two examples, one each of the different category are stated as follows:

> **P9**: *"The expectation is that, that behaviour will eliminate subjectivity and promote objectivity so that objectivity and logical sequence in making decisions will then create a fair and also transparent consistency within or amongst their dealings."*

> **FG18-P2**: "Yes like how they conduct themselves at the workplace, yes obviously I *think we are ethical and they have shown good values of transparency which makes us trust the current leadership."*

From the analysis of the responses of the participants, the researcher concludes that the influence of group behaviour is mediated by variables such as that a relation of influence exists as a result of individual behaviour, such as accountability, transparency, collective responsibility, commitment, respect, loyalty and fairness. The influence of group behaviour codes of "accountability and transparency"; "collective responsibility"; "loyalty and transparency leads to higher commitment"; "respect and transparency" and "transparency

and fairness" are prevalent in most responses (**P1, P2, P3, P4**, **P6**, **P7**, **P8**, **P9**, **P10**, **P11**, **P12**, **P13**, **P14** and **P17**) of the participants of the SSI. The analyses reflect 93,4% of the responses from the participants of SSI. This is also prevalent in the responses (**FG1**, **FG2**, **FG3** and **FG4**) of the participants of the FGI. The analyses reflect 100% of the responses from the participants of the focus group. Section 5.4 discusses the results from the analysis of theme 3 data.

5.4 THEME 3: THE GROUP AND INDIVIDUAL MEDIATORS' EFFECTS TRIGGERING CHANGES IN OCB

The approach to discretionary voluntary behaviour enhances the skills and capacities of individuals in an organization. Benuyenah (2021:2) argues that performance can be linked to several antecedents that may include cultural variables and attitude.

In order to understand and contextualise how group and individual mediators' effects can trigger changes, it was imperative to analyse the sub-themes that are derived from the thematic analysis of the participant's responses. The sub-themes for theme 3 are tabulated in table 5.9.

Table 5.9: Outline of theme 3: Group and individual mediators' effects trigger changes

Theme 3: Group and individual mediators' effects trigger changes in OCB	
Sub-themes	**Codes**
Sub-theme 1: influence of discretionary behaviour on employees	Trust and loyalty within employees
	Open, honest and fair
	Positive attitudes of employee
	Transparent, honest and non-corruptible
Sub-theme 2: Impact of discretionary behaviour on employees	Accountable and responsible
	Valued by the organization
	Unethical behaviour affects employees negatively

Source: Researcher (2022)

The sub-themes that are derived from the thematic analysis of the participants' responses include: influence of discretionary behaviour on employees and the impact of discretionary behaviour on employees. The sub-themes and how codes were derived will be discussed.

5.4.1 Sub-theme 1: Influence of discretionary behaviour on employees

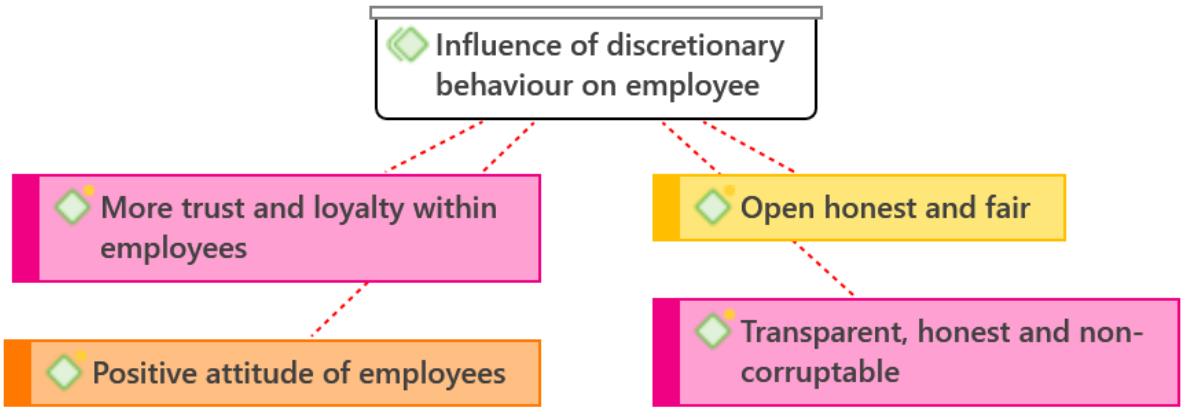


Figure 5.19: Sub-theme 1: Influence of discretionary behaviour on employees

Figure 5.19 illustrates the sub-theme "influence of discretionary behaviour on employees". The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The first sub-theme that emerged from theme three was "influence of discretionary behaviour on employees". The sub-theme emerged from the results of participants' responses by considering the question, "How do the discretionary behaviour effects trigger changes in OCB? The interview question was derived from the broader question, "How can the group and individual mediators' effects trigger changes in OCB?"

The sub-theme 'influence of discretionary behaviour on employees' produced codes that include trust and loyalty within employees; open, honest and fair; positive attitude of employees and transparent, honest and non-corruptible. The results from the analysis of the comments of the participant's point to the variables influencing how group and individual mediators' effects trigger changes in OCB. It is important to note that the influence of

discretionary behaviour on employees must respond to how group and individual mediators' effects trigger changes in OCB as the overarching questions.

The comments of the participants through their responses to the interview schedule contributed to the provision of responses to the overarching question. The groundedness of the results is illustrated by figure 5.20.

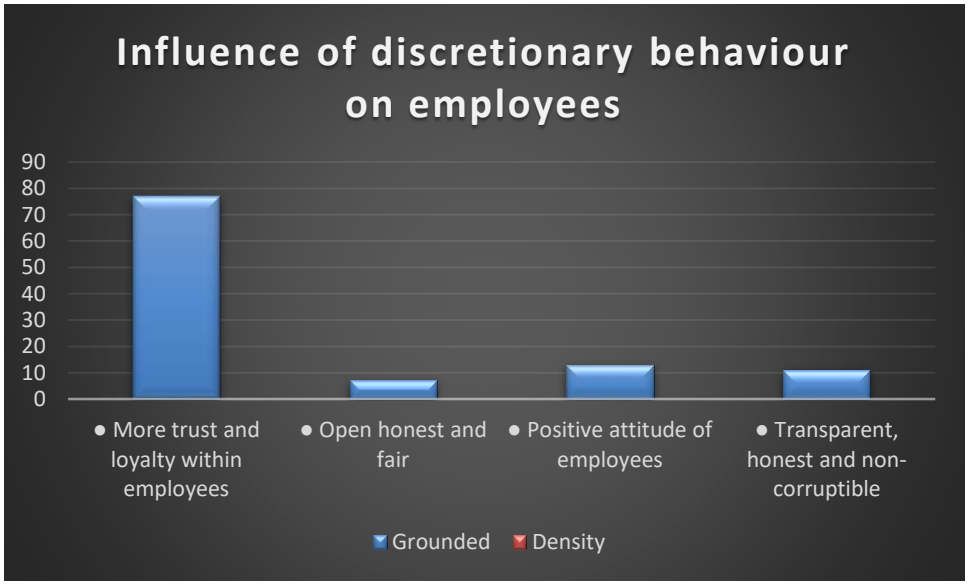


Figure 5.20: Codes within the sub-theme influence of discretionary behaviour on employees

Figure 5.20 illustrates the groundedness of the codes within the sub-theme "influence of discretionary behaviour on employees". The sub-theme, "influence of discretionary behaviour on employees" produced four codes that included, "more trust and loyalty within employees"; "open, honest and fair"; "positive attitudes of employees" and "transparent, honest and non-corruptible". The codes illustrate the views of the participants. The dominant views represent behaviour that reflects more trust and loyalty within employees.

The results present the conceptualizations of the participants on how they viewed the understanding of OCB. The results of the participants are also presented to illustrated connection to the codes. This finding indicates that more trust and loyalty within employees' code was the dominant code from the responses of the participants and open, honest and fair was the least dominant code.

One of the elements of ethical behaviour and OCB is the promotion of effective organizational performance. The participants viewed trust and loyalty within an employee as behaviour that individuals displayed the most. For example, **P14** stated:

> **P14**: *"It Is individual employees who are displaying these discretionary behaviours. They are attracted to adopt these values as well as the positive feedback and growth achieved in those individuals."*

This finding is not surprising because most of the participants (**P1, P3, P5, P6, P7, P8, P9, P11, P12, P13 and P14**) were leaning towards individual discretionary behaviour instead of group discretionary behaviour. This is 73,4% of the SSI. For example, **P13** stated:

> **P13**: *"Group level is very dynamic because in a group we have got different kinds of people, now take a group where it has got a person who is very influential, who is very outspoken you know then he can ensure to go a certain way because certain people they are not vocal, they are just a flock, you got a very few people who are vocal who can maybe change a narrative even a group."*

P12, stated that:

> **P12**: *"Okay, so in a group setting, the reason I said so, likeminded people would be together so if you work in a certain team and all of you guys have like-mindedness like virtues such as trust, loyalty and discipline, usually if one member of the group is happy likeminded people will be happy at the same time."*

And the group participants indicated that*:*

> **FG1**: "*When you talk about the individual and the group, I will say most of the time or the higher percentage it can start as individual but it will then end as a group or collectively. So, in most cases it is more of a group."*

The codes from "influence of discretionary behaviour on employees", namely "more trust and loyalty within employees"; "open, honest and fair"; "transparent, honest and non-

corruptible" are prevalent in most responses (**P1, P2, P3, P6**, **P7**, **P8**, **P10**, **P11**, **P12**, **P13**, **P14** and **P17**) of the participants of the SSI. The analyses reflect 80% of the responses from the participants of SSI. This is also prevalent in the responses (**FG1**, **FG2**, **FG3** and **FG4**) of the participants of the FGI. The analyses reflect 100% of the responses from the participants of the focus group.

On the other hand, the influence of discretionary behaviour on employee codes of positive attitudes of employees is less prevalent (**P2** and **P3**) in participants of the SSI. The analyses reflect 13,4% of the responses of the participants of the SSI. This is also less prevalent in the responses (**G3** and **G4**) of the participants of the FGI. The analyses reflect 50% of the responses from the participants of the focus group.

5.4.2 Sub-theme 2: Impact of discretionary behaviour on employees

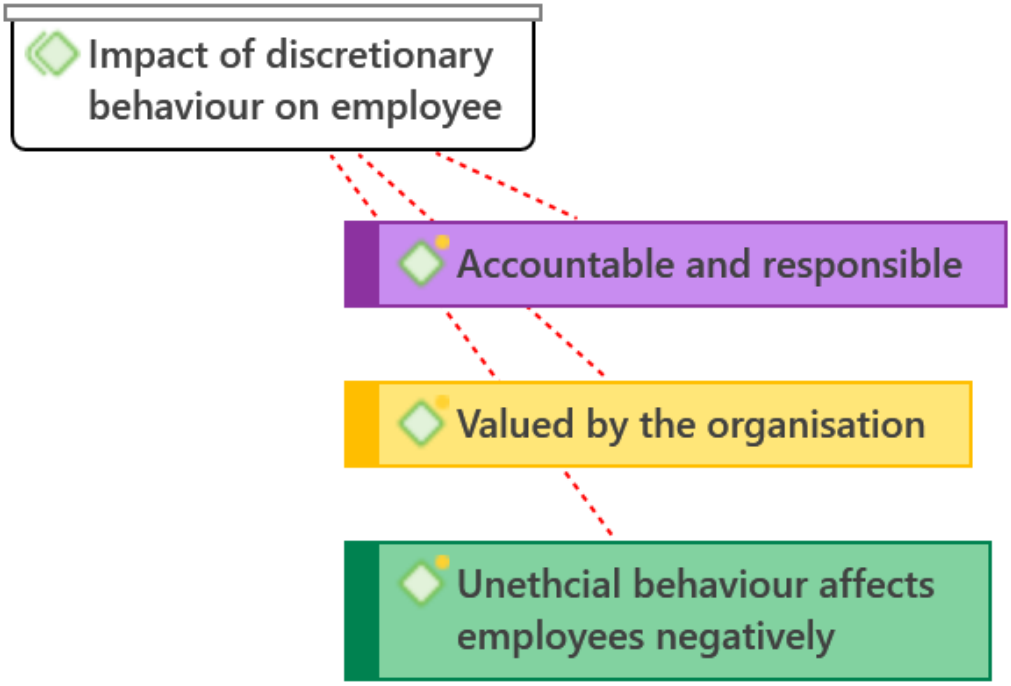


Figure 5.21: Sub-theme 2: Impact of discretionary behaviour on employee

Figure 5.21 illustrates the sub-theme of "impact of discretionary behaviour on employee". The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The second sub-theme that emerged from theme 3 was “impact of discretionary behaviour on employee”. The sub-theme emerged from the response of participants from considering how do discretionary effects trigger changes in OCB? This interview was derived from the broader research questions of how the group and individual mediators’ effects trigger changes in OCB.

Linked to the broader question of the research study was the interview schedule question that the participants responded too. In this instance the participants had to respond to how do the discretionary behaviours influence the employee to be supportive, adhere to rules, volunteer and positively represent the organization. The other question that they had to respond to was how does the group and individual discretionary behaviour result in changes in an employee’s OCB.

The sub-theme, “impact of discretionary behaviour on employee” produced codes that included, accountable and responsible; valued by the organization; unethical behaviour affects employees negatively. The results from the analysis of comments of responses of the participant’s point to these variables influencing how group and individual mediator’s effects trigger changes in OCB. It is important to note how the participants drew their responses from the views across the interview schedule.

The responses of the participants are assessed on how they described their understanding of the impact of discretionary behaviour on employees and how it contributes to the performance of the organization. The sub-theme of the “impact of discretionary behaviour on employees” is linked to the sub-theme of the “influence of discretionary behaviour on employees”. The responses of the participants had an element of the behaviour that affects employees negatively which in the sub-theme the views reflected the positive attitudes of employees.

The participants in their view through responses from the question in the interview schedule points to the emergence of consistent codes. The codes portray an outcome that is consistent with the literature on the impact of ethical leadership and OCB. OCB contributes to the efficient and effective functioning of the organization. The participants indicated that OCB is important for the success of the organizations and people that work in them. The

most important managerial tasks are to enhance employees' inferences about themselves in the organization. The comments of **P12** stated that:

> **P12**: *"Can assist organizations with ensuring that their employees are happy, that they get the performance that is required from the employee and that they can also ensure that the behaviour of their employees are good, because it affects your performance."*

The comments of the group participant **FG4** stated that:

> **FG4**: *"Most definitely it will most definitely improve performance because employees are free to buy into what the leadership is giving out as the direction and the way into the future and they have full confidence in that they will give 110% to that."*

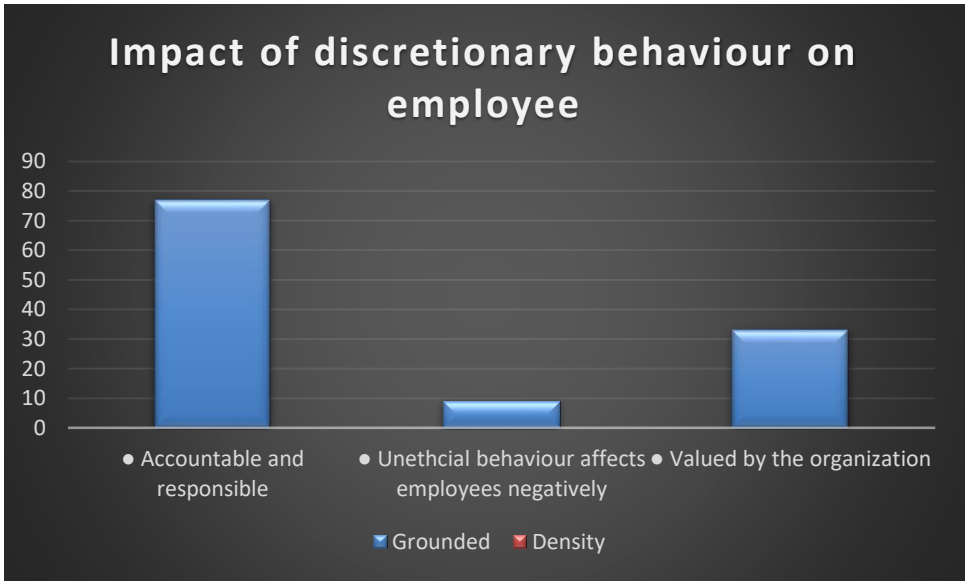


Figure 5.22: Codes within the sub-theme impact of discretionary behaviour on employee

Figure 5.22 illustrates the groundness of the codes within the sub-theme impact of discretionary behaviour on employee. The sub-theme of impact of discretionary behaviour on employee produced three codes that included "accountable and responsible"; "unethical behaviour affects employees negatively" and "valued by the organization". The results present the conceptualizations of the participants on how they viewed the understanding of OCB. The results of the participants are also presented to illustrated connection to the codes

The codes illustrate the views of the participants. The dominant views represent behaviour that reflects accountable and responsible.

The results reflect the impact of discretionary behaviour on employee in respect to their performance in the organization. Some participants used words such as effective, efficient, motivated and dedicated. This is reflected by participant **P14**.

P14, commented by saying:

> **P14**: *"I think the performance of employee is improved, teamwork is effective, efficient results are achieved, staff are motivated and dedicated to the best and carry out of the mandate with the highest value."*

FG1, commented by saying:

> **FG1**: *"That shows that I am accountable also for what I am doing and I am willing to go the extra mile to get it done as best as possible and as efficient as possible."*

The analysis of the responses of the participants, reflect that the impact of discretionary behaviour on employees is mediated by variables such as accountable and responsible, valued by the organization, unethical behaviour that affects employees negatively.

The impact of discretionary behaviour on employee codes of, accountable and responsible, valued by the organization are prevalent in most responses (**P1, P2, P3, P4, P6**, **P7**, **P8**, **P9**, **P10**, **P11**, **P12**, **P13**, **P14** and **P17**) of the participants of the SSI. The analyses reflect 93,4% of the responses from the participants of SSI. This is also prevalent in the responses (**FG1**, **FG2**, **FG3** and **FG4**) of the participants of the FGI for the code accountable and responsible. The analyses reflect 100% of the responses from the participants of the focus group. On the other hand, the impact of discretionary behaviour on employee code of unethical behaviour that affects employees negatively is less prevalent (**P2** and **P7**) in participants of the SSI. The analyses reflect a 13,4% of the responses of the participants of the SSI. However, there is a balance in the responses (**FG1** and **FG2**) of the participants of the FGI. The analyses

reflect a 50% of the responses from the participants of the focus group. Section 5.5 discusses the results from the analysis of theme 4 data.

5.5 THEME 4: THE GROUP AND INDIVDUAL MEDIATORS INFLUENCING FOLLOWERS TO TAKE RESPONSIBILITY AND ENGAGE IN OCB

OCB is valuable to organizations because it enables individuals to respond quickly to customers' demands and willingly execute things that are not part of their official work responsibilities. OCB is characterized by employees' discretionary behaviour, which are beyond the call of formal job duties. They provide support that benefit co-workers and the organization, but there is no guarantee of rewards granted to employees who engaged in such voluntary behaviour (Eguma & Gabriel, 2021:82-83).

In order to understand and contextualise how group and individual mediators influence followers to take responsibility and engage in OCB, it was imperative to analyse the sub-themes that are derived from the thematic analysis of the participant's responses. The sub-themes for theme 4 are tabulated in table 5.10.

Table 5.10: Outline of theme 4: The group and individual mediators Influencing followers to take responsibility and engage in OCB

Theme 4: The group and individual mediators influencing followers to take responsibility and engage in OCB	
Sub-themes	**Codes**
Sub-theme 1: Influence of group and individual discretionary behaviour	Efficiency on resolving problems
	Fairness and commitment
	Kindness, respect and empathy
	Positive, good attitude and consciousness
	Social impact
	Sense of belonging
Sub-theme 2: Influence of mediators on OCB	Affects OCB positively
	Collective accountability
	Encourages to be supportive
	Honesty and transparency
	Motivates to go beyond and above
	Transparency, accountability and integrity impact OCB

Source: Researcher (2022)

The sub-themes that are derived from the thematic analysis of the participant's responses include "influence of group and individual discretionary behaviour" and "influence of mediators on OCB". The sub-themes and how codes were derived will be discussed. The conclusion on the results of the sub-themes and the contribution of the codes will be presented in the form of graphs and the groundedness of the codes.

5.5.1 Sub-theme 1: Influence of group and individual discretionary behaviour

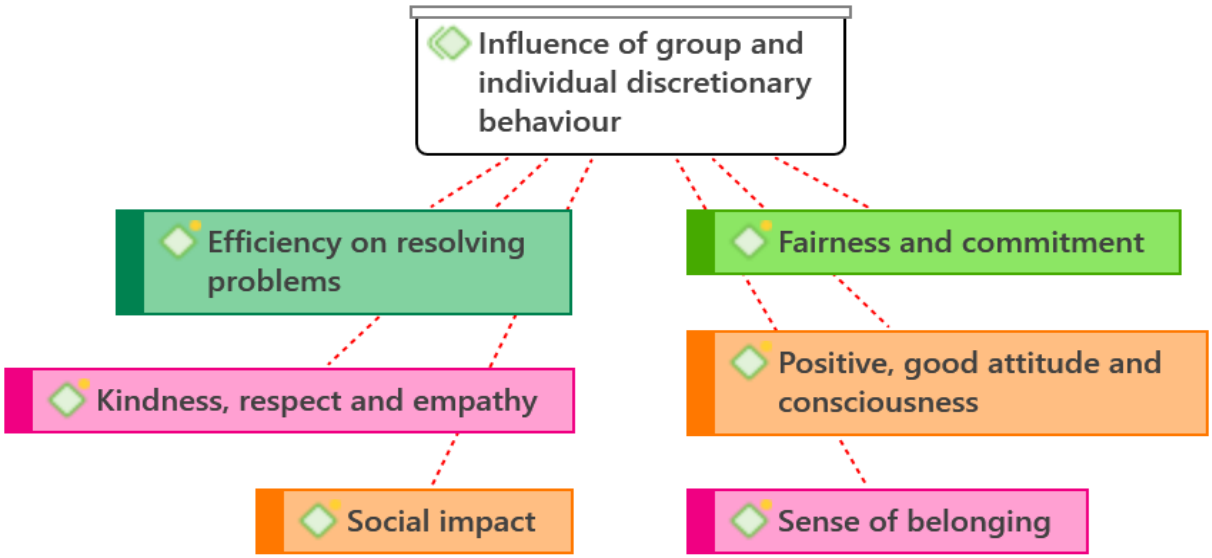


Figure 5.23: Sub-theme 1: Influence of group and individual discretionary behaviour

Figure 5.23 illustrates the sub-themes of influence of group and individual discretionary behaviour. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The first sub-theme of theme 4 that emerged was "influence of group and individual discretionary behaviour". Based on the results from the responses of the participants emerged codes such as, "efficiency of resolving problems"; "fairness and commitment"; "kindness, respect and empathy"; "positive good attitude and consciousness"; "social impact" and "sense of belonging".

Influencing followers to take responsibility and engage in OCB evolves out of how the group and individual mediators influence followers to take responsibility and engage in OCB. When

participants were asked to respond to the question of how mediator's influence followers to take responsibility and engage in OCB the responses referred to the "efficiency on resolving problems"; "fairness and commitment"; "kindness, respect and empathy"; "positive good attitude and consciousness"; "social impact" and "sense of belonging". This is illustrated by the comment of **P3**:

> **P3**: *"When people feel a part of something they commit. Absolutely you cannot help yourself as a human being when somebody is appreciating you, you sort of want to do more for that person because they were so nice about it."*

Further P13 stated that:

> **P13:** *"I think a leader, when I judge a leader it is all about the truth, it is all about fairness, empathy you know and also putting your shoes in other people, a leader does that you know putting your shoes in other people's situations."*

And **P14** was of the view that:

> **P14:** ***"****Acceptance of the people around you and just plain a positive attitude, rather than just saying I do not want to do this, it is a waste of time. No let's bring the positivity out of everyone. So I think those are the types of voluntary behaviours that one should possess to promote OCB in an organization*.

The results from group participants reflected views such as:

> **FG3**: *"I would say an ethical leader is influential to their individual employees so how that leader conducts themselves in the work environment that would be influential in how their employees then conduct themselves."*
>
> And,

FG4: "*I think it will have a positive effect because transparency is on the key elements that certain individuals within an organization would like to see coming from the EXCO leadership of the organization.*"

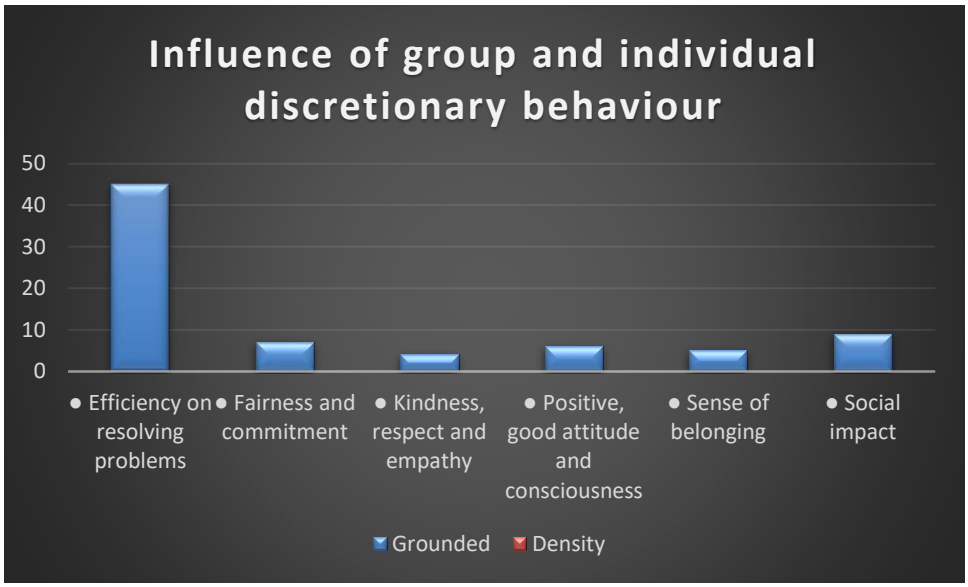


Figure 5.24: Codes within the sub-theme influence of group and individual discretionary behaviour

Figure 5.24 illustrates the groundedness of the codes within the sub-theme influence of group and individual discretionary behaviour. The sub-theme of influence of group and individual discretionary behaviour produced six codes that included "efficiency on resolving problems"; "fairness and commitment"; "kindness, respect and empathy"; "positive, good attitude and consciousness"; "sense of belonging" and "social impact". The codes illustrate the views of the participants. The dominant views represent behaviour that reflects efficiency on resolving problems.

The results present the conceptualizations of the participants on how they viewed the understanding of OCB. The results of the participants are also presented to illustrated connection to the codes. The codes are a reflection of how participants expressed their attitude towards discretionary behaviour. This is illustrated by the comments of some participants.

Participant (**P4**) commented as follows:

P4: *"People who really, really connected to the organization, who were positive about it because they knew where they were going. And that is a fundamental thing because you need a common thread that keeps the continuity going."*

And participant FG4 commented as follows:

FG4: "*So transparency will assist in that there is nothing to hide and then there is that sense of belonging to say that whatever it is that the organization is going through you as individuals within the organization will be the first to know. So yes transparency I would actually associate with good behaviour and that it will have a positive effect in promoting OCB."*

One participant responded by stating that:

P5: *"Yes, I think group and individual discretionary behaviour influence how responsibility is discharged in the organization, it does, because I am adding another way of looking at, is it influences the way that another individual then chooses to behave within the organization. So, if majority of the people act in a positive manner and have a positive disposition towards an organization, then it might influence the way that other look at certain situations within an organization."*

From the results the participants were of the view that group and individual discretionary behaviour encourages employees to be supportive. This feeling is illustrated by a response from **P6**, that said:

P6: *"I think if more people are involved you are more positive. I don't like doing things on my own, I enjoy that approach where I have a group of people because you have more buy-in from those individuals and it obviously has an impact."*

And participant **FG4** said:

FG4: *"So in terms of being accountable, if we have a leader who take accountability were required whether it is positive or negative thing that has happened in the organization that sort of behaviour employees will tend to mimic."*

The participants refer to how the group and individual discretionary behaviour contributes to followers taking responsibility. This is illustrated by **P8** who commented that:

P8: "I will always go that extra mile because I know that I am being valued and I am being recognised. That members are still wanting to work with me, I know that is because I still add value."

The analysis of the responses of the participants, reflect that the influence of group and individual behaviour is mediated by variables such as "efficiency on resolving problems"; "fairness and commitment"; "kindness, respect and empathy"; "positive good attitude and consciousness"; "social impact" and "sense of belonging".

The influence of group and individual discretionary behaviour code of efficiency on resolving problems was prevalent in most responses (**P1, P2, P3, P4, P5, P6**, **P7**, **P8**, **P9**, **P10**, **P11**, **P13** and **P14**) of the participants of the SSI. The analyses reflect 86,7% of the responses from the participants of SSI. This code is only prevalent in SSI. On the other hand, the influence of group and individual discretionary behaviour codes of fairness and commitment; positive, good attitude and consciousness and social impact, are prevalent in most responses (**P1, P2, P3, P4, P5, P6**, **P10**, **P11**, **P14** and **P17**) of the participants of the SSI. The analyses reflect 66,7% of the responses from the participants of SSI. These codes are also prevalent in the responses (**FG1**, **FG2**, **FG3** and **FG4**) of the participants of the FGI. The analyses reflect 100% of the responses from the participants of the focus group.

The influence of group and individual discretionary behaviour code of efficiency on kindness, respect and empathy appear in responses (**P2**). The analyses reflect a 6,7% of the responses of the participants of the SSI. This is also the case in the response (**FG3**) of the participants of the FGI. The analyses reflect a 6,7% of the responses from the participants of the focus group.

On the other hand, the influence of group and individual discretionary behaviour codes of sense of belonging is prevalent in the responses (**FG1**, **FG2**, **FG3** and **FG4**) of the participants of the FGI. The analyses reflect 100% of the responses from the participants of the focus group. This code is only occurring in the focus group interview.

5.5.2 Sub-theme 2: Influence of mediators on OCB

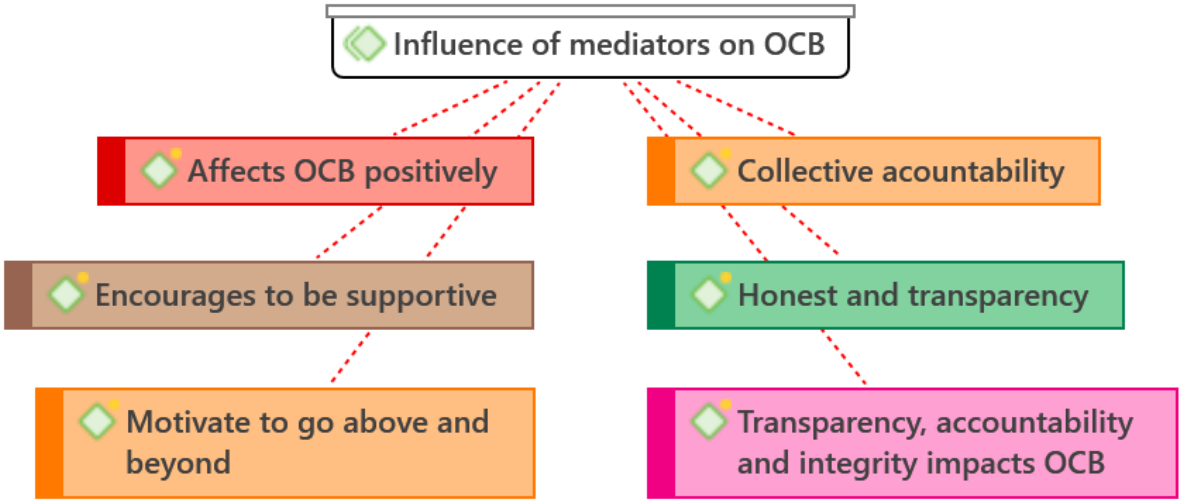


Figure 5.25: Sub-theme 2: Influence of mediators on OCB

Figure 5.25 illustrates the sub-themes of influence of mediators on OCB. The figure is a schematic presentation of the codes linked to the sub-theme as per the results of Atlas.ti. The results are also presented from the perspective of the participants in order to explain the codes that are derived from the sub-themes.

The second sub-theme of influencing followers to take responsibility and engage in OCB emerged as the influence of mediators on OCB. Based on the results from the responses of the participants' codes such affects OCB positively, collective accountability, encourages to be supportive, honest and transparent and motivates to go beyond and above and transparency, accountability and integrity impacts OCB as also emerged.

Influence of mediators on OCB is derived from the theme how the group and individual mediators influence followers to take responsibility and engage in OCB. The participants were asked how the mediators influence employees' OCB. When asked to respond to this

question the responses were in summary: “affects OCB positively”, “collective accountability”, “encourages to be supportive”, “honest and transparent” and “motivates to go beyond and above”, and “transparency, accountability and integrity impacts OCB.

The elements that contribute to positive behaviour influence conduct that motivates employees to go beyond and above. The comment by **P9** reflects this:

> **P9**: *“I think those are some of the element that could influence people to be working to go an extra mile, also it could be how the organization is structured and set-up. It could be the environment that people find themselves in.”*

Positive behaviour can also be seen in the responses of participant **FG1**

> **FG1:** *“Recognition of people’s efforts would fall under fairness but it goes along with just acknowledging people’s efforts. It is very easy especially on a big project for individual efforts to be ignored or just to get lost. But a leader who understands the work will know that in as much as certain aspects is really small but in the grand scheme of things it makes things work.”*

The participants also reflected on behaviour that does not contribute to positive behaviour. The comment by **FG1** illustrated this:

> **FG1:** *“However they are protected because of whether it is favouritism or whatever the case might be. So, all these things they end up demoralizing people. Most people end up feeling they are not motivated because there is no form of recognition because certain individual will always be protected.”*

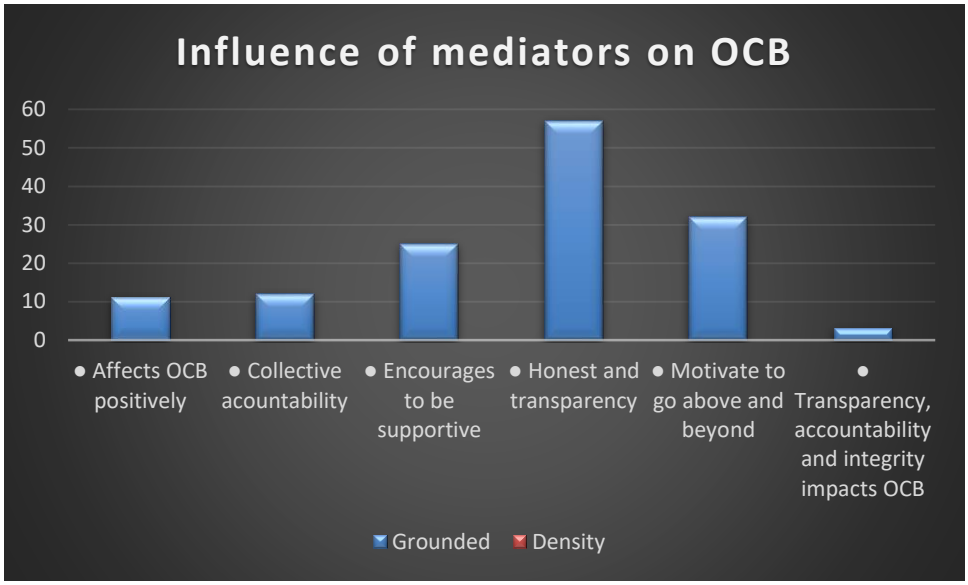


Figure 5.26: Codes within the sub-theme influence of mediators on OCB

Figure 5.26 illustrates the groundness of the codes within the sub-theme influence of mediators on OCB. The sub-theme of influence of mediators on OCB produced six codes that included "affects OCB positively"; "collective accountability"; "encourages to be supportive"; "honest and transparent"; "motivate to go above and beyond" and "transparency, accountability and integrity impacts OCB".

The codes illustrate the views of the participants. The dominant views represent behaviour that reflects honesty and transparency. The results present the conceptualizations of the participants on how they viewed the influence of mediators on OCB. The results of the participants are also presented to illustrate the connection to the codes.

The organizational environment contributes in encouraging employees to be supportive and results in collective accountability. Participant **P9** mentioned that the mediators have the ability to influence the behaviour of employees:

> **P9**: "I *think the mediators influence it in such a way that one would believe there would be guided systems and process and also, the environment and culture of the organization will then influence the outputs within the organization*. *So they have a direct contribution and influence because they sort of guide how we are supposed to think and how we are supposed to act and how we suppose to actually you know make decisions."*

The participants were also asked to reflect on the role of group and individual level mediators in the relationship between ethical leadership and OCB. The responses indicate that the participants are of the view that collective accountability motivates employees to go above and beyond their scope of work. The comments by **P11** reflect this assertion:

> **P11**: "*They do because when you look at the outcomes of the performance of the organization you can tell that it is because of behaviours.*"

Participant **FG2** said:

> **FG2:** "*Remember the issue of attitude and the issue of cooperation and the issue of productivity and then respect and teamwork. It is always attributed to an issue of how everybody takes responsibility in terms of behaviour within the organization. So, it is important that everybody understands that whatever we are doing it must come with responsibility and also honesty."*

On the other hand, participant **FG3** stated that:

> **FG3**: *"One of the values of ethical leadership is respecting your work and I think if I go the extra mile on my duties it means I respect my job so much that I am willing to take that to go and I will be taking it from my superior who will be leading me in the values of ethical leadership of respecting your job and doing your job honestly."*

The analysis of the responses of the participants reflects that mediators influence employee OCB positively, contribute to collective accountability, encourage employees to be supportive: lead to employees being honest and transparent and motivate employees to go beyond and above. This also means that mediators are influencing followers to take responsibility and engage in OCB by encouraging collective accountability and supportive behaviour.

The influence of mediators on OCB code of “affects OCB positively” is prevalent in responses (**P1, P2, P4, P11**, **P13** and **P17**) of the participants of the SSI. The analyses reflect 40% of the responses from the participants of SSI. This code is also prevalent in responses (**FG3**) of the participants of the focus group. The analyses reflect 25% of the responses from the participants of FGI.

On the other hand, the influence of mediators on OCB code of “encourages to be supportive” is prevalent in responses (**P1, P2, P3, P4, P5, P6**, **P10**, **P11**, **P14** and **P17**) of the participants of the SSI. The analyses reflect 66,7% of the responses from the participants of SSI. The code is only prevalent in the participants of the SSI.

The influence of mediators on OCB code of “motivates to go above and beyond” is prevalent in responses (**P1**, **P4, P5, P6, P7, P8, P9, P10, P11, P12, P14**). The analyses reflect 73,4% of the responses of the participants of the SSI. The code also appears in the response (**FG1**) of the participants of the FGI. The analyses reflect a 25% of the responses from the participants of the focus group.

The influence of mediators on OCB code of, “collective accountability” is prevalent in the responses (**P1, P2, P4, P7, P9, P11, P12, 17**) of the participants of the SSI. The analyses reflect 53,4% of the responses from the participants of the SSI. This code only occurs in the semi-structured interview.

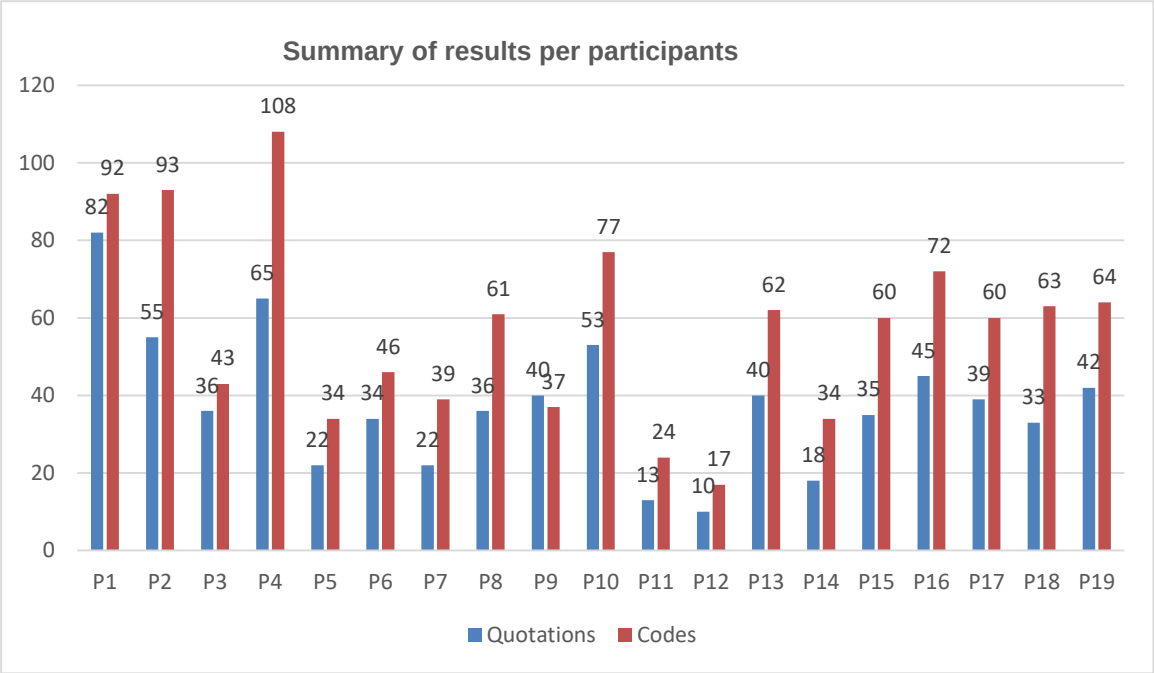
The influence of mediators on OCB code of “honesty and transparency” is prevalent in responses (**P1**, **P2, P3**, **P4, P5, P6, P7, P8, P9, P10, P11, P13, P14, P17**). The analyses reflect 93,4% of the responses of the participants of the SSI. The code also appears in the response (**FG1, FG2, FG3, FG4**) of the participants of the FGI. The analyses reflect 100% of the responses from the participants of the focus group.

The influence of mediators on OCB code of “transparency, accountability and integrity impacts on OCB” is prevalent in response (**P1**). The analyses reflect 6,7% of the responses of the participants of the SSI. The code also appears in the response (**FG4**) of the participants of the FGI. The analyses reflect a 25% of the responses from the participants of the focus group.

5.5.3 Summary

The discussion of the findings was based on the 679 quotations and the 1087 codes from the 19 participants as reflected in Figure 5.27. The data analysis overview highlights the distribution of codes that emerged from the participant's quotations.

Figure 5.27: Summary of results per participants



Source: Researcher (2022)

Figure 5.27 presents the summary of the results per participant. A total of 31 individuals were categorised into 19 participants composed of 15 individuals and 4 focus groups consisting of 4 individuals per group. Each focus group was classified as a participant. The responses of the participants produced 679 quotations and 1087 codes.

Based on the results, the quotations and the codes reflected the frequency of the views of the participants in response to the research questions. The interpretation of the frequency of the views was based on the number of quotations and codes per participant. The number of quotations and codes reflected that some tenets of behaviours illustrated by the views of the participants were more dominant and others were less dominant. The analysis of the findings was explored within the social interaction of the participants according to the social constructionist paradigm.

The overview of the results reflected behaviour that the participants considered to be relevant and linked to ethical leadership and OCB. The different behaviours were used to analyse the impact of ethical leadership on OCB. The analysis of the impact of ethical leadership on OCB revealed the key behaviours that influence the relationship between the leader and the follower (leader-follower).

The data analysis results produced code maps in line with the pre-defined themes, which in turn produced the pre-defined sub-themes. Figure 5.28 illustrates the pre-defined sub-themes and the generated codes, which are presented as a network map developed by using Atlas.ti.

Figure 5.28: Summary of codes generated from pre-defined sub-themes

Source: Researcher (2022)

Figure 5.28 presents the pre-defined themes and pre-defined sub-themes. The network map depicts the flow of the participants' responses to the primary and secondary research questions. The network map shows the relationship between the codes and the code overlap.

5.6 CONCLUSION

The impact of ethical leadership on OCB through analysing the group and individual level mediators was stated as the aim of the study in the introduction to this chapter. In order to determine whether ethical leadership indeed influences OCB, social learning theory was followed to analyse the behaviour of individuals in the context of the case study.

Through this process it was important to approach the research from the understanding that within the social context followers learn from and adopt the behaviours of their leaders. Within the context of this study, it was decided not only to understand whether the follower will learn the behaviour of their leaders but also an attempt was made to understand which behaviours are at a group level and which are at an individual level. It was also important to understand whether these behaviours promoted OCB through ethical leadership. The researcher wanted to understand the different levels of behaviour that mediate between ethical leadership and OCB. The researcher furthermore wanted, through this process, to understand how affective processes of ethical leadership trigger changes in employee behaviour in organizations.

Linked to the understanding how affective processes trigger changes, the researcher also wanted to explore the process through which employees decide to take responsibility and engage in OCB through the influence of ethical leadership. This meant that it was firstly important to understand what the level of understanding was of the concepts ethical leadership and OCB by the participants in both the individual semi-structured interviews and the focus group interviews.

The researcher presented the pre-determined themes, the sub-themes and the codes according to the analysis of the responses from the research interview of both the semi-structured interviews and the focus group interviews. The findings were presented according to the pre-determined themes and the emerging codes. Chapter 6 discusses the results presented in chapter 5 based on the emerging dominant codes from the pre-determined themes and sub-themes.

CHAPTER 6: DISCUSSION OF FINDINGS

6.1 INTRODUCTION

The results of the impact of ethical leadership on organizational citizenship behaviour (OCB) by analysing the group level and individual level mediators was discussed in chapter 5. The research was conducted in a state-owned entity through a qualitative case study methodology in the context of the water sector in South Africa using the social learning theory as a theoretical framework. The importance of ethical leadership in OCB brought to the fore a critical need to comprehend and expand the role of group level and individual level mediators in the relationship between ethical leadership and OCB (De Roeck & Farooq, 2018:924). This chapter discusses the findings of the qualitative research study as contained in chapter 5 and the outline is given in Figure 6.1 below.

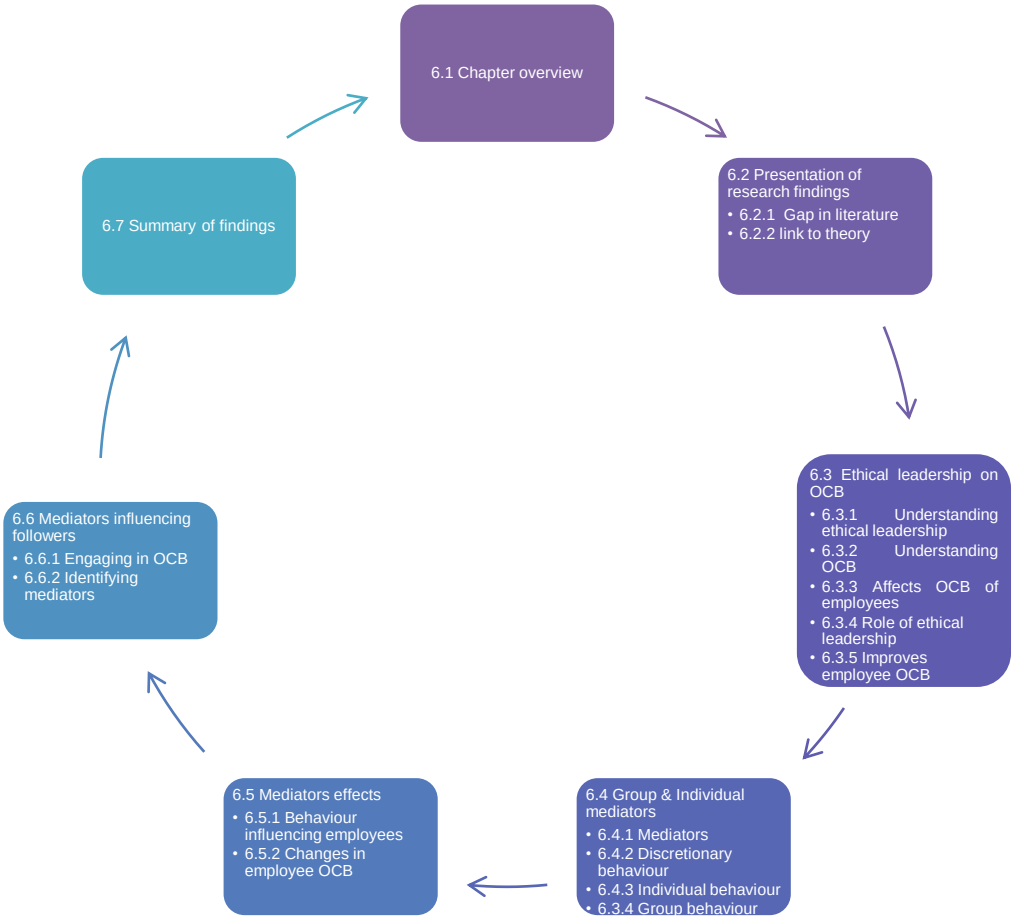


Figure 6.1 Outline of the discussion of the findings

Figure 6.1 provides a step-by-step overview of chapter 6. Section 6.1 introduces the chapter and outlines the structure of the chapter. Section 6.2 covers the research questions findings. Sub-section 6.2.1 provides a brief background to the questions as linked to the gap in the literature. Sub-section 6.2.2 sets out the brief background to the research questions as linked to the theory. Section 6.3 discusses the findings on the impact of ethical leadership on OCB. Sub-section 6.3.1 discusses the findings on how the participants understood the concept of ethical leadership in order to determine the impact of ethical leadership on OCB and in sub-section 6.3.2 how they understood the concept of OCB in order to understand the impact of ethical leadership. Sub-section 6.3.3 discusses how ethical leadership affects the OCB of employees in the organization. Sub-section 6.3.4 determines whether ethical leadership promotes positive job satisfaction in the organization. Sub-section 6.3.5 concludes by considering whether ethical leadership improves employee OCB in the organization.

Section 6.4 discusses the group level and individual level mediators between ethical leadership and OCB. Sub-section 6.4.1 discusses the findings of the impact of the group and individual level mediators between ethical leadership and OCB. Sub-section 6.4.2 discusses the findings on determining individual and group behaviours that promote helping, loyalty, positivity and collectivism in the organization. Sub-section 6.4.3 explores which voluntary discretionary individual behaviours promote OCB in the organization and sub-sections 6.4.4 determines voluntary discretionary group behaviours that promote OCB in the organization.

Section 6.5 discusses the group and individual mediator's effects, triggering changes in OCB. Sub-section 6.5.1 discusses the discretionary behaviours influencing employees to be supportive, adhere to rules, volunteer and positively represent the organization. Sub-section 6.5.2 concludes by determining the group and individual discretionary behaviours resulting in changes of employees' OCB. Section 6.6 discusses the group and individual level mediators influencing followers to take responsibility and engage in OCB. Sub-section 6.6.1 discusses the findings of the group and individual level mediators that influence followers to take responsibility and engage in OCB. Sub-section 6.6.2 concludes with identifying mediators influencing employees' OCB. Section 6.7 summarizes the findings of the pre-defined themes and pre-defined sub-themes in responding to the primary research question, namely *'What is the impact of ethical leadership on OCB?'*.

The study aimed to answer the following primary and secondary research questions:

1. *What is the impact of ethical leadership on OCB?*
2. *What are the group level and individual level mediators between ethical leadership and OCB?*
3. *How can the group level and individual level mediators' effects trigger changes in OCB?*
4. *How are the group and individual mediators influencing followers to take responsibility and engage in OCB in the context of ethical leadership?*

Consequently, the study adopted a theoretical perspective to understand the impact of ethical leadership on OCB. The theoretical perspective of the study, which also focused on ethical leadership, was discussed in chapter 2. Ethical leadership was viewed from the context of leaders that exude behavioural characteristics that influence followers to act ethically on an individual and organizational level. The discussion of ethical leadership was within the context of the studies by Brown *et al*, (2005); Brown & Trevino, (2006); Byun *et al.*, (2018); Li & Bao, (2020); Banks *et al.*, (2020) and Keng & Zhang (2020). The role of OCB in organizations was discussed in chapter 3. Chapter 3 also discussed the relationship between leadership styles and OCB and the drivers of behaviour that impacted OCB in the organization. The role of mediators in influencing OCB was also discussed and the gap in literature.

6.2 PRESENTATION OF RESEARCH FINDINGS

The pre-defined themes and the pre-defined sub-themes emerged from the research questions. The research questions were developed to make sense of the mediation variables that existed at the individual level and at the group level and how they influenced the relationship between ethical leadership and OCB. The relationship between the leader and those who follow (leader-follower relationship), which involves ethical leadership was found to be an active enabler of positive behaviour in organizations (Lee *et al*.,2017). Lee *et al*. (2017) further indicated that positive behaviours were regarded as positive ways to be emulated in an organization. The ethical leadership relationship between leader-follower

was used to address the overall research question about the impact of ethical leadership on OCB.

Kim and Vandenberghe (2020:539-540) found that ethical leadership was related to OCB through social learning processes. This section briefly summarizes the background to the questions as linked to the gap in the literature. The section also presents the background to the research questions as linked to the theory for both ethical leadership and OCB.

6.2.1 Brief background to the question as linked to the gap in the literature

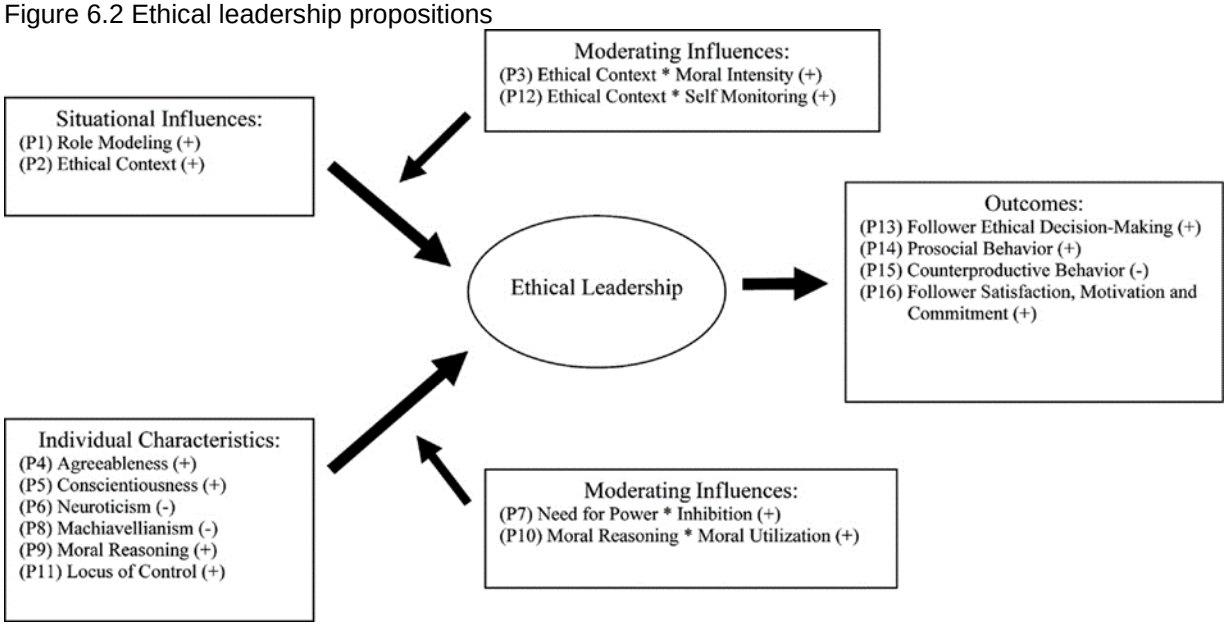
Based on the literature it was established that there was less knowledge on how cognitive and affective processes of ethical leadership triggers changes in OCB in an organization (Tourigny *et al.*, 2019:438; Haar & Brougham,2021:3). It was also established that there is lack of understanding of the processes whereby employees decide to take responsibility and engage in OCB in the context of ethical leadership through individual and group level mediators (Tourigny *et al.*, 2019:438). The impact of ethical leadership on OCB is intertwined with leadership styles (Masood *et al*., 2020:488). In trying to understand the relationship between ethical leadership and OCB, leadership styles and OCB were discussed in chapter 3. The intention was to answer the primary research question of, what the impact of ethical leadership is on OCB?

6.2.2 Brief background to the research questions as linked to the theory

Drawing from social learning theory the findings reflected that ethical behaviour by leaders influenced the behaviour of subordinates in an organization. The findings of the impact of ethical leadership on OCB indicated that ethical behaviour of leaders served as a model for followers to learn through social construction. These findings are in line with the study by Zhang (2019:20) that found that through social learning theory, ethical leadership serves as an example to follow and ethical leaders become role models for employees that guides their behaviour. The social learning process explained how ethical leadership may impact the OCB of employees. Ethical leadership, as grounded in social learning theory, suggests that people learn appropriate behaviour by observing the actions of significant others (O'Keefe, Howell & Squires, 2019:2-3).

The findings of the impact of ethical leadership on OCB reflected the participants' views from which the researcher concluded that there are behavioural constructs that were related to different dimensions of leadership. Brown and Trevino (2006:595) emphasised the importance of behavioural construct that are related to the dimensions of leadership. The behavioural constructs were proposed by Brown and Trevino (2006:695) as propositions of the antecedents and dimensions of ethical leadership. Figure 6.2 illustrates the ethical leadership propositions as proposed by Brown and Trevino (2006:595).

Figure 6.2 Ethical leadership propositions



Source: Adapted from (Brown & Trevino, 2006)

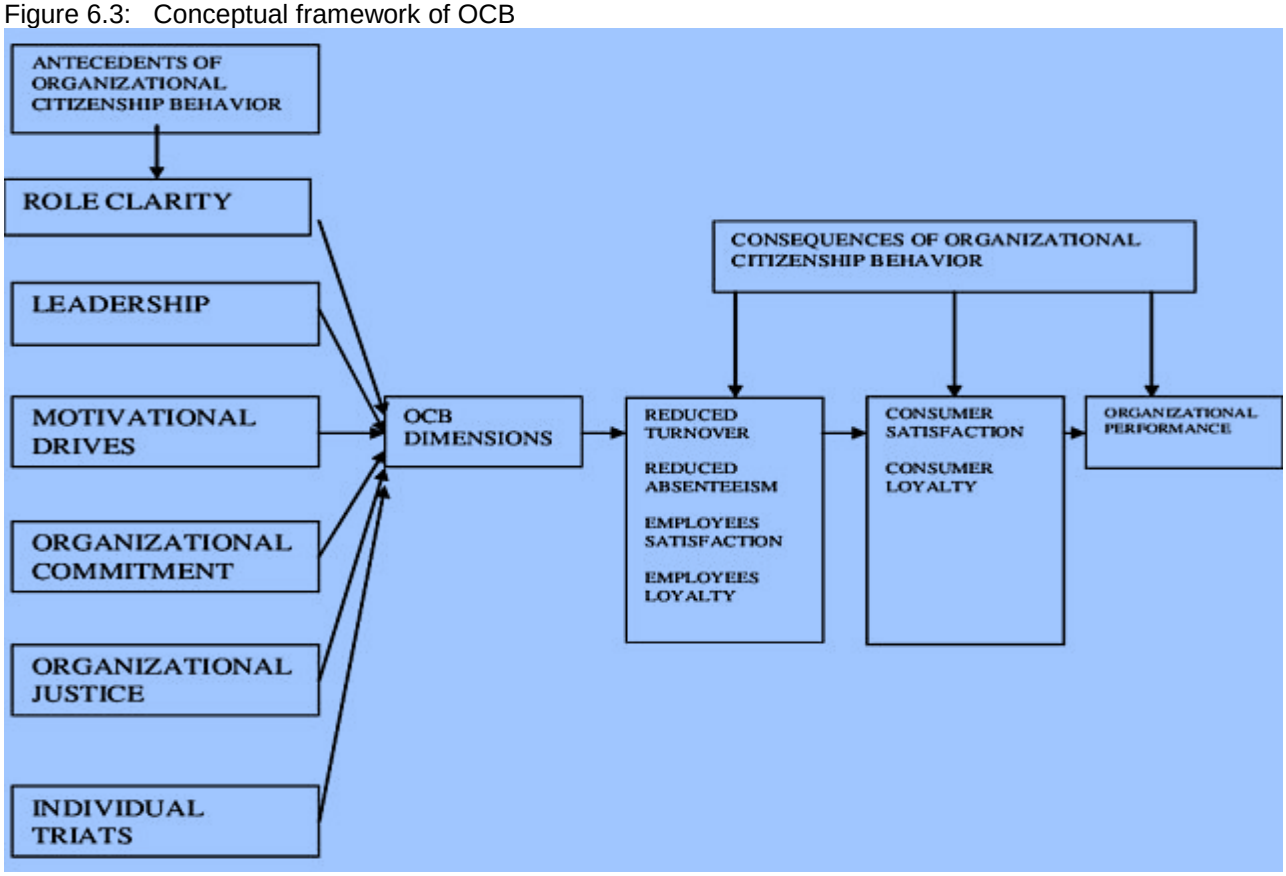
Figure 6.2 presents the ethical leadership propositions that reflect the individual and contextual behaviours displayed as a result of ethical leadership. In the study by Brown & Treviño, ethical leadership was found to produce 15 propositions through which followers are influenced.

The ethical leadership propositions consider individual and contextual influences on ethical leadership (Brown & Trevino,2006:596). In this study the findings presented personal characteristics such as honesty, trustworthiness, fairness, consciousness and moral values. The findings revealed that the individual characteristics of followers were influenced by the ethical behaviour of leaders. The participants viewed ethical leadership within the context of the ethical behaviour of a leader. The participants also viewed ethical leadership within the

context of behaviour benefiting the organization. The researcher concluded that by identifying various group and individual level mediators Brown's and Trevino's ethical leadership propositions model was advanced. Ethical leadership encourages positive behaviour in followers (Abu Bakar & Omillion-Hodges, 2019:55). The organization's ethicality through the leader promotes and shapes the organizational environment to make it more ethical and value based (Gok *et al.*, 2017:260).

The findings also reflected the participants' views from which the researcher concluded that there are behavioural constructs related to different antecedents and consequences of OCB. Dimensions and antecedents of OCB are behaviours that impact organizational performance. The researcher adopted the OCB conceptual framework used by Chahal and Mehta (2010) to interpret the results presented in chapter 5. Figure 6.3 illustrates the conceptual framework of OCB as adopted by Chahal and Mehta in 2010. Chahal and Mehta (2010:25) used the conceptual framework on OCB to analyse the impact of OCB on various organizational performance measures by using antecedents and consequences of OCB.

Figure 6.3: Conceptual framework of OCB



Source: Adapted from Chahal & Mehta (2010)

Figure 6.3 indicates that the antecedents of OCB and the dimensions of OCB are linked to the consequences of OCB. The different antecedents and dimensions are mediating variables that influence the consequence of OCB. The antecedents of OCB are linked to organizational performance through the leader-follower relationship.

The researcher used the interpretation of the ethical leadership propositions as depicted in figure 6.2 and the conceptual framework of OCB as depicted in figure 6.3 to discuss the findings. The interpretation and analysis of the findings are discussed in sections 6.3 to 6.6. The researcher used italics to distinguish the themes, sub-themes and codes from the general discussion.

6.3 THE IMPACT OF ETHICAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Zhang *et al.* (2019:20) point out that ethical leadership affects the collective norms and employees' ethical cognition that guide employee behaviours. The persistent reporting of leadership scandals in various leadership circles highlighted the need for organizations to understand the importance and value of ethical leadership (Lee *et al.*,2019:822). The focus on ethical leadership has been based on the belief that ethics represents a critical component of effective leadership in which leaders are responsible for promoting ethical climates and ethical behaviour in organizations (Hoch *et al.*, 2018:506; Kaptein *et al*., 2019:1135). It is within this context that the findings are presented.

The pre-defined themes and pre-defined sub-themes were synthesised and interpreted to determine the findings. The findings were explained and described in reference to literature in the context of both ethical leadership and OCB. Four pre-defined sub-themes emerged from the pre-defined theme, namely the *impact of ethical leadership on OCB*. The sub-themes that emerged from the pre-defined theme are: *understanding ethical leadership*, *understanding OCB*, *the effects of ethical leadership on OCB* and *the impact of ethical leadership*. Figure 6.4 illustrates the strength of the key codes that emerged from the sub-themes of theme 1.

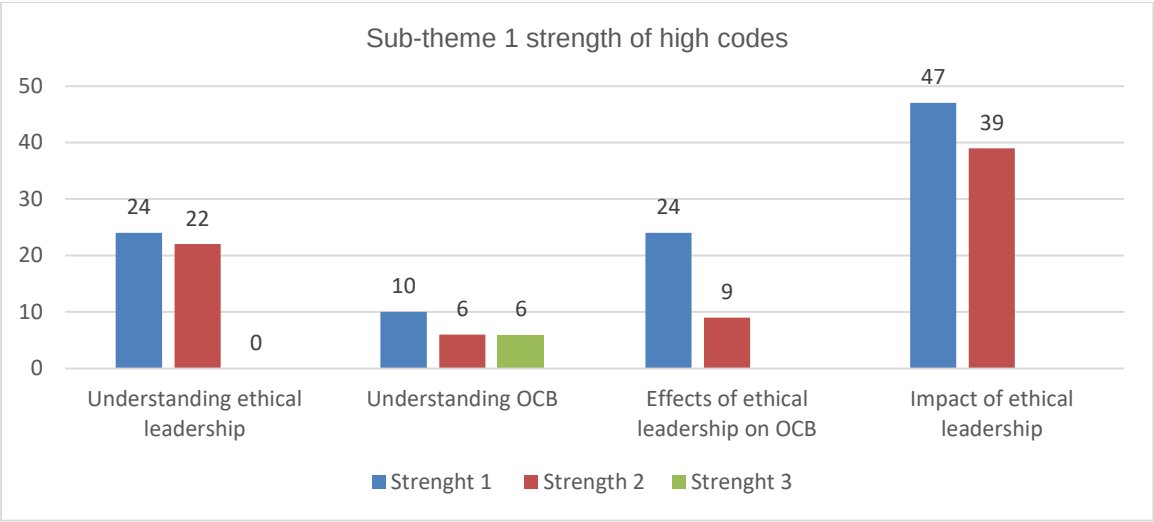


Figure 6.4 Sub-theme 1 strength of high codes

Figure 6.4 indicates that the results reflected the strength of the key codes that have emerged from the pre-defined sub-themes. From the sub-theme *understanding ethical leadership* the code with the higher weight (n) was, “behaviour that reflect positive attitudes” with a weight of n=24, followed by “ability to do the right things right” with a weight of n=22. From the sub-theme *understanding OCB* the code with the higher weight (n) was, *helping others and going beyond call of duty* with a weight of n=10, followed by *behaviour that is not part of formal employment* with a weight of n=6 and *outside job description for greater good* with a weight of n=6.

From the sub-theme *effects of ethical leadership on OCB*, the code with the higher weight (n) was *behaviour that reflects positive attitudes* with a weight of n=24, followed by *ethical relations translate to good performance* with a weight of n=09. From the sub-theme *impact of ethical leadership*, the code with more weight (n) was, *ethical behaviour is the foundation of any organization's existence* with a weight of n=47, followed by *reciprocate behaviour by employees* with a weight of n=39. Islam *et al.* (2020:3) indicate that “such a virtuous person has the virtues of prudence, trustworthiness, collective motivation, honesty, self-discipline, dignity, integrity and justice”.

Islam *et al*, is of the view that “ethical behaviour impacts employees work-related outcomes such as attitudes and behaviours”. The codes, *behaviour that reflect positive attitudes* and *ethical behaviour is foundation of any organization's existence* are behaviours that reflect the attitudes and behaviours that promote behavioural characteristics as concluded by Islam

et al. (2020:3). Table 6.1 illustrates the summary outline of the pre-defined theme and pre-defined sub-themes codes with frequency density.

Table 6.1: Summary of theme 1 codes with frequency density

Theme 1: The impact of ethical leadership on organizational citizenship behaviour		
Sub-themes	**Codes**	**Frequency=n**
Sub-theme 1: Understanding ethical leadership	Above reproach	15
	Behaviour that reflects positive attitudes	24
	Ability to do right things right	22
	Moral values, traits and behaviour	7
Sub-theme 2: Understanding OCB	Above and beyond employment contract	3
	Behaviour that is not part of formal employment	6
	Outside job description for greater good	6
	Going extra mile to task	4
	Helping others and going beyond call of duty	10
Sub-theme 3: Effects of ethical leadership on OCB	Behaviour that reflects positive attitudes	24
	Ethical relations translate to good performance	9
	Poor organization support affects ethical leadership	2
	Relations between ethical leadership and OCB	6
Sub-theme 4: Impact of ethical leadership	Ethical behaviour is foundation of any organization's existence	47
	Ethical leadership influences job satisfaction	4
	Ethical leadership promotes ideal world	9
	Reciprocate behaviour by employees	39

Source: Researcher (2022)

Table 6.1 presents the pre-defined theme, namely the *impact of ethical leadership on OCB* codes with frequency density. This lead to four sub-themes in the form of *understanding*

ethical leadership; *understanding of OCB*; *effects of ethical leadership on OCB*; and *the impact of ethical leadership*. The four pre-defined sub-themes produced a cumulative number of 217 codes. The findings of the individual pre-defined sub-themes (as outlined in Table 6.1) are presented in the following sections.

6.3.1 Sub-theme 1: Understanding of ethical leadership

Ethical leadership is important for contributing to positive performance in an organization. According to Byun *et al*. (2018:44) ethical leadership contributes to improving desirable follower behaviour. The researcher found that employees' behaviour in the workplace was positive because of the direct link to the behaviour of the leader.

An organization led by ethical leaders will have greater trust from the subordinates and the subordinates will be more loyal to the organization (Keng & Zhang, 2020:1053). Moreover, the findings provided evidence that supported the view held by authors, such as Ko *et al.* (2017:104), Shafique *et al.* (2019:114), Adnan *et al.* (2020:1), Arshad *et al.* (2021:133) and Costa *et al.* (2022:214) in the field of ethical leadership that suggested ethical leadership promoted organizational performance through the leader-follower relationship. The perception that the leader is ethical produces an extensive impact, which goes far beyond mere perception, thus influencing the behaviour of those who follow (Freire & Bettencourt, 2020:319).

The researcher identified that a number of participants/employees (n=15) viewed ethical leadership to be responsible for a positive leader-follower relationship because of the individual characteristic behaviour of the leader. The findings are also in line with the conclusion adopted by Heres and Lasthuizen (2013:82-83) that the essential components of effective ethical leadership include the moral person, the quality of the relationship between the leader and follower and the moral manager. It was evident from the interviews that participants (n=17) agreed that there was a clear connection between organizational performance and ethical leadership.

Behaviour that reflects positive attitude (n=24) was found to be the dominant view that the participants associated with a leader within the organization. This view was also seen as a

variable that influenced followers to adopt positive behaviours. *Ability to do right things right* (n=22) was found to be the second dominant view that the participants associated with a leader within the organization. *Ability to do right things right* was also seen as behaviour that influences followers to adopt positive behaviours. The highest codes, *ability to do right things right* and *behaviour that reflect positive attitudes* provided an example of mediation variables to explore the impact of ethical leadership.

The findings contribute to the definition of ethical leadership elements of a moral person and a moral leader as a link to leader-follower relationship according to Heres and Lasthuizen (2013:82-83). Goswami, Agrawal and Goswami (2020:121) are of the view that, it is important for an organization to have continuous consciousness of ethical attitudes and behaviour in the workplace. Goswami *et al.* (2020:122) further state that ethics is the core of leadership because if a leader is unethical, he or she will cause the organization, company, or institution to collapse. The findings' contribution is related to variables at an individual level and also at the group level. Table 6.2, illustrates the summary of the sub-theme, *understanding ethical leadership* codes with frequency density.

Table 6.2: Summary of sub-theme 1 codes with frequency density

Theme 1: The impact of ethical leadership on organizational citizenship behaviour		
Sub-theme 1	**Codes**	**Frequency=n**
Understanding ethical leadership	Above reproach	15
	Behaviour that reflects positive attitudes	24
	Ability to do right things right	22
	Moral values, traits and behaviour	7

Source: Researcher (2022)

Table 6.2 illustrates the summary of the sub-theme *understanding ethical leadership* with frequency density. The summary of this sub-theme produced four codes derived from the responses of the participants. The summary implies that the participants understood ethical leadership to reflect behaviour that is above reproach which represents moral values, traits and behaviour that promote positive attitudes in the organization through the ability to do right things right. There was an indication that the participants felt that positive attitudes led to the *ability to do right things right*.

6.3.2 Sub-theme 2: Understanding of OCB

The literature review on the development of OCB is indicative of its definition as encompassing voluntary behaviour, not recognised by a formal reward system and an employment contract that improves performance (Gan & Yusof,2020:56). The literature review which included studies by Ocampo *et al,* (2018), Gan and Yusof (2020), de Geus *et al.* (2020), Khan *et al.*, (2021) and Guiling *et al.* (2022) indicated that the definition of OCB was similar in both the public sector and the private sector. The public sector context was important because the case study of the current research took place in a public sector organization. However, Ocampo *et al.* (2018:12) on the other hand, believe that differences in culture or traditions among countries may lead to differences in the understanding of OCB. The assertion of Ocampo *et al.* (2018:12) is based on the differences in meaning of OCB dimensions and antecedents in the context of Western and Eastern cultures.

The countries that are leading in the OCB research in the Western and Eastern context are the USA and China respectively (Gan & Yusof, 2022:55). The analysis of the findings was within the Chinese context. The researcher adopted this approach because the gap in literature was identified from research of authors -Tourigny *et al.*, (2019) in the Eastern context and specifically in China.

Understanding of OCB was reflected through various variables that indicated the views of participants on how they understood the concept of OCB. The nature of the comments by participants reflected that there were differences in how the concept of OCB was understood. The findings indicated that some participants (n=10) did not understand the concept. The results indicated that there were members who viewed OCB as related to the sustainable development goals (SDGs). This could be seen from using words such as *"sustainable way".* The sustainable way terminology is mostly associated with SDG literature. The participants also used the words *"difference to people's lives".* This meant it was not discretionary behaviour but part of the functions of the individual.

This view was also evident from P7's response stating : "*My understanding of that, is that obviously an organization operates within the environment. So when we operate within the environment we need to take into account the environment, the decisions we take need to be in the interest of the community and that we don't damage the environment."* The

conclusion derived from this statement was that it could possibly be because the water sector deals with the sustainable use of natural resources.

The finding on the code *helping others* and *going beyond call of duty* also supported the conclusion that the concept of OCB was viewed in the context of SDGs. Words such as “helping others” and “going beyond call of duty” are prevalent in the literature related to sustainable development. However, these variables also form part of the elements of the definition of OCB.

The researcher was of the view that the findings raised a contrasting understanding of the knowledge of OCB in the South African context compared to the understanding in the Chinese or the Eastern context. The analysis of the findings indicated that participants (n=11) did not comprehend the meaning of the concept.

The findings however represent the probability that from the same participants there may be other participants who understood the concept of OCB. The findings indicated that there were members who understood the elements of the concept as defined in the literature. The analysis indicated that the participants (n=3) understood the concept as “above and beyond”. The analysis further indicated that some participants (n=6) considered the concept to be related to “behaviour that is not part of formal employment”. The analysis also reflects that some participants (n=4) considered the concept as “going the extra mile to task” and some participants (n-10) considered the concept as “helping others and going beyond call of duty”. The findings raised an important issue, namely that the understanding of the concept OCB is related to the culture and the environmental context of individuals. The findings further reached three conclusions related to the context, culture and the target population.

The researcher concluded that the cultural context in which a study takes place influences how individuals understand the concept of OCB. The results showed inconsistency regarding the results of some studies, such as by Ocampo *et al*. (2018) on participants' knowledge of OCB. In the context of the current research some participants did not understand the concept, others understood it as part of SDGs and some understood the concept. The analysis of the findings indicates that the understanding of OCB varied. This is in contrast with a study by Aguiar-Quintana *et al.* (2020) that indicated that participants

understood the concept of OCB. The findings further confirmed the assertion that inconsistencies among studies could occur because the target population differs (Ahmad *et al.*, (2020). Table 6.3 illustrates the summary of the sub-theme *understanding OCB* codes with frequency density.

Table 6.3: Summary of sub-theme 2 codes with frequency density

Theme 1: The impact of ethical leadership on organizational citizenship behaviour		
Sub-theme 2	**Codes**	**Frequency=n**
Understanding OCB	Above and beyond employment contract	3
	Behaviour that is not part of formal employment	6
	Outside job description for greater good	6
	Going extra mile to task	4
	Helping others and going beyond call of duty	10

Source: Researcher (2022)

Table 6.3 presents a summary of the sub-theme *understanding OCB* with frequency density that produced five codes derived from the responses of the participants. The summary implies that some participants understood OCB to be behaviour that helps others by going beyond the call of duty in the organization. There was an indication that some of the participants also understood OCB to be behaviour that was not part of formal employment and that fell outside the job description and done for the greater good.

6.3.3 Sub-theme 3: Ethical leadership affecting the citizenship behaviour of employees in the organization

The findings reflected that, the *behaviour that reflects positive attitudes* was viewed as the variable that influenced the behaviour of employees that impacted the OCB of employees positively. This behaviour represents participants (n=24) from a sample of 31 participants. The findings also reflected that the code *ethical relations translate to good performance* which represents (n=9) of the codes, views ethical leadership in employees as mediating the behaviour of employees towards performance. The findings demonstrated that an ethical atmosphere in an organization leads to improved performance by employees.

On the other hand, an interesting finding was seen in that some participants (n=2) considered the impact of support from the organization as affecting the ethical leadership of both leaders and followers. This indicated that there where a few employees who viewed the impact of the organizational environment on employees within the organization as having a direct impact on employees' behaviour. The other finding within this theme related to the relations between ethical leadership and OCB.

The significant point to note from the analysis was that the impact of ethical leadership on OCB was mediated by various variables as illustrated in Table 6.1. The findings suggested that ethical leadership as a leadership style influenced employees to engage in positive behaviour. The findings are in line with the study by Khang and Zhang (2020:1053) that argued that leadership styles affect employee's positive emotions, which, in turn positivley relates to followers. The conclusion was that ethical leadership affected the OCB of employees positively.

The analysis indicated that the effects of ethical leadership were linked to organizational support and ethical organizational climate. The conclusion was that the findings showed that key attributes associated with ethical leadership enhances the OCB of employees in the organization. The findings resonated with the study by Khan *et al.* (2017) that found attributes associated with ethical leadership enhanced the OCB of employees. Table 6.4 illustrates the summary of the sub-theme *effects of ethical leadership on OCB*.

Table 6.4: Summary of sub-theme 3 codes with frequency density

Theme 1: The impact of ethical leadership on organizational citizenship behaviour		
Sub-theme 3	**Codes**	**Frequency=n**
Effects of ethical leadership on OCB	Behaviour that reflects positive attitudes	24
	Ethical relations translate to good performance	9
	Poor organization support affects ethical leadership	2
	Relations between ethical leadership and OCB	6

Source: Researcher (2022)

Table 6.4 presents the summary of how the sub-theme *effects of ethical leadership on OCB* with frequency density produced four codes derived from the responses of the participants.

The summary implies that the participants understood the effects of ethical leadership on OCB as promoting positive attitudes in the organization. The participants also felt that ethical relations in the organization translated to good performance. On the contrary, the participants indicated that poor organizational support affected how ethical leadership was adopted in the organization.

6.3.4 Sub-theme 4: ethical leadership promoting positive job satisfaction in the organization

The findings are indicative of the impact of ethical leadership on leader behaviour and how the ethical behaviour of the leader influenced the behaviour of the followers. The findings demonstrated that ethical behaviour of leaders promoted positive job satisfaction in the organization. The findings in respect of the analysis of ethical leadership in promoting positive job satisfaction reflected that a number (n=17) of the participants viewed ethical behaviour as the foundation of any organization's existence.

The finding regarding behaviour is constant with the findings by Gamarra and Girotto that found that a leader's ethical behaviour can positively affect employee outcomes in terms of OCB (Gamarra & Girotto, 2021:1). The finding also revealed that a number of employees (n=11) indicated that the impact of ethical leadership reflected reciprocal behaviour by employees in an organization. This view was seen as an indication that ethical leadership behaviour by leaders was shared by followers. The current study suggested that the influence of ethical leadership on followers resulted in improved organizational performance. The finding is in line with the study that found the ethical leadership of followers results in improved organization performance because of positive job satisfaction (Li & Bao, 2020). The findings further concurred with the work of Eva *et al.,* (2020:635) that concluded that "when the leader acts in an ethical manner, followers will exhibit higher levels of duty orientation".

Cek and Eyupoglu (2020:2) speak about job satisfaction having an influence on the organization's performance and the efficiency of its daily activities. What is interesting from the findings is that some participants (n=4) indicated that ethical leadership influenced job satisfaction. However, the conclusion was that the low frequency in how the relationship

between ethical leadership and job satisfaction was mediated did not have a negative impact on the role of ethical leadership on job satisfaction. The conclusion that was derived from the finding is that the mediation of ethical leadership resulted in improved performance in an organization. This was reflected in the finding that ethical relations result in good performance, which was the views from participants (n=12) and reflected a percentage of 63,2%. The conclusion was that ethical leadership reciprocates improved behaviour by employees, which in turn had a positive influence on job satisfaction. Table 6.5 illustrates the summary of the sub-theme *impact of ethical leadership* with frequency density.

Table 6.5: Summary of sub-theme 4 codes with frequency density

Theme 1: The impact of ethical leadership on organizational citizenship behaviour		
Sub-theme 4	**Codes**	**Frequency=n**
Impact of ethical leadership	Ethical behaviour is foundation of any organizations existence	47
	Ethical leadership influences job satisfaction	4
	Ethical leadership promotes ideal world	9
	Reciprocate behaviour by employees	39

Source: Researcher (2022)

Table 6.5 provides the summary of the sub-theme *impact of ethical leadership* with frequency density that produced four codes derived from the responses of the participants. The participants were notably of the view that ethical behaviour is the foundation of the existence of any organization. There was an indication of a strong belief that the *impact of ethical leadership* resulted in employees reciprocating ethical behaviour.

6.3.5 Ethical leadership improving employee OCB in the organization

The findings highlighted that ethical leadership created an ethical climate in an organization and that this improved employee OCB. The finding reflected that ethical leadership in leaders had a mediation effect on employee OCB in the organization. The results indicated that when employees perceived that the organization created a positive environment through the ethical conduct by leaders, they normally exhibited characteristics of OCB. The

finding is in line with the study by de Geus *et al.,* (2020:266) that found job satisfaction to be a mediator of OCB.

The findings indicated that an ethical climate created a working environment that enabled employees to enhance their performance. The findings further indicated that a strong ethical climate promoted employee's efforts to improve their behaviour. The researcher concluded that ethical leadership improved employee OCB in the organization by creating an ethical climate.

6.3.6 Summary

The findings reflected that ethical leadership significantly impacts the behaviour of employees and that key attributes associated with ethical leadership enhances the OCB of employees in the organization. The study findings indicated that there were three different views regarding participants' perceptions of the concept OCB. These are that there were members who understood OCB, members who did not understand it and members who considered the concept of OCB to be related to SDGs.

The findings reached an important conclusion that the understanding of the concept OCB was related to the culture and environmental context of individuals. The researcher is of the opinion that the cultural and environmental context in which a study took place influenced how individuals understood and interpreted the concept of OCB. The conclusion of the researcher is premised on the fact that the cultural and environmental context of an industry, in this case the water sector, determines how individuals defined concepts or what concepts were prevalent. In this case the participants who viewed OCB as part of SDGs linked the concept to the sustainable preservation of natural resources in particular water.

The overall finding reflects that ethical leadership has a mediation effect on employees' OCB in the organization. The findings of the *impact of ethical leadership* on OCB demonstrate the importance of mediation variables. It was important to determine the group and individual level mediation variables that influenced the *impact of ethical leadership* on OCB which will be covered in section 6.4.

6.4 THE GROUP AND INDIVIDUAL LEVEL MEDIATORS BETWEEN ETHICAL LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Four pre-defined sub-themes emerged from the pre-defined theme on *the group and individual level mediators between ethical leadership and OCB*. The sub-themes that emerged from the pre-defined theme are *individual behaviour*, *group behaviour*, *influence of individual behaviour* and *influence of group behaviour*. Figure 6.5 illustrates the strength of the key codes that emerged from the sub-themes of theme 2.

Figure 6.5 sub-theme 2 strength of high codes

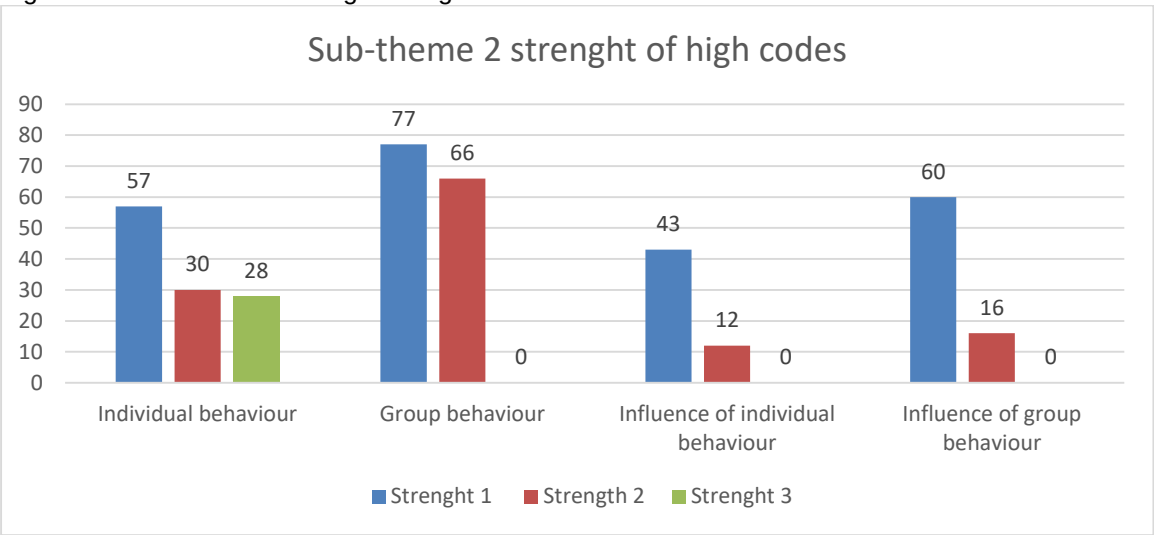


Figure 6.5 presents an overview of the results of the codes of sub-theme 2. The results reflected the strength of the key codes that emerged from the pre-defined sub-themes. From the sub-theme *individual behaviour*, the code with the higher weight (n) was, *honesty and transparency* with a weight of n=57, followed by *accountability leads to effective performance* with a weight of n=30. The other code with a high weight was *integrity* with a weight of n=28.

From the sub-theme *group behaviour*, the code with the higher weight (n) was, *accountable and responsible* with a weight of n=77, followed by *transparency and accountability* with a weight of n=66.

From the sub-theme *influence of individual behaviour*, the code with higher weight (n) was *positive attitude and faith in the organization* with a weight of n=43, followed by *honesty, trustworthiness and fairness* with a weight of n=12.

From the sub-theme *influence of group behaviour*, the code with higher weight (n) was, *collective responsibility* with a weight of n=60, followed by *accountability and transparency* with a weight of n=16. Table 6.6 illustrates the summary outline of the pre-defined theme and pre-defined sub-themes.

Table 6.6: Summary of theme 2 codes with frequency density

Theme 2 : The group and individual level mediators between ethical leadership & OCB		
Sub-themes	**Codes**	**Frequency=n**
Sub-theme 1: Individual behaviour	Accountability leads to effective performance	30
	Fairness and consistency	17
	Honesty and transparency	57
	Integrity	28
	Loyalty	5
	Trust and discipline	1
Sub-theme 2: Group behaviour	Transparency and accountability	66
	Accountable and responsible	77
Sub-theme 3: Influence of individual behaviour	Accountability and transparency	16
	Confidence, belonging, loyalty and supportiveness	2
	Consistency, inclusivity and communication	2
	Fairness, transparency and equality	2
	Honesty, trustworthiness and fairness	12
	Positive attitude and faith in organization	43
Sub-theme 4: Influence of group behaviour	Accountability and transparency	16
	Collective responsibility	60
	Loyalty and transparency lead to commitment	2
	Respect and transparency	1
	Transparency and fairness	3

Source: Researcher (2022)

Table 6.6 presents an overall summary of the sub-theme the group and individual level mediators. The pre-defined theme of the group and individual level mediators between

ethical leadership and OCB produced four pre-defined sub-themes. The four pre-defined sub-themes produced a cumulative 438 codes.

6.4.1 Sub-theme 1: Individual behaviour promoting helping, loyalty, positivity and collectivism in the organization

Krishasryuli *et al.*, (2020:3) indicate that positive relations between subordinates and supervisors have a positive impact on the organization. The antecedents and dimensions of OCB influence followers to act ethically and for the good of the organization. Antecedents such as job attitudes, positive affection, social support, positive leadership and supportive organizational climate help employees to discharge behaviour that promotes helping, loyalty, positivity and collectivism in the organization.

Accountability emerged as the variable with the frequency of n=30 among participants. The analysis of these findings indicated that accountability leads to affective performance by employees. The participants indicated that they valued an organization that engages in accountability. Honest and transparency emerged as the highest variable among participants (n=57). The participants indicated that behaviour involving honest and transparency had the ability to influence individual behaviour that promoted helping, loyalty, positivity and collectivism in the organization. This was derived from a high number of participants (n=18) that considered honest and transparent behaviour as an important individual behaviour in the organization. Honest behaviour is a characteristic of ethical leadership (Engelbrecht *et al.*, 2017:369). Additionally, transparent behaviour is also a characteristic of ethical leadership (Su & Hahn, 2021:2). Further analysis indicated that participants linked honest and transparent behaviour as influencing OCB in the organization. The findings indicated that various positive behaviours that promote helping, loyalty, positivity and collectivism in the organization emerged from the views of the participants. Table 6.7 depicts the individual behaviours that emerged with frequency density from sub-theme 1.

Table 6.7: Summary of sub-theme 1 codes with frequency density

Theme 2: The group and individual level mediators between ethical leadership & OCB		
Sub-themes 1	**Codes**	**Frequency=n**
Individual behaviour	Accountability leads to effective performance	30
	Fairness and Consistency	17
	Honest and transparency	57
	Integrity	28
	Loyalty	5
	Trust and discipline	1

Source: Researcher (2022)

Table 6.7 presents the overview of sub-theme 1 codes with frequency density. The summary of the sub-theme individual behaviour produced four codes derived from the responses of the participants. The participants were notably of the view that honest and transparency were individual behaviour that determined the relationship between ethical leadership and OCB. There was also an indication that accountability as an individual behaviour led to effective performance.

6.4.2 Sub-theme 2: Group behaviour promoting helping, loyalty, positivity and collectivism in the organization

Appropriate attitudes and behaviours of leaders positively influence how employees discharge their responsibilities in the organization. OCB is viewed as one of the most important factors in determining behaviours, attitudes and interactions to provide high quality services (Aloustani *et al.*, (2020:2). Transparency and accountability weighed a frequency of n=66 of the view of the participants. The analysis indicated that the participants viewed transparency and accountability as promoting helping, loyalty and collectivism in the organization.

Accountable and responsible also emerged as elements of group behaviour and weighed a frequency of n=77. The analysis showed that accountability and accountable featured as behaviours that were prevalent among the participants. Accountability and being accountable were mentioned by participants regarding both transparency and accountability, and accountable and responsible codes. The findings demonstrated that

accountability appeared to be of value to the participants and for advancing OCB in the organization.

The findings highlighted the important variables that were viewed as inclusive within the organization. The findings showed that participants viewed transparency and accountability as a group behaviour variable. In analysing the findings, the researcher identified that the individual behaviour (transparency and accountability) that where identified were also the same as those that were identified as group behaviours that promoted helping, loyalty, positivity and collectivism in the organization. Therefore, the researcher concludes that accountability and transparency emerged both as individual and group behaviour from both sub-themes of individual behaviour and group behaviour. This showed that there was a relationship between accountability and transparency in a water sector organization. Table 6.8 illustrates the summary of the sub-theme *group behaviour* codes with frequency density.

Table 6.8: Summary of sub-theme 2 codes with frequency density

Theme 2: The group and individual level mediators between ethical leadership & OCB		
Sub-themes 2	**Codes**	**Frequency=n**
Group behaviour	Transparency and accountability	66
	Accountable and responsible	77

Source: Researcher (2022)

Table 6.8 presents an overview of sub-theme 2 codes with frequency density. The summary of the sub-theme group behaviour produced two codes derived from the responses of the participants. The participants were notably of the view that transparency and accountability are group level mediators between ethical leadership and OCB. There was an indication of a strong belief that accountability and responsibility were group level mediators between ethical leadership and OCB.

6.4.3 Sub-theme 3: Voluntary discretionary individual behaviours promoting OCB in the organization

Discretionary behaviours influence how OCB is promoted in the organization (Kaur & Randhawa, 2021:1). The participants identified various behaviours that they considered to be discretionary behaviours. The findings show that the *influence of individual behaviour*

was mediated by *accountability and transparency*; *confidence, belonging, loyalty and supportiveness*; *consistency, inclusivity and communication*; *fairness, transparency and equality*; *honest, trustworthiness and fairness*; and *positive attitude and faith in the organization*.

Iuan and Mahomed (2020:286) indicate that the focus of OCB is the positive attitude employees exhibit out of their own volition in supporting other employees within the organization. *Positive attitude and faith in the organization* emerged as variables of influence on individual behaviour. The *positive attitude and faith in the organization* emerged with a frequency of n=43 of the views of the participants.

Accountability and transparency, on the other hand, emerged with a frequency of n=16 of the views of the participants. The findings show that *accountability and transparency* (n=43) and *positive attitude towards faith in the organization* (n=16) were variables with the highest frequencies. The other variables had the following frequencies: *confidence, belonging, loyalty and supportiveness* (n=12); *consistency, inclusivity and communication* (n=2); *fairness, transparency and equality* (n=2); and *honest, trustworthiness and fairness* (n=12).

The analysis of the findings indicated that n=15 participants reported a positive attitude and faith in an organization as a mediation of influence of individual behaviour. The analysis also indicates that n=8 participants held the view that accountability and transparency mediated the influence of individual behaviour.

The other variables were summarized as follows against the number of participants: - n=2 *confidence, belonging, loyalty and supportiveness*; n=2 *consistency, inclusivity and communication*; n=2 *fairness, transparency and equally* and n=12 *honest, trustworthiness and fairness*. Khan *et al*., (2020:19) found that organizational commitment has a full mediating effect on the relationship between ethical leadership and OCB. Variables such as belonging, loyalty, supportiveness, inclusivity are found to be elements of organizational commitment. The discretionary behaviours helped the individual to exhibit behaviour that contributed to OCB in the organization. The findings are aligned with the study by Khan *et al.*, (2020). Table 6.9 illustrates the summary of the sub-theme *influence of individual behaviour* codes with frequency density.

Table 6.9: Summary of sub-theme 3 codes with frequency density

Theme 2: The group and individual level mediators between ethical leadership & OCB		
Sub-themes 3	**Codes**	**Frequency=n**
Influence of individual behaviour	Accountability and transparency	16
	Confidence, belonging, loyalty and supportiveness	2
	Consistency, inclusivity and communication	2
	Fairness, transparency and equality	2
	Honesty, trustworthiness and fairness	12
	Positive attitude and faith in organization	43

Source: Researcher (2022)

Table 6.9 presents the overview of the codes for sub-theme 3 with frequency density. The summary of the sub-theme *influence of individual behaviour* produced six codes derived from the responses of the participants. The participants were notably of the view that the influence of individual behaviour results in positive attitudes and faith in the organization. There was also an indication that the individual behaviour resulted in accountability and transparency.

6.4.4 Sub-theme 4: Voluntary discretionary group behaviours promoting OCB in the organization

The participants mentioned *accountability and transparency* (n=16); *collective responsibility* (n=60); *loyalty and transparency lead to commitment* (n=2); *respect and transparency* (n=1) and *transparency and fairness* (n=3) as mediation of *influence of group behaviour*. Further analysis of the findings indicated that, there were n=8 participants who held the view that *accountability and transparency* played a mediation role in the behaviour of employees. N=16 participants held the view that *collective responsibility* was a mediation variable of *influence on group behaviour*. N=2 participants mentioned that *loyalty and transparency lead to commitment* as mediation variable. N=1 participant held the view that *respect and transparency* had a mediation effect on *influencing group behaviour*. N=19 participants held the view that *transparency and accountability* had the effects of mediating the *influence of group behaviour*.

Further analysis of the findings showed that transparency featured (n=4) as a code that represented the mediation variable. Transparency was linked to accountability, loyalty, respect and fairness. The analysis reflected transparency emerging as a key tenet of group behaviour. OCB benefits are seen as increased productivity, overall efficiency and customer satisfaction (Murtezaj & Ahmeti, 2021:95*)*. The study identified accountability, transparency, collective responsibility, commitment, respect, loyalty and fairness as group behaviours that promoted OCB in the organization. The findings showed that voluntary discretionary group behaviours allow employees to exhibit behaviour that contributed to OCB in the organization. Table 6.10 illustrates the summary of the sub-theme *influence of group behaviour* with frequency density.

Table 6.10: Summary of sub-theme 4 codes with frequency density

Theme 1: The impact of ethical leadership on organizational citizenship behaviour		
Sub-themes 4	**Codes**	**Frequency=n**
Influence of group behaviour	Accountability and transparency	16
	Collective responsibility	60
	Loyalty and transparency lead to commitment	2
	Respect and transparency	1
	Transparency and fairness	3

Source: Researcher (2022)

Table 6.10 presents the overview of sub-theme 4 codes with frequency density. The summary of the sub-theme *influence of group behaviour* produced five codes derived from the responses of the participants. The participants were notably of the view that the influence of group behaviour resulted in collective responsibility. There was also an indication that the group behaviour resulted in accountability and transparency.

6.4.5 Summary

The findings showed that participants viewed transparency and accountability as a group behaviour variable. In contrast, analysing the findings further, the researcher identified that behaviour that was identified as individual behaviour in the sub-theme individual behaviour was also the same as those that were identified as group behaviour. The finding was that

accountability and transparency emerged both as individual and group behaviour from both sub-themes of individual behaviour and group behaviour. This showed that there was a relationship between accountability and transparency in a water sector organization. The findings show that voluntary discretionary group behaviours allowed employees to exhibit behaviour that contributed to OCB in the organization. The findings also indicated that there were various positive behaviours that promoted helping, loyalty, positivity and collectivism in the organization.

6.5 THE GROUP AND INDIVIDUAL MEDIATOR'S EFFECTS, TRIGGERING CHANGES IN OCB

Two pre-defined sub-themes emerged from the pre-defined theme *group and individual mediator's effects triggering changes in OCB*. These sub-themes were *influence of discretionary behaviour on employees* and *impact of discretionary behaviour on employees*. Figure 6.6 illustrates the strength of the key codes that emerged from the sub-themes of theme 3.

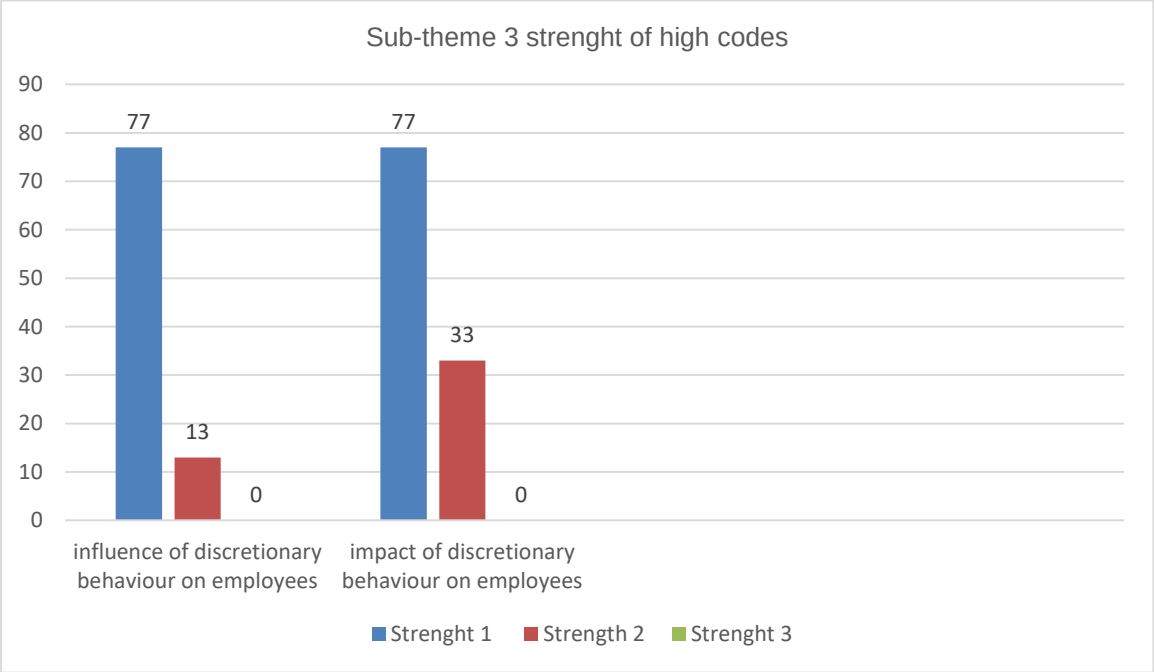


Figure 6.6 Sub-theme 3 strength of high codes

Figure 6.6 presents an overview of the strength of codes for sub-theme 3. The results reflect the strength of the key codes that had emerged from the pre-defined sub-themes. From the sub-theme *influence of discretionary behaviour on employees* the code with more weight (n) was, *trust*

and loyalty within employees with a weight of n=77, followed by *positive attitudes of employees* with a weight of n=13.

From the sub-theme *impact of discretionary behaviour on employees* the code with higher weight (n) was, *accountable and responsible* with a weight of n=77, followed by *valued by the organization* with a weight of n=33.

For *influence of discretionary behaviour on employees* the code with higher weight (n) was, *trust and loyalty within employees* with a weight of n=77, followed by *positive attitudes of employees* with a weight of n=13. For *impact of discretionary behaviour on employees* the code with higher weight (n) was, *accountable and responsible*, with a weight of n=77, followed by *valued by the organization* with a weight of n=33. Table 6.11 illustrates the summary outline of the pre-defined theme and pre-defined sub-themes with frequency density.

Table 6.11: Summary outline of theme 3 codes with frequency density

Theme 3: Group and individual mediators effects triggering changes in OCB		
Sub-themes	**Codes**	**Frequency =n**
Sub-theme 1: Influence of discretionary behaviour on employees	Trust and loyalty within employees	77
	Open, honest and fair	7
	Positive attitudes of employee	13
	Transparent, honest and non-corruptible	11
Sub-theme 2: Impact of discretionary behaviour on employees	Accountable and responsible	77
	Valued by the organization	33
	Unethical behaviour affects employees negatively	9

Source: Researcher (2022)

Table 6.11 presents the overview of the summary outline of the pre-defined theme and pre-defined sub-themes codes with frequency density. The pre-defined theme produced two pre-defined sub-themes and from the two predefined sub-themes emerged seven codes. The pre-defined theme the group and individual mediator's effects triggering changes in OCB produced two sub-themes in the form of influence of discretionary behaviour on employees

and impact of discretionary behaviour on employees. The two pre-defined sub-themes produced a cumulative 227 frequency of the codes.

6.5.1 Sub-theme 1: The discretionary behaviours influencing an employee to be supportive, adheres to rules, volunteer and positively represent the organization

The analysis of the findings indicated that the *influence of discretionary behaviour on employees* was mediated by *trust and loyalty within employees*; *open, honest and fair*; *positive attitudes of employees* and *transparent, honest and non-corruptible*.

The analysis also indicated that the participants viewed trust and loyalty within employees as mediating the relationship that triggers changes in OCB. Purwantoro *et al*., (2021:4893) indicate that OCB through team performance benefits the organization because it increases organizational effectiveness and efficiency. The frequency for this view was n=77, which indicated a high frequency of sentiments from the participants. Trust and loyalty within employees were expressed by n=19 participants. In fact, all the participants from the sample considered this view to be linked to influencing employee's behaviour in the organization.

The findings further indicate that *positive attitudes of employees* with a frequency of n=13 also emerged as a mediation variable of the *influence of discretionary behaviour on employees*. The other variables that emerged are *transparent, honest and non-corruptible* n=11 and *open, honest and fair* n=7. The findings are consistent with the study by Farid (2020:8) that found transparent, honest and fair behaviour affect changes in OCB. Table 6.12 illustrates the summary of the sub-theme influence of discretionary behaviour on employees' codes with frequency density.

Table 6.12: Summary of sub-theme 1 codes with frequency density

Theme 3: Group and individual mediators effects triggering changes in OCB		
Sub-theme 1	**Codes**	**Frequency=n**
Influence of discretionary behaviour on employees	Trust and loyalty within employees	77
	Open, honest and fair	7
	Positive attitudes of employee	13

Theme 3: Group and individual mediators effects triggering changes in OCB		
	Transparent, honest and non-corruptible	11

Source: Researcher (2022)

Table 6.12 presents an overview of sub-theme 1 codes with frequency density. The pre-defined sub-theme *influence of discretionary behaviour on employees* produced four codes that reflected the influence of discretionary behaviour on employees. The summary of this sub-theme produced four codes derived from the responses of the participants, namely *trust and loyalty within employees; open, honest and fair*; *positive attitudes of employee* and *transparent, honest and non-corruptible*. The participants were notably of the view that influence of discretionary behaviour on employees resulted in trust and loyalty within employees. There was a belief that the influence of discretionary behaviour results in the positive attitude of employees.

6.5.2 Sub-theme 2: The group and individual discretionary behaviours resulting in changes of employee OCB

The analysis of the findings reflected *accountable* (n=77); *valued by the organization* (n=33) and *unethical behaviour affects employees negatively* (n=9) as variables that influence the impact of discretionary behaviour on employees. Aloustani *et al.*, (2020:2) suggest that OCB is one of the most important factors in determining behaviours, attitudes and interactions that results in quality services. *Accountable and responsible* with a frequency of n=77 emerged with the highest frequency as the view of participants on the impact of discretionary behaviour on employees. *Valued by the organization* with a frequency of n=33 emerged with the second highest frequency as the view of participants on the impact of discretionary behaviour on employees. The findings are in line with the assertion that the discretionary behaviours exhibited at the group level and individual level influences changes in employee OCB (Pradhan *et al*., 2020:510). Table 6.13 illustrated the summary of the sub-theme impact of discretionary behaviour on employees' codes with frequency density.

Table 6.13: Summary of sub-theme 2 codes with frequency density

Theme 3: Group and individual mediators effects triggering changes in OCB		
Sub-theme 2	**Codes**	**Frequency=n**

Theme 3: Group and individual mediators effects triggering changes in OCB		
Impact of discretionary behaviour on employees	Accountable and responsible	77
	Valued by the organization	33
	Unethical behaviour affects employees negatively	9

Source: Researcher (2022)

Table 6.13 presents the overview of sub-theme 2 codes with frequency density. The pre-defined sub-theme *impact of discretionary behaviour on employees* produced three codes that reflected the impact of discretionary behaviour on employees. The participants were notably of the view that the impact of discretionary behaviour on employees resulted in accountable and responsible employees. There was an indication that the impact of discretionary behaviour on employees stimulated behaviour that made employees feel valued by the organization. The findings also indicated that the participants understood that unethical behaviour affected employees negatively.

6.5.3 Summary

The analysis indicated that the participants viewed trust and loyalty within employees as mediating the relationship that triggers changes in OCB. The findings further indicate that positive attitudes of employees emerged as a mediation variable of the influence of discretionary behaviour on employees. The other variables that had a mediating effect were open, honest and fair; and transparent honest and non-corruptible. There was a belief that the influence of discretionary behaviour results in the positive attitude of employees.

The impact of discretionary behaviour on employees was mediated by accountable and responsible and by been valued by the organization. The other variables that had a mediating effect was unethical behaviour affects employees negatively. The findings also indicated that the participants understood that unethical behaviour affected employees negatively.

6.6 THE GROUP AND INDIVIDUAL MEDIATORS INFLUENCING FOLLOWERS TO TAKE RESPONSIBILITY AND ENGAGE IN OCB

Two pre-defined sub-themes emerged from the pre-defined theme the group and individual mediators influencing followers to take responsibility and engage in OCB. The sub-themes that emerged from the pre-defined theme are, *influence of group and individual discretionary behaviour* and *influence of mediators on OCB*. Figure 6.7 illustrates the strength of the key codes that emerged from the sub-themes of theme 4.

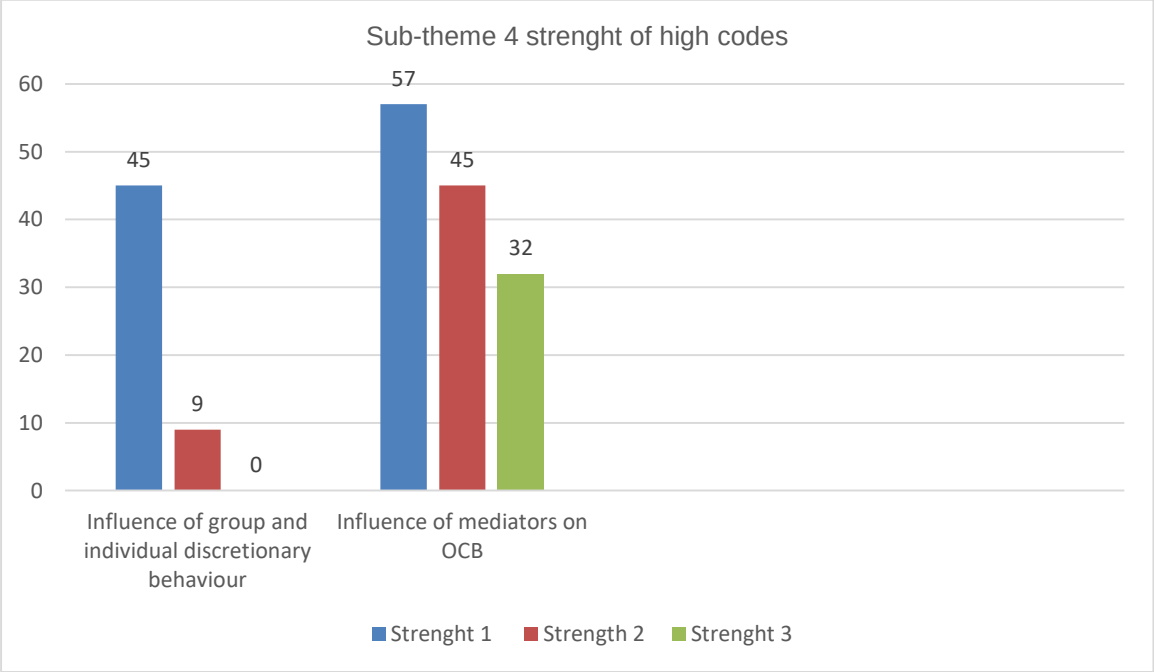


Figure 6.7 Sub-theme 4 strength of high codes

Figure 6.7 presents an overview of the strength of codes for sub-theme 4. The results reflect the strength of the key codes that have emerged from the pre-defined sub-themes. From the sub-theme *influence of group* and *individual discretionary behaviour* the code with a higher weight (n) was, *efficiency on resolving problems* with a weight of n=45, followed by *social impact* with a weight of n=9.

From the sub-theme *influence of mediators on OCB* the code with higher weight (n) was, honest and transparency with a weight of n=57, followed by *encourages to be supportive* with a weight of n=45. The other code that the participants mentioned was *motivate to go beyond and above*

with a weight of n=32. Table 6.14 illustrates the summary outline of the pre-defined theme and pre-defined sub-themes.

Table 6.14: Summary outline of theme 4 codes with frequency density

Theme 4: The group and individual mediators influencing followers to take responsibility and engage in OCB		
Sub-themes	**Codes**	**Frequency=n**
Sub-theme 1: Influence of group and individual discretionary behaviour	Efficiency on resolving problems	45
	Fairness and commitment	7
	Kindness, respect and empathy	4
	Positive, good attitude and consciousness	6
	Social impact	9
	Sense of belonging	5
Sub-theme 2: Influence of mediators on OCB	Affects OCB positively	11
	Collective accountability	12
	Encourages to be supportive	45
	Honest and transparency	57
	Motivates to go beyond and above	32
	Transparency, accountability and integrity impact OCB	3

Source: Researcher (2022)

Table 6.14 presents the overview of the summary outline of theme 4 *the group and individual mediators influencing followers to take responsibility and engage in OCB* codes with frequency density. The pre-defined theme produced two pre-defined sub-themes and the pre-defined sub-themes produced six codes (n=6 & n=6) respectively. The pre-defined theme *the group and individual mediators Influencing followers to take responsibility and engage in OCB* produced two sub-themes in the form of *influence of group and individual discretionary behaviour* and *influence of mediators on OCB*.

6.6.1 Sub-theme 1: The group and individual discretionary behaviours influencing how responsibility is discharged in the organization

The relationship between job characteristics, work-related attitudes and OCB acts as mediators of the job characteristics-citizenship relationship (Ababneh & Hackett, (2019:19). The findings illustrate how the participants considered the behaviour that influences followers to take responsibility and engage in OCB. The participants described different behaviours that linked the relationship between taking responsibility and engaging in OCB.

The analysis of the findings suggested that *efficiency* (n=45); *fairness and commitment* (n=7); *kindness, respect and empathy* (n=4); *positive, good attitude and consciousness* (n=6); *social impact* (n=9) and *sense of belonging* (n=5) were variables that influenced followers to take responsibility and engage in OCB.

The findings illustrate that n=16 participants indicated that efficiency in resolving problems influenced followers to take responsibility and engage in OCB. OCB is considered to be a major contributor to organizational success because voluntary behaviours by employees contribute to organizational performance (Davison *et al.*, (2020:1).

Social impact emerged as a tenet that was considered by participants (n=9) as influencing the behaviour of followers. The participants described the role of leaders in the organization as creating a social impact that enhances the behaviour of followers to take responsibility for activities of the organization. The environment created by the leaders determined how followers took responsibility in the organization. The findings are consistent with the study by Murtezaj and Ahmeti (2020:95) that found the mediating role of discretionary behaviours improved productivity and efficiency in an organization.

Positivity, good attitude and consciousness from participants (n=5) emerged as a variable that mediated the influence of followers to take responsibility and engage in OCB. Positivity, good attitude and consciousness emerged as a narrative that was considered across the sub-themes as a strong mediation variable. The participants described the impact of knowing the worth of their value in the organization as creating a foundation to take responsibility and perform positively. However, the finding also raised an interesting outcome that required the employees to show patience towards the organization. This

finding was different from the usual expectation that refers to the leader, in this case a participant (n=1) referred to the organization. The participant said the organization must be patient with the followers. This is an interesting finding in the relationship between the leader and the follower. It brings to the fore a third element, the organization, into the leader-follower relationship.

Further analysis illustrates that n=6 participants considered fairness and commitment; n=2 participants considered kindness, respect and empathy and n=4 participants considered sense of belonging as mediating variables that influence followers to take responsibility and engage in OCB. The group and individual discretionary behaviours contribute to efficiency which is a dimension of responsibility. OCB benefits the organization to increase productivity, efficiency, customer satisfaction, reduce costs and rates of turnover (Handayani *et al.*,2020: 5228). Table 6.15 illustrates the summary of the sub-theme *influence of group and individual discretionary behaviour* codes with frequency density.

Table 6.15: Summary of sub-theme 1 codes with frequency density

Theme 4: The group and individual mediators influencing followers to take responsibility and engage in OCB		
Sub-themes 1	**Codes**	**Frequency=n**
Influence of group and individual discretionary behaviour	Efficiency on resolving problems	45
	Fairness and commitment	7
	Kindness, respect and empathy	4
	Positive, good attitude and consciousness	6
	Social impact	9
	Sense of belonging	5

Source: Researcher (2022)

The 6.15 presents an overview summary of sub-theme 1 codes with frequency density. The pre-defined sub-theme influence of group and individual discretionary behaviour produced six code that mediated the influence of group and individual discretionary behaviour. The summary of the sub-theme influence of group and individual discretionary behaviour produced six codes derived from the responses of the participants. The participants were notably of the view that efficiency on resolving problems results in influence of group and individual

discretionary behaviour. There was a belief that influence of group and individual discretionary behaviour result in social impact.

6.6.2 Sub-theme 2: Mediators influencing employees' OCB

The mediating role of OCB contributes to a more nuanced understanding of prosocial behaviours exhibited by employees (Chou,2021:284). The findings illustrated the participant's views on mediators that influenced employees OCB. The participants described different behaviours that were linked to mediators that influenced employee OCB. The findings indicate that n=5 variables emerged as influence of mediators that influenced followers to take responsibility as *influenced by mediators on OCB*. Table 6.16 illustrates the influence of mediators that influenced followers to take responsibility as *influenced by mediators on OCB.*

Table 6.16: Summary of sub-theme 2 codes with frequency density

Theme 4: The group and individual mediators influencing followers to take responsibility and engage in OCB		
Sub-themes 2	**Codes**	**Frequency=n**
Influence of mediators on OCB	Collective accountability	12
	Encourages to be supportive	45
	Honest and transparency	57
	Motivates to go beyond and above	32
	Transparency, accountability and integrity impact OCB	3

Source: Researcher (2022)

Table 6.16 presents the overview summary of sub-theme 2 codes with frequency density. The summary of the sub-theme *influence of mediators on OCB* produced five codes derived from the responses of the participants. The participants were notably of the view that honest and transparency influences followers to take responsibility and engage in OCB. There was a belief that the influence of mediators on OCB resulted in behaviour that encourages employees to be supportive.

6.6.3 Summary

The findings illustrated how the participants considered the behaviour that influences followers to take responsibility and engage in OCB. Efficiency on resolving problems was considered as behaviour that influences followers to take responsibility and engage in OCB. Social impact emerged as a behaviour that was considered as influencing the behaviour of followers. The role of leaders in the organization was described as creating a social impact that enhances the behaviour of followers to take responsibility for activities of the organization. The analysis suggests that efficiency; fairness and commitment; kindness, respect and empathy; positive, good attitude and consciousness; and social impact and sense of belonging are variables that influence followers to take responsibility and engage in OCB.

6.7 CONCLUSION

Chapter 6 provided a discussion on the findings of the results that emerged from chapter 5. The discussion of the results contextualized the findings of the primary research question and the secondary research questions based on the pre-defined themes and pre-defined sub-themes. From the pre-defined themes and pre-defined sub-themes emerged constructs and tenets that were analysed and interpreted to arrive at conclusions that addressed the primary and secondary research questions.

The discussion of the findings further explored the views of participants and linked the dominant tenets to the ethical leadership propositions and the OCB conceptual framework. The discussion on the findings of the results explored the primary purpose of the study which was to determine the impact of ethical leadership on OCB. The discussion also explored the secondary purpose of the study which was to determine the group level and individual level mediators that influenced the impact of ethical leadership on OCB. In chapter 7, which is the final chapter, the conclusion of the study is presented which draws the conclusion and makes recommendations.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

This study explored the impact of ethical leadership on organizational citizenship behaviour (OCB) through analysing the group level and individual level mediators. The research was conducted through a qualitative research study, which took place in a state-owned entity as case of interest within the context of the water sector. The research study was designed to respond to the primary research question anchored in social learning theory: What is the impact of ethical leadership on OCB? It was also designed to respond to the secondary research questions: What are the group level and individual level mediators between ethical leadership and OCB? How can the group level and individual level mediators' effects', trigger changes in OCB? How are the group and individual mediators influencing followers to take responsibility and engage in OCB in the context of ethical leadership? The primary research questions (Tourigny *et al.*, 2019:428) and secondary questions (Wang *et al.*, 2018:693, De Roeck & Farooq, 2018:924, Tourigny, 2019:438) where derived from the literature gap identified in the ethical leadership literature.

In this chapter, the conclusion and recommendations are discussed providing evidence in support of achieving the research objective and confirming the contribution made towards closing the gap identified in literature. The chapter also discusses how the results and findings contribute to the ethical leadership and OCB literature. The chapter will further discuss the theoretical contribution of the study. In discussing the contribution of the study, the recommendations for future research will be presented.

7.2 SUMMARY OF FINDINGS

The summary of the findings is presented in the sequence that starts with the understanding of the concepts of ethical leadership and OCB, a reflection on the secondary research questions and concluding with a reflection on the primary research question. The primary research question was addressed by answering the secondary research questions. In order to respond to the primary and secondary research questions the researcher first explored the participant's

understanding of the concepts “ethical leadership” and “OCB” in the water sector. The summary of the understanding of ethical leadership and OCB in the water sector in the context of South African will be presented in the next section.

7.2.1 The understanding of ethical leadership and OCB

7.2.1.1 Understanding ethical leadership

Ethical leadership, as grounded in social learning theory, suggests that people learn appropriate behaviour by observing the actions of significant others (O’Keefe, Howell & Squires, 2019:2-3). Goswami, Agrawal and Goswami (2020:122) states that ethics is at the core of leadership because if a leader is unethical, he or she will cause their organization, company, or institution to collapse. The researcher identified that a number of participants/(employees) (n=15) viewed ethical leadership to be responsible for a positive leader-follower relationship because of the individual characteristics and behaviour of the leader. The participants agreed that there was a clear connection between organizational performance and ethical leadership.

Behaviour that reflects positive attitude was found to be an attribute of ethical leadership that the participants associated with a leader within the organization. Behaviour that reflects positive attitudes was also seen as a variable that influenced followers to adopt positive behaviours. The participants also attributed *ability to do right things right* as associated with a leader within the organization. Ability to do right things right was also seen as behaviour that influences followers to adopt positive behaviours. The participants also viewed *above reproach*; *moral values, traits and behaviour* as linked to the understanding of ethical leadership.

The summary implies that the participants understood ethical leadership to reflect behaviour that is above reproach and that represents moral values, traits and behaviour that promote positive attitudes in the organization through the ability to do right things right. The ability to do right things right; above reproach; moral values, traits and behaviour; and behaviour that reflect positive attitudes provided a conclusion that the views of the participants had the elements of the definition of ethical leadership coined by Brown, Treviño and Harrison (2005). The researcher concludes that, based on the participants understanding of ethical leadership, they were able demonstrate

the ability to explore the mediation variables that determine the impact of ethical leadership on OCB.

7.2.1.2 Understanding OCB

Organ (1998:4) in de Geus *et al.* defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognized by a formal reward system and that in the aggregate promotes the effective functioning of the organization” (de Geus *et al*,2020:259). The literature review on the development of OCB is indicative of its definition as encompassing voluntary behaviour, not recognized by a formal reward system and an employment contract that improves performance (Gan & Yusof, 2020:56). The analysis of the findings from the responses of the participants indicates that OCB was understood in different ways. The study findings indicate that there were three different views in which the participants understood the concept of OCB. The three views of the findings indicated that there were participants who understood the meaning of OCB, did not understand the meaning of OCB and who considered the concept of OCB to be related to the sustainable development goals (SDGs).

The participants who understood the concept, understood it within the context of the elements of OCB as defined in the literature. The analysis indicated that the participants understood the concept of OCB as denoting behaviour that goes above and beyond the normal employment requirement. Furthermore, the participants considered the concept to be related to behaviour that was not part of formal employment. The participants considered going the extra mile to task and helping others and going beyond the call of duty as elements of the concept of OCB.

Other participants viewed OCB as related to the SDGs. This could be seen from using words such as “sustainable way”. The participants also used the words “difference to people’s lives”. This meant it was not discretionary behaviour but part of the functions of the individual. The conclusion derived from the finding was that it could possibly be because the water sector deals with the sustainable use of natural resources.

Finally, there were those participants who did not know what was meant by OCB. Those who did not understand it in the context of the individual behaviour according to the definition in the

literature, responded by linking the concept to employees' loyalty towards the organization. The views from these participants were that OCB was linked to service to the organization.

The findings confirmed the assertion that found that inconsistencies amongst studies could occur because of the difference in the target population. The overall conclusion on the findings reflected that the concept is viewed in the context of the environment, the culture and the population in which the concept is discussed. The researcher concludes that, based on this understanding, the participants were able to demonstrate their ability to explore the mediation variables that determine the impact of ethical leadership on OCB in the context of their understanding of the concept.

7.2.2 The group and individual level mediators between ethical leadership and OCB

Zayed, Jauhar, Mohaidin and Murshid, M (2020:445) indicate that perceptions of mediating variables have been linked to a wide range of employee attitudes and organizational behaviour in organizations. Abror, Patrisia, Syahrizal, Sarianti and Dastgir (2020:5458) found that mediating relationships between various antecedents has a significant impact on OCB. A leader's style was also found to have a positive direct impact on behaviour of followers as a mechanism to mediate the relationship towards OCB (Khan, Wu, Saufi, Sabri & Shah, 2021:19). It is important to understand whether different variables play a bridging role as mediators in the influence process (Narzary & Palo, 2020:4).

The analysis of the findings indicated that accountability leads to affective performance by employees. The participants indicated that they valued an organization that engages in accountability. Further analysis indicated that participants linked honest and transparent behaviour as influencing OCB in the organization. The analysis indicated that the participants viewed transparency and accountability as promoting helping others, loyalty and collectivism in the organization. The findings showed that participants viewed accountability, transparency, collective responsibility, commitment, respect, loyalty and fairness as group behaviours that promoted OCB in the organization. The findings further show that the influence of individual behaviour was mediated by accountability and transparency; confidence, belonging, loyalty and supportiveness; consistency, inclusivity and communication; fairness, transparency and equality; honest, trustworthiness and fairness and positive attitude and faith in organization. The findings

showed that voluntary discretionary group behaviours allow employees to exhibit behaviour that contributed to OCB in the organization.

Analysing the findings further, the researcher identified that some behaviour that was identified as individual behaviour in the sub-theme individual behaviour was also the same as those that were identified as group behaviours. The finding was that accountability, transparency, loyalty and fairness emerged both as individual and group behaviour from both sub-themes of individual behaviour and group behaviour. This showed that there was a relationship between these variables at both individual level and group level in a water sector organization. The findings showed that voluntary discretionary group behaviours allowed employees to exhibit behaviour that contributed to OCB in the organization.

Analysing the overall responses of the participants regarding their perspective on the mediation variables, the finding for the secondary research question 1, was that the participants identified and concluded that accountability; transparency; confidence; belonging; loyalty; supportiveness; consistency; inclusivity; communication; fairness; equality; honesty; trustworthiness; positive attitudes and faith in the organization were group and individual level mediators between ethical leadership and OCB.

7.2.3 The group and individual level mediator's effects, triggering changes in OCB

Studies (Ilies *et al.*, 2009; Rezaiean *et al.*, 2010, Riasudeen & Venkatesakumar, 2014) argued for a mediation mechanism in the influence process between variables (Narzary & Palo,2020:4). This will ensure that employees understand the influence of various variables on other variables. Reciprocal processes affect the mediating mechanism towards OCB (Khan *et al.,* 2021:20). Mediators increase employee performance but are dependent on leadership and organizational culture. Antecedents also have an impact on employee performance and can act as a mediating factor of OCB (Massoud *et al*., 2020:22).

7.2.3.1 Group level and individual level mediators' effects

The study found that trust and loyalty were viewed within employees as mediating the relationship that triggers changes in OCB. The participants were of the view that the

influence of discretionary behaviour on employees resulted in trust and loyalty within employees. Positive attitudes of employees emerged as a mediation variable of the influence of discretionary behaviour on employees. There was a belief that the influence of discretionary behaviour resulted in the positive attitudes of employees. The findings are consistent with the study by Farid (2020:8) that found transparent, honest and fair behaviour affecting changes in OCB. The findings are in line with the assertion that the discretionary behaviours exhibited at the group level and individual level influences changes in employee OCB.

7.2.3.2 Influence of discretionary behaviour on employees

The analysis of the findings indicated that the influence of discretionary behaviour on employees was mediated by trust and loyalty within employees; open, honest and fair; positive attitudes of employees and transparent, honest and non-corruptible. The analysis also indicated that the participants viewed trust and loyalty within employees as mediating the relationship that triggers changes in OCB. The participants were of the view that influence of discretionary behaviour on employees resulted in trust and loyalty within employees. There was a belief that the influence of discretionary behaviour results in positive attitude of employees.

The findings revealed that the various behaviours identified by participants have a positive relationship with OCB. The group level and individual level behaviours acted as a mediator between the perception of positive performance and OCB. In other words, when participants exhibited the different level behaviours, they were more likely to engage in behaviour that exhibit OCB. The study revealed a positive and significant direct relationship between the different behaviours and OCB. Ethical leadership in leaders was found to have a positive direct impact on behaviour of followers as a mechanism to mediate the relationship towards OCB. Analysing the overall responses from the participants on their perspective on the role of mediation variables triggering changes in OCB, the finding for the secondary research question 2, was that the participants were more likely to engage in behaviour that exhibit OCB.

7.2.4 The group and individual mediators influencing followers to take responsibility and engage in OCB

Through leadership styles, OCB is empirically proven to increase efficiency and stimulate the effective functioning of an organization (Sheeraz, Ahmad & Nor 2021:90). OCB has been a contemporary issue in the workplace that managers in organizations consider essential and ascribe their successes to employees who perform OCB (Ojebola *et al.*, 2020:11). The following section presents the group and individual mediators influencing followers to take responsibility and engage in OCB

7.2.4.1 Group and individual level mediators

The findings on the sub-theme influence of group and individual mediators illustrated how the participants considered the behaviours that influenced followers to take responsibility and engage in OCB. The participants described different behaviours that linked the relationship between taking responsibility and engaging in OCB.

7.2.4.2 Efficiency, fairness and positive attitudes

The participants described the impact of knowing the worth of their value in the organization as creating a foundation to take responsibility and perform positively. The findings indicate that personal attributes in the form of *efficiency at n=45*; *fairness at n=48 and*; and *positive good attitude at n=92* are important mediators of OCB. The approach to discretionary voluntary behaviour enhances the skills and capacities of individuals in an organization. The findings display that cooperative actions of the individuals are borne out of the discretionary extra role the behaviour of individuals displayed in the organization. The cooperative actions are displayed through voluntarily devoting personal resources for the benefit of the organization (Das & Mohanty, 2021:4803). The findings indicate that OCB reflects the employees' extra effort that is still necessary for the organization's efficacy, especially when the organization's performance is dependent on its people's interconnection and social networks. The OCB of employees' makes the organization to be sustainable in the business world and it also helps employees to reach high levels of performance.

7.2.4.3 Efficiency on solving problems

Efficiency on resolving problems was considered as behaviour that influenced followers to take responsibility and engage in OCB. The participants were significantly of the view that efficiency on resolving problems through a cause-and-effect relation results in an influence on group and individual discretionary behaviour. The cause-and-effect relation is important in understanding the relationship between ethical leadership and OCB (Gerpott *et al.*,2019:1073). The cause-and-effect of *efficiency on solving problems creates a positive relationship between ethical leadership and OCB.* Further, the findings display that causal relations are important to understand the effects of mediators between ethical leadership and OCB. Behaviours such as *efficiency at n=45*; *fairness at n=48 and positive good attitude at n=92* are valuable contributors to the performance of an organization and promote positive relationships among members. OCB is valuable in the organization because it enables individuals to respond quickly to customers' demands and willingly execute things that are not part of their official work responsibilities.

7.2.4.4 Social impact

The findings suggest that there was a belief that the influence of group and individual discretionary behaviour result in social impact. Social impact emerged as a behaviour that was considered as influencing the behaviour of followers. The role of leaders in the organization was described as creating a social impact that enhances the behaviour of followers to take responsibility for the activities of the organization. The findings reflect that OCB resulted in employees' willingness to cooperate and that contributed significantly to the effective functioning of the organization. *Social impact* contributed to maintaining and enhancing the social and psychological impact that supports organizational performance. Social impact also increased teamwork, competitiveness, and operational flexibility, which are linked to OCB. The findings found that OCB has the ability to increase organizational stability by supporting team coordination for productive work. This suggests that employees benefit from OCB because it fosters social interactions that have an impact on job performance. The findings also suggest that OCBs are essential for workplace interpersonal interactions and are required for organizational performance since they promote a number of other desired outcomes such as growth and productivity, which is to the organization's benefit.

7.2.4.5 Supportiveness

The participants viewed the behaviour that encouraged employees to be supportive as important to the relationship that influenced followers to take responsibility and engage in OCB. The findings re-emphasize that OCB encompasses discretionary pro-social ethical behaviour such as supporting new recruits and novices in the organization, assisting co-workers on the job, not taking unneeded leave and breaks in the organization, and offering to perform tasks outside of their job description (Viko & Nnorom, 2020:351). The study found that OCB as individual activity could enhance and support organizational functions.

7.2.4.6 Patience with the organization

However, the finding also raised an interesting outcome from the responses of the participants that required the employees to show patience to the organization. Based on this finding the researcher concluded that the organization also has the ability to influence the behaviour of employees on how they relate to the leader within the organization. The researcher is of the view that a new element, “the organization”, is introduced in the literature of mediation variables between the leader and follower. The conclusion leads to the introduction of a threefold relationship, namely that of leader-follower-organization.

Analysing the overall responses from the participants on their perspectives of the mediation variables, the finding for the secondary research question 3, was that *efficiency*; *fairness and positive attitudes*; *efficiency on solving problems; social impact and supportiveness* are group and individual mediators influencing followers to take responsibility and engage in OCB.

7.2.5 <u>Mediators influencing employees OCB</u>

The mediating role of the different variables on OCB contributes to a more nuanced understanding of prosocial behaviours exhibited by employees (Chou and Chang, 2021:284). The findings illustrated the participant’s views on mediators that influenced employees’ OCB. The participants described different behaviours that were linked to mediators that influenced employees’ OCB. The findings indicate that n=5 variables

emerged as mediators that influenced employees' OCB. The following three mediators' frequency scores placed them in the highest category of influence on employees' OCB:

7.2.5.1 Honesty and transparency

Honesty and transparency emerged with a frequency of n=57 as a variable of the *influence of mediators on OCB* indicating that all participants considered the impact of honesty and transparency as important mediators, which contributed positively to the OCB of employees. This conduct was constant with research by Li and Bao, 2020 that found "employees are more likely to perceive competence and job impact in their work" as a result of OCB.

7.2.5.2 Encourages to be supportive

Encourages to be supportive emerged with a frequency of n=45, also as a variable of *the influence of mediators on OCB*. The participants viewed the behaviour that encouraged employees to be supportive as important to the relationship that influenced followers to take responsibility and engage in OCB. The finding was consistent with the study by Hermawan, Thamrin and Susilo (2020:1095) that found OCB as having a significant effect on employee engagement.

7.2.5.3 Motivates to go beyond and above

Motivates to go beyond and above with a frequency of n=32 emerged as the variable with the highest frequency score that influenced followers to take responsibility and engage in OCB. The finding provided a link between collective accountability, transparency and going above and beyond the employment contract.

7.2.6 <u>Impact of ethical leadership on OCB</u>

In section 7.1 the purpose of the research study was presented as designed to respond to the primary research question: What is the impact of ethical leadership on OCB? The impact was assessed through determining the group level and individual level mediators that

influence behaviour. In addressing the primary research question the researcher found the following:

- Employee's behaviour in the workplace was positive because of the direct link to the behaviour of the leader and the findings provided evidence that supported the view that suggested ethical leadership promoted organizational performance through the relationship between the leader and the follower.

- The participants understood ethical leadership to promote positive attitudes in the organization. There was an indication that the participants felt that positive attitudes led to the ability to do the right things right.

- Ethical leadership as a leadership style influenced employees to engage in positive behaviour. The findings are associated with the study by Khang and Zhang (2020:1053) that argued that leadership styles affect employees' positive emotions, which, in turn, positively relate to followers. The conclusion was that ethical leadership affected the OCB of employees positively.

Therefore, analysing the overall responses from the participants on their perspective on the mediation variables, the finding for the primary research question, the impact of ethical leadership on OCB, the researcher found the following:

- There are behavioural constructs that were related to different dimensions of leadership, which influenced OCB positively. The behavioural constructs are Accountability (n=204), Transparency (n=161), Loyalty (n=84), Supportiveness (n=47), Fairness (n=48), Honesty (n=76), Positive attitudes (n=92), Faith in organization (n=43), Social impact (n=9), Above & beyond (n=9).

- Accountability, transparency, loyalty and fairness emerged both as individual and group behaviour. The results revealed that accountability, transparency, loyalty and fairness mediated the effects of ethical leadership on OCB at both individual level and group level. These attributes when associated with ethical leadership positively enhance the OCB of employees in the organization. The effects of ethical leadership on

OCB promotes positive attitudes in the organization. The findings highlighted that ethical leadership created an ethical climate in an organization that improved employee OCB.

- The impact of ethical leadership on OCB demonstrate the importance of mediation variables.

7.3 CONTRIBUTION TO ETHICAL LEADERSHIP AND OCB RESEARCH

The purpose of this research study on the impact of ethical leadership on OCB through determining the individual and group level mediators was to contribute to the literature in the field of ethical leadership and OCB. It was discovered that while literature documents the roles of ethical leadership and OCB, it fails to capture the complexity of the processes by which these phenomena influence each other across levels (Tourigny *et al.*, 2019:428). This study makes a contribution to ethical leadership and OCB research by providing a new dimension on the use of mediation variables in research. The researcher specifically asked participants what were the group level and individual level mediators influencing employees' OCB as a result of ethical leadership and OCB instead of using specific variables. As previously discussed, the impact of ethical leadership on OCB was determined by the use of specified variables (Belwalkar, Vohra and Pandey (2018); Gerpott, Van Quaquebeke, Schlamp and Voelpel (2019); Abror et *al.*, (2020) and Ahmad *et al.*,(2020). This is an important dimension because it allows the researcher to understand the complexities of the social construct of the case under investigation.

Research findings indicate the importance of studying the interrelationships between ethical leadership and OCB using explanatory factors at the group and individual level of analysis (Tourigny, 2019:438). Previous studies found that there was less information on how ethical leadership promotes OCB practices and less knowledge of possible sequential group and individual mediating effects of ethical leadership and OCB relationship (Tourigny *et al.*, 2019:428). This study makes a contribution to ethical leadership and OCB by expanding the understanding of mediation constructions by adding the perspective that some mediation variables (accountability, transparency, loyalty and fairness) exist at both the group and individual level. This is an important contribution to the understanding of how social learning theory influences the impact of ethical leadership on OCB based on the same mediation

variable, but at the group and individual level of an organization. Social learning theory suggests that leaders use the attributes associated with the different mediation variables to positively influence the behaviour of followers to engage in OCB. The exposure to ethical conduct of leaders induced the followers to adapt and engage in conduct that espouses ethical leadership. The participants reflected how they modelled their ethical behaviour based on the ethical conduct of leaders. The findings are in line with other studies that found that ethical leadership influenced OCB positively in sectors such as banking, manufacturing and tourism.

The current study contributes to the body of knowledge that indicates that ethical leadership promotes OCB as it relates to followers in the water sector in South Africa. Previous studies (De Geus *et al*. 2020:262) found OCB to be a concept with a global reach concentrated in specific countries such as China, the USA and the UK but less represented in countries in Africa and Latin America. This study contributes to the literature of ethical leadership and OCB by introducing the impact of ethical leadership on OCB in the water sector in the context of South Africa. This provides new knowledge about the cultural and environmental contexts of previous research findings related to the conceptual definition of both ethical leadership and OCB and how the impact is viewed across culture and environment. The focus of the current research was a water board in a particular geographical region in South Africa. This contributes to the gap in knowledge on the understanding of the concept of OCB. The context of the South African environment extends the predominantly Western and Eastern studies on ethical leadership and OCB and extends the practical nuances of the understanding of the concept of OCB in the water sector compared to the dominant business and manufacturing sectors in the Western and Eastern studies.

The study findings have practical implications for leaders and followers in the water sector because leaders can use an ethical leadership style to promote OCB of their followers in order to enhance organizational performance. The tenents espoused by ethical leadership may encourage followers to engage in OCB behaviour, which could result in positive organizational performance. Leaders in the water sector may use the various mediation variables to develop training and development programmes that focus on ethical leadership and OCB. The programmes that are developed could be uniquely customised to be applicable in the water sector environment and this can further contribute to the study of

ethical leadership and OCB. The water sector leaders may use the various mediation variables to support followers.

The study established that there are mediation variables that are both at the group level and individual level. The findings of the study expand the understanding of mediation variables by establishing that the variables such as *efficiency*; *fairness and commitment*; *kindness, respect and empathy*; *positive, good attitude and consciousness*; *social impact* and *sense of belonging* influence the impact of ethical leadership on OCB as both group level and individual level mediators. The research concluded on this finding because there was less knowledge on the existence of both group level and individual level mediators between ethical leadership and OCB in literature in the field of ethical leadership and OCB (Tourigny *et al.*, 2019:428).

The results of the study have provided insight into the applicability of social learning theory to explain and predict the behavioural change of individuals based on replicating behaviour of others. Social Learning Theory and the processes of observational learning have been used widely to address challenges. The findings highlight the importance of observational learning and self-regulation in initiating human behaviours, as well as the relationship between human behaviours and the environment (Chia, Hsu, Lin, and Tseng, 2021:5). The findings confirm the assumption made by social learning theory that states that individuals or groups that are the primary source of an individual's positive and negative rewards will have the largest influence on the individual's behaviour (Chia *et al.*,2021:5). This study adds insights to the literature by validating the social learning theory in the mediation relationship between ethical leadership and OCB. Focusing on the impact of mediation variables, the theory has been used to study the impact of ethical leadership on OCB through individual level and group level mediators.

7.4 RECOMMENDATION FOR FURTHER RESEARCH

This study used the qualitative method of research, which involved collecting data and analysis using social learning theory. Future studies may use quantitative research methods or mixed methods and other behavioural theories like social exchange theory and use other data collection instruments to study ethical leadership and OCB. For instance, a quantitative approach involves hypothesis, surveys and questionnaires from a deductive approach format. This approach will provide insight whether there are different results than those found in studies conduct in the Western and Eastern countries.

This study was further conducted in a single water entity in a provincial geographical setting in the context of South Africa. Maybe a study including multiple case studies of more water sector entities in different provincial geographical settings with a larger sample size would provide more knowledge and new perspective on how various mediation variables at different levels influence the impact of ethical leadership on OCB. This can also provide insight into the social construction of followership in different cultural and environmental contexts in the South African water sector.

This study was conducted in a single water entity in a provincial geographical setting in the context of South Africa. A study including an in-depth case study of SOEs/SOCs might provide more knowledge and new perspectives on how contextual factors, leadership dynamics and challenges are characterized in the South African context.

This study was conducted using ethical leadership as a leadership style. Future studies may also apply other leadership theories in determining the promoting of OCBs of entities in the water sector. These leadership theories and approaches may include responsible leadership in order to make the sustainability element that was raised in the responses of some of the participants more prominent. The results of such research may provide new insights into understanding how the impact of responsible leadership on OCB is mediated by the various mediation variables at group level and individual level in the water sector in the context of South Africa.

These findings may also serve as the foundation for future research, expanding the understanding of ethical leadership and OCB in general beyond the realm of the water sector. For example, a better understanding of OCB in the context of leaders' unique position within the broader spheres of business may aid in further developing and expanding our understanding of OCB in the age of shifting business structures.

To validate the findings, more research with larger samples is required. Future research should broaden the breadth and scope of the current findings, as well as examine alternative and sequential mediators for other organizational behaviour performance outcomes.

Future research can build on the findings by exploring broader, thicker explanations of the relationship between ethical leadership and OCB in a multifaceted and involved reciprocal and interacting effects via causality in complex social and organizational contexts.

7.5 CONCLUSION

The research findings indicate the importance of studying the impact of ethical leadership on OCB using explanatory factors at the group and individual level of analysis. The research findings further indicate that there is less knowledge on how of ethical leadership triggers changes in employee behaviour in the organization and that there is a lack of understanding of the process through which employees decide to take responsibility and engage in OCBs in the context of ethical leadership. Ethical leadership is recognized as a predictor of OCB and it is suggested that individual and group level mediators mediates the influence of ethical leadership on OCB. While these findings are valuable, they do not offer a comprehensive picture of ethical leadership and its consequences across group and individual levels in the organization.

Despite the important role of mediators, their nature in respect of ethical leadership and OCB has received little attention from researchers. The findings indicate that mediation variables exist both at group level and individual level. The results of the study were able to determine the existence of various mediation variables at the group level and individual level. The variables were accountability; transparency; honesty responsibility. Ethical leadership through the various mediation variables significantly affects the OCB of followers in the organization.

In conclusion, ethical leadership can improve the performance of followers through adopting OCB aligned behaviour. This means that the OCB in followers can improve organizational performance. Based on the results of the research, the researcher concludes that the water sector entities should increase the involvement of employees in activities that promote OCB behaviour. This form of participation will encourage the employees to engage more in their organizational duties and contribute positively to the service of the organization to broader society.

LIST OF REFERENCES

Ababneh, K.I., and Hackett, R.D. 2019. The direct and indirect impacts of job characteristics on faculty organizational citizenship behavior in the United Arab Emirates (UAE). *High Education,* (77):19–36.

Abdullahi, A.Z., Anarfo, E.B., and Anyigba, H. 2020. The impact of leadership style on organizational citizenship behavior: does leaders' emotional intelligence play a moderating role? *Journal of Management Development,* 39(9/10):963-987.

Abdulmuhsin, A.A., Zaker, R.A. & Asad, M.M. 2021. How exploitative leadership influences on knowledge management processes: the moderating role of organisational citizenship behaviour. *International Journal of Organizational Analysis,* 29(3):529-561.

Abror, A., Patrisia, D., Syahrizal, S., Sarianti, R. & Dastgir, S. 2020. Self-efficacy, employee engagement, remuneration and employee loyalty in higher education: the role of satisfaction and OCB. *International Journal of Advanced Science and Technology,* 29(3):5456-5470.

Abu Bakar, H. & Omillion-Hodges, L. 2019. The mediating role of relative communicative behavior on the relationship between ethical leadership and organizational identification. *Leadership & Organization Development Journal,* 41(1):52-72.

Adewale, A.S. & Ghavifekr, S. 2019. Leadership self-efficacy and staff organizational citizenship behavior in higher education institutions: experience from Nigeria. *International Journal of Leadership in Education: Theory and Practice,* 22(1): 116-133.

Adnan, S., Batool, S. & Aleem, M. 2019. Linking ethical leadership with employee work outcomes: the moderating role of conscientiousness. *JISR-MSSE,* 17(1):183-196.

Afsar, B. & Shahjehan, A. 2018. Linking ethical leadership and moral voice. *Leadership & Organization Development Journal,* 39(6):775-793.

Afsar, B., Shahjehan, A., Shah, S.I. & Wajid, A. 2019. The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: a case of hotel employees. *International Journal of Intercultural Relations,* 69(1):66-75.

Agarwal, P. 2016. Redefining the organizational citizenship behaviour. *International Journal of Organizational Analysis,* 24(5):956-984.

Aguiar-Quintana, T., Araujo-Cabrera, Y. & Park, S. 2020. The sequential relationships of hotel employees' perceived justice, commitment, and organizational citizenship behaviour in a high unemployment context. *Tourism Management Perspectives,* 35(2):100676.

Ahlin, E.M. 2019. Semi-structured Interviews with expect practitioners: their validity and significant contributions to translational research. *Sage Research Methods Cases Part 2,* SAGE Publications, Ltd., https://doi.org/10.4135/9781526466037

Ahmad, I., Donia, M.B.L., Khan, A. & Waris, M. 2019. Do as I say and do as I do? The mediating role of psychological contract fulfillment in the relationship between ethical leadership and employee extra-role performance. *Personnel Review,* 48(1):98-117.

Ahmad, R., Ahmad, S., Islam, T. & Kaleem, A. 2020a. The nexus of corporate social responsibility (CSR), affective commitment and organisational citizenship behaviour in academia. *Employee Relations: The International Journal,* 42(1):232-247.

Ahmad, S., Fazal-e-hasan, S. & Kaleem, A. 2020b. Is the meaning of ethical leadership constant across cultures? A test of cross-cultural measurement invariance. *International Journal of Manpower,* ahead-of-print (ahead-of-print).

Ahmad, I., and Gao, Y. 2018. Ethical leadership and work Engagement: The roles of psychological empowerment and power distance orientation. *Management Decision*, 56 (9):1991-2005.

Ajlouni, W.M.E., Kaur, G. & Alomari, S.A. 2021. Effective organizational justice and organizational citizenship behavior using fuzzy logic to obtain the optimal relationship. *Qual Manag Health Care,* 30(1):13-20.

Akpan, A.P., Okwudu, A.A. & Imagha, O.A. 2021. Exploring the link between employee relationship management and organisational citizenship behaviour. *Saudi Journal of Economics and Finance,* 5(4):164-172.

Al Fadhal, M., Absah, Y. & Gultom, P. 2021. The effect of employee empowerment, work collectivity, and employee engagement on organizational citizenship behavior of BKPSDM, in Langsa City. *International Journal of Research and Review,* 8(3):692-702.

Al-Ababneh, M.M. 2020. Linking ontology, epistemology and research methodology. *Science & Philosophy,* 8(1):75-91.

Alam, K. 2020. A systematic qualitative case study: questions, data collection, NVivo analysis and saturation*. Qualitative Research in Organizations and Management: An International Journal,* ahead-of-print(ahead-of-print).

Alessandri, G., Filosa, L., Eisenberg, N. & Caprara, G.V. 2021. Within-individual relations of emotional, social, and work self-efficacy beliefs to organizational citizenship behaviors. *Journal of Research in Personality,* 91.

Ali, B.J. & Anwar, G. 2021. Organization citizenship behaviour as a determining factor in business outcome. *International Journal of Rural Development, Environment and Health Research,* 5(2):17-25.

Ali, M.M., Azam, N.I.M. & Ghani, E.K. 2019. The effect of transparency, competency and religiosity on public officers' ethical behaviour. *International Journal of Financial Research,* 10(3):181-193.

Alilyyani, B., Wong, C.A. & Cummings, G. 2018. Antecedents, mediators, and outcomes of authentic leadership in healthcare: A systematic review. *Int J Nurs Stud,* 83:34-64.

Almutairi, Y.M.N. 2020. Leadership self-efficacy and organizational commitment of faculty members: higher education. *Administrative Sciences,* 10(3).

Aloustani, S., Atashzadeh-Shoorideh, F., Zagheri-Tafreshi, M., Nasiri, M., Barkhordari-Sharifabad, M. & Skerrett, V. 2020. Association between ethical leadership, ethical climate

and organizational citizenship behavior from nurses' perspective: a descriptive correlational study. *BMC Nurs,* 19:15-23.

Alshihabat, K. & Atan, T. 2020. The mediating effect of organizational citizenship behavior in the relationship between transformational leadership and corporate social responsibility practices: Middle Eastern example/Jordan. *Sustainability,* 12(10):1-17.

Amah, O.E. 2018. Determining the antecedents and outcomes of servant leadership. *Journal of General Management,* 43(3):126-138.

Amelia, P.R., Wahyuningsih, S.H., and Surwanti, A. 2021. The Mediating Role of Organizational Behavior on the Effect of Passion and Empowerment on Job Performance. Jurnal Manajemen Bisnis, 12(12):127-141.

Amin, M.E.K., Norgaard, L.S., Cavaco, A.M., Witry, M.J., Hillman, L., Cernasev, A. & Desselle, S.P. 2020. Establishing trustworthiness and authenticity in qualitative pharmacy research. *Res Social Adm Pharm,* 16(10):1472-1482.

Amrutha, V.N. & Geetha, S.N. 2020. A systematic review on green human resource management: implications for social sustainability. *Journal of Cleaner Production,* 247.

Anma, A.R., Sidin, A.I., Noor, N.B. 2021. Model of the Influence of Quality of Work Life through Organizational Citizenship Behavior (OCB) on Employee Performance at Stella Maris Hospital, Makassar. *Turkish Journal of Computer and Mathematics Education,* 12(14):285-291.

Aranda, M., Hurtado, M.D. & Topa, G. 2018. Breach of psychological contract and organizational citizenship behaviors in volunteerism: the mediator role of affect and the moderation of volunteers' age. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations,* 29(1):59-70.

Arokiasamy, A.R.A. 2021. Exploring the impact of work engagement, organizational citizenship behaviour, and the moderating role of office design on workplace sustainability in Vietnam. *Turkish Journal of Computer and Mathematics Education,* 12 (13):6977-6993.

Arumi, M., Aldrin, N. & Murti, T. 2019. Effect of organizational culture on organizational citizenship behavior with organizational commitment as a mediator. *International Journal of Research in Business and Social Science,* 8(4):124-132.

Aryati, A.S., Sudiro, A., Hadiwidjaja, D., and Noermijati, N. 2018. The influence of ethical leadership to deviant workplace behaviour mediated by ethical climate and organizational commitment. *International Journal of Law and Management,* 60 (2):233-249.

Ertosun, Ö. G., and Aşçi, M.S. 2021. The Impact of Trust in Leaders on Organizational citizenship behavior of employees. *Journal of International Trade, Logistics and Law,* 7(1):118-129.

Asif, M., Qing, M., Hwang, J., and Shi, H. 2019. Ethical Leadership, Affective Commitment, Work Engagement, and Creativity: Testing a Multiple Mediation Approach. Sustainability,11(4489):1-16.

Aslam, I., Safdar, T. & Shafiq, M. 2018. Does self efficacy moderate the relationship between knowledge sharing and Organizational Citizenship Behavior? (A quantitative Research in Civil Secretariat Quetta). *European Online Journal of Natural and Social Sciences,* 7(3(s)):232-238.

Asrar-ul-Haq, M. & Anwar, S. 2018. The many faces of leadership: proposing research agenda through a review of literature. *Future Business Journal,* 4(2):179-188.

Assarroudi, A., Heshmati Nabavi, F., Armat, M.R., Ebadi, A. & Vaismoradi, M. 2018. Directed qualitative content analysis: the description and elaboration of its underpinning methods and data analysis process. *Journal of Research in Nursing,* 23(1):42-55.

Awuni, M. & Tanko, M.Z. 2019. Organizational citizenship behavior and religiosity at the workplace. *International Journal of Contemporary Research and Review,* 10(05):21501-21514.

Azmi, F.T., Desai, K.D. & Jayakrishnan, K. 2016. Organizational Citizenship Behavior (OCB): a comprehensive literature review. *SUMEDHA Journal of Management,* 5(3):102-117.

Babalola, M.T., Stouten, J., Camps, J. & Euwema, M. 2019. When do ethical leaders become less effective? The moderating role of perceived leader ethical conviction on employee discretionary reactions to ethical leadership. *Journal of Business Ethics,* 154(1):85-102.

Badrinarayanan, V., Ramachandran, I. & Madhavaram, S. 2018. Mirroring the boss: ethical leadership, emulation intentions, and salesperson performance. *Journal of Business Ethics,* 159(3):897-912.

Baloyi, N.D. & De Jongh, D. 2019. Progress towards the implementation of the PRME: Lessons from a South African business school. *South African Journal of Higher Education,* 33(06).

Banks, G.C., Fischer, T., Gooty, J. & Stock, G. 2020. Ethical leadership: mapping the terrain for concept cleanup and a future research agenda. *The Leadership Quarterly*.

Bantha, T. & Sahni, S.P. 2021. The relation of servant leadership with followers' organizational citizenship behaviour (OCB): mediating role of generalized self-efficacy (GSE) and organization–based self-esteem (OBSE). *Industrial and Commercial Training,* 53(4):331-342.

Banwo, A. & Du, J. 2020. When the good outweighs the bad: organizational citizenship behaviour (OCB) in the workplace. *Human Resource Development International,* 23(1):88–97.

Baradarani, S. & Kilic, H. 2018. Service innovation in the hotel industry: culture, behavior, performance. *The Service Industries Journal,* 38(13-14):897-924.

Barrett, D. & Twycross, A. 2018. Data collection in qualitative research. *Evid Based Nurs,* 21(3):63-64.

Bavika, Y.L., Tang, P.K, Shao, R. & Lam, L.W. 2018. Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths. *The Leadership Quarterly,* 29:322-332.

Bayraktar, S. & Jiménez, A. 2020. Self-efficacy as a resource: a moderated mediation model of transformational leadership, extent of change and reactions to change. *Journal of Organizational Change Management,* 33(2):301-317.

Bell, E., Bryman, A. & Harley, B. 2018. *Business research methods.* Oxford University Press.

Belwalkar, S., Vohra, V. & Pandey, A. 2018. The relationship between workplace spirituality, job satisfaction and organizational citizenship behaviors: an empirical study. *Social Responsibility Journal,* 14(2):410-430.

Benuyenah, V. 2021. Theorising an organisational citizenship behaviour model for managerial decision-making: from history to contemporary application. *Management Research Review,* ahead-of-print(ahead-of-print).

Bergen, N. and Labonté, R. 2020. "Everything Is Perfect, and We Have No Problems": Detecting and Limiting Social Desirability Bias in Qualitative Research. *Qualitative Health Research*,30(5):783–792.

Berndt, A.E. 2020. Sampling methods. *J Hum Lact,* 36(2):224-226.

Bezuidenhout, M. 2021. The effect of the economic crisis on pay-performance link in South African state-owned enterprises. *South African Journal of Business Management*, *52*(1), a1747. https://doi.org/10.4102/ sajbm. v52i1.1747.

Birt, L., Scott, S., Cavers, D., Campbell, C. & Walter, F. 2016. Member checking: a tool to enhance trustworthiness or merely a nod to validation? *Qual Health Res,* 26(13):1802-1811.

Bismala, L. 2019. Factors Affecting Organizational Citizenship Behavior: A Literature Review. *ICEMAB 2018*, October 08-09, Medan, Indonesia.

Blondheim, G.F. & Somech, A. 2019. Student organizational citizenship behavior: Nature and structure among students in elementary and middle schools. *Teaching and Teacher Education,* 83:110-119.

Bogler, R., & Somech, A. 2019. Psychological capital, team resources and organizational citizenship behavior. *Journal of Psychology, 153*(8):784-802.

Bohle, S. A. L., & Alonso, A. R. M. 2017. The effect of procedural fairness and supervisor support in the relationship between job insecurity and organizational citizenship behaviour. *Revista Brasileira de Gestão de Negócios*, *19*(65):337-357.

Borry, E.L. 2017. Ethical climate and rule bending: how organizational norms contribute to unintended rule consequences. *Public Administration,* 95(1):78-96.

Braun, V., and Clarke, V. 2006. Using thematic analysis in psychology. *Qualitative Research in Psychology, (3)*77-101. doi:10.1191/1478088706qp063oa.

Brown, M.E., Treviño, L.K. & Harrison, D.A. 2005. Ethical leadership: a social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes,* 97(2):117-134.

Buchan, H., Deno, C.F. & Flynn, L. 2020. Ethical climate and ethical leadership in public accounting firms. *ASBBS Proceedings* (26th Annual Conference):123-130.

Budiastuti, A., Mutiasari, M. & Budiastuti, S. 2020. Effect of demographic factors on organizational citizenship behavior: a study at the private higher education in Purwokerto Province of Central Java. Paper presented at Proceedings of the 2nd International Conference of Business, Accounting and Economics, ICBAE 2020, 5 - 6 August 2020, Purwokerto, Indonesia.

Burch, T.C. & Guarana, C.L. 2014. The comparative influences of transformational leadership and leader-member exchange on follower engagement. *Journal of Leadership Studies,* 8(3):6-25.

Bush, J.T., Welsh, D.T., Baer, M.D. & Waldman, D. 2020. Discouraging unethicality versus encouraging ethicality: unraveling the differential effects of prevention- and promotion-focused ethical leadership. *Personnel Psychology,* 1-29.

Byun, G., Karau, S.J., Dai, Y. & Lee, S. 2018. A three-level examination of the cascading effects of ethical leadership on employee outcomes: a moderated mediation analysis. *Journal of Business Research,* 88:44-53.

Camps, J., Decoster, S. & Stouten, J. 2012. My share is fair, so i don't care. *Journal of Personnel Psychology,* 11(1):49-59.

Carminati, L. 2018. Generalizability in qualitative research: a tale of two traditions. *Qual Health Res,* 28(13):2094-2101.

Carter, C.R., Hatton, M.R., Wu, C., and Chen, X. 2020. Sustainable supply chain management: continuing evolution and future directions. *International Journal of Physical Distribution & Logistics Management*,50(1):122-146.

Castro-González, S., Bande, B. & Fernández-Ferrín, P. 2019. Responsible leadership and salespeople's creativity: the mediating effects of CSR perceptions. *Sustainability,* 11(7):1-17.

Cavus, M.F. & Bicer, M. 2017. Relationship between organizational ethical climate and innovative behavior: an example from Turkey. *International Journal of Academic Research in Business and Social Sciences,* 6(10):117-127.

Cek, K. & Eyupoglu, S. 2020. Does a job satisfaction and organisational citizenship behaviour relationship exist among teachers? *South African Journal of Education,* 40(Supplement 2): S1-S12.

Chaitanya, S.K. & Tripathi, N. 2001. Dimensions of organisational citizenship behaviour. *Indian Journal of Industrial Relations,* 37(2):217-230.

Chandrakala, V. 2020. Organisation citizenship behavior need of the hour for organisations. *UCG Care Group I Journal,* 10(7):1-4.

Cheema, S., Afsar, B. & Javed, F. 2019. Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: the mediating roles of organizational identification and environmental orientation fit. *Corporate Social Responsibility and Environmental Management,* 27(1):9-21.

Chegini, Z., Janati, A., Asghari-Jafarabadi, M. & Khosravizadeh, O. 2019. Organizational commitment, job satisfaction, organizational justice and self-efficacy among nurses. *Nursing Practice Today,* 6(3):86-93.

Chen, A.S.-Y. & Hou, Y.-H. 2016. The effects of ethical leadership, voice behavior and climates for innovation on creativity: a moderated mediation examination. *The Leadership Quarterly,* 27(1):1-13.

Chen, C.-T., Hu, H.-H.S. & King, B. 2018. Shaping the organizational citizenship behavior or workplace deviance: key determining factors in the hospitality workforce. *Journal of Hospitality and Tourism Management,* 35:1-8.

Cheng, J., Bai, H. & Yang, X. 2019. Ethical leadership and internal whistleblowing: a mediated moderation model. *Journal of Business Ethics,* 155(1):115-130.

Chernyak-Hai, L. & Tziner, A. 2021. Attributions of managerial decisions, emotions, and OCB. The moderating role of ethical climate and self-enhancement. *Journal of Work and Organizational Psychology, 37*(1), 36–48. https://doi.org/10.5093/jwop2021a4

Chia, K., Hsu, C., Lin, L., and Tseng, H.H. 2021.The Identification of ideal social media influencers: Integrating the social capital, social exchange, and social learning theories. *Journal of Electronic Commerce Research*, 22, (1):4-21.

Chou, S.Y. & Chang, T. 2021. Feeling capable and worthy? Impact of employee silence on self-concept: mediating role of organizational citizenship behaviors. *Psychol Rep,* 124(1):266-298.

Cloe, K.L., Choong, Y.O. & Tan, L. 2017. The impact of ethical climate on organizational commitment: a study of Malaysian higher learning institutions. *Global Business and Management Research: An International Journal,* 9(1):208-218.

Cobbinah, E., Ntarmah, A.H., Obeng, A.F. & Quansah, P.E. 2020. Organizational commitment and job performance: examining the mediating and moderating roles of organizational citizenship behaviour and leadership styles. *International Journal of Human Resource Studies,* 10(4):93-124.

Connelly, L.M. 2016. Trustworthiness in qualitative research. *MEDSURG Nursing,* 25(6):435-436.

Conroy, S., Henle, C.A., Shore, L. & Stelman, S. 2017. Where there is light, there is dark: a review of the detrimental outcomes of high organizational identification. *Journal of Organizational Behavior,* 38:184-203.

Costa, A.C.R., Demo, G., Coura, K.V., Donia, M.B.L. & FogaÃ§a, N. 2020. Organizational citizenship behaviors: a systematic review and new research possibilities.1-16.

Creswell, J.W. 2013. *Qualitative inquiry and research design*. London: SAGE.

Cuce, H., Ekmekci, O.T. & Guney, S. 2016. The effects of cognition and affect based trust on organization identification. *Journal of Business, Economics and Finance,* 5(1):58-72.

Curcuruto, M. & Griffin, M.A. 2018. Prosocial and proactive “safety citizenship behaviour” (SCB): the mediating role of affective commitment and psychological ownership. *Safety Science,* 104:29-38.

Darby, R. 2015. Leadership development in the Asia-Pacific region. Building capacity in the Indonesia defence environment. *Journal of Management Development,* 34(5):506-523.

Dartey-Baaha, K., Anlesinyab, A. & Lamptey, Y. 2019. Leadership behaviors and organizational citizenship behavior: the mediating role of job involvement. *International Journal of Business Governance and Ethics,* 24(1):75-95.

Das, L. & Mohanty, S. 2021. Organizational citizenship behaviour: a review and research agenda. *Annals of R.S.C.B,* 25(5):4801-4813.

Das, S.C. 2020. Influence of organisational citizenship behaviour (OCB) on organisational effectiveness (OE): experiences of banks in India. *Journal of Strategic Human Resource Management* 9(2):01-10.

Davison, R.M., Ou, C.X.J. & Ng, E. 2020. Inadequate information systems and organizational citizenship behavior. *Information & Management,* 57(6).

De Geus, C.J.C., Ingrams, A., Tummers, L. & Pandey, S.K. 2020. Organizational citizenship behaviour in the public sector: a systematic literature review and future research agenda. *Public Administration Review,* 80(2):259-270.

De Massis, A. & Kotlar, J. 2014. The case study method in family business research: guidelines for qualitative scholarship. *Journal of Family Business Strategy,* 5(1):15-29.

De Roeck, K. & Farooq, O. 2018. Corporate social responsibility and ethical leadership: investigating their interactive effect on employees' socially responsible behaviors. *Journal of Business Ethics,* 151(4):923-939.

Delgado, M.M. & Sulloway, F.J. 2017. Attributes of conscientiousness throughout the animal kingdom: an empirical and evolutionary overview. *Psychol Bull,* 143(8):823-867.

Demir, S. 2019. The Relationship Between Ethical Climate and Organizational Citizenship Behaviour: The Mediating Role of Job Satisfaction *Kastamonu Education Journal,* 27(5):1991-2000.

Demirel, Y., Elhusadi, I., & Alhasadi, A. 2018. The Relationship between Organizational Citizenship Behavior and Organizational Factors. *International Journal of Business and Management Invention (IJBMI),* 7(3):27-39.

Demirtas, O., Hannah, S.T., Gok, K., Arslan, A. & Capar, N. 2017. The moderated influence of ethical leadership, via meaningful work, on followers' engagement, organizational identification, and envy. *Journal of Business Ethics,* 145(1):183-199.

Den Hartog, D.N. 2015. Ethical leadership. Annual Review of Organizational Psychology and Organizational Behavior, 2(1):409-434.

Denton, T. 2007. Unit of observation in cross-cultural research implications for sampling and aggregated data analysis. *Cross-Cultural Research,* 41(1):3-31.

Di Stefano, G., Scrima, F. & Parry, E. 2019. The effect of organizational culture on deviant behaviors in the workplace. *The International Journal of Human Resource Management,* 30(17):2482-2503.

Dirican, A.H. & Erdil, O. 2016. An exploration of academic staff's organizational citizenship behavior and counterproductive work behavior in relation to demographic characteristics. *Procedia - Social and Behavioral Sciences,* 235:351-360.

Distaso, M. 2020. Assessing stress outcomes of interpersonal helping: an application of hindrance stress appraisals. *Electronic Theses and Dissertations,* 35:1-60.

Donia, M.B.L., Johns, G., Raja, U. & Khalil Ben Ayed, A. 2018b. Getting credit for OCBs: potential costs of being a good actor vs. a good soldier. *European Journal of Work and Organizational Psychology,* 27(2):188-203.

Donia, M.B.L., O'Neill, T.A. & Brutus, S. 2018a. The longitudinal effects of peer feedback in the development and transfer of student teamwork skills. *Learning and Individual Differences,* 61:87-98.

Dooley, E. 2020. An Ethnographic Look into Farmer Discussion Groups through the Lens of Social Learning Theory. *Sustainability*, (12)7808.

Drach-Zahavy, A. & Srulovici, E. 2019. The personality profile of the accountable nurse and missed nursing care. *J Adv Nurs,* 75(2):368-379.

Duan, S., Liu, Z. & Che, H. 2018. Mediating influences of ethical leadership on employee creativity. *Social Behavior and Personality: an international journal,* 46(2):323-337.

Dust, S.B., Resick, C.J., Margolis, J.A., Mawritz, M.B. & Greenbaum, R.L. 2018. Ethical leadership and employee success: examining the roles of psychological empowerment and emotional exhaustion. *The Leadership Quarterly,* 29(5):570-583.

Dzwigo, H. 2020. Methodological and empirical platform of triangulation in strategic management. *Academy of Strategic Management,* 19(4):1-9.

Eguma, M.O. & Gabriel, J.M.O. 2021. Physical workplace environment and organizational citizenship behaviour in construction companies operating in Rivers State. *International Journal of Management Sciences,* 9(1):82-92.

Engelbrecht, A.S., Heine, G. & Mahembe, B. 2017. Integrity, ethical leadership, trust and work engagement. *Leadership & Organization Development Journal,* 38(3):368-379.

Ertosun, Ö.G. & Aşçi, M.S. 2021. The impact of trust in leaders on organizational citizenship behavior of employees. *Journal of International Trade, Logistics and Law,* 17(1):118-129.

Eva, N., Newman, A., Miao, Q., Wang, D. & Cooper, B. 2018. Antecedents of duty orientation and follower work behavior: the interactive effects of perceived organizational support and ethical leadership. *Journal of Business Ethics,* 161(3):627-639.

Eva, N., Newman, A., Zhou, A.J. & Zhou, S.S. 2020. The relationship between ethical leadership and employees' internal and external community citizenship behaviors. *Personnel Review,* 49(2):636-652.

Evans, C. 2018. Analysing semi-structured interviews using thematic analysis: exploring voluntary civic participation among adults. *Sage Research Methods Datasets,* 1-6.

Eyupoglu, S.Z. 2016. The organizational citizenship behaviour of academic staff in North Cyprus. *Procedia Economics and Finance,* 39:701-704.

Farid, T., Iqbal, S., Asif Khan, A., Ma, J., Khattak, A. 4 and Ud Din, M.N. 2020. The Impact of Authentic Leadership on Organizational Citizenship Behaviors: The Mediating Role of Affective- and Cognitive-Based Trust. *Front. Psychol*, (11):1975.

Farquhar, J., Michels, N. & Robson, J. 2020. Triangulation in industrial qualitative case study research: widening the scope. *Industrial Marketing Management,* 87:160-170.

Farris, D. 2018. Organisational citizenship behaviour in university administrative committees. *Journal of Higher Education Policy and Management,* 40(3):224-238.

Farrugia, B. 2019. WASP (write a scientific paper): sampling in qualitative research. *Early Hum Dev,* 133:69-71.

Fehr, R., Yam, K.C. & Dang, C. 2015. Moralized leadership: the construction and consequences of ethical leader perceptions. *Academy of Management Review,* 40(2):182-209.

Ferman, O.I. 2021.The impact of corporate social responsibility on organizational citizenship behaviour, work engagement, and job embeddedness. *International Journal of Sustainable Entrepreneurship and Corporate Social Responsibility*, 6 (1):19-29.

Fiernaningsih, N., Nimran, U., Raharjo, K. & Arifin, Z. 2019. The role of supervisory support and life balance work in increasing organizational citizenship behavior: study at hotel employees in Malang. *Journal of Public Administration Studies,* 4(2):76-84.

Flavian, C., Guinalíu, M. & Jordan, P. 2019. Antecedents and consequences of trust on a virtual team leader. *European Journal of Management and Business Economics,* 28(1):2-24.

Francis, JJ., Johnston, M., Robertson, C., Glidewell, L., Entwistle, V., Eccles, M.P., and Grimshaw, J.M. 2010. What is an adequate sample size? Operationalising data saturation for theory-based interview studies. *Psychology & Health*, 25(10): 1229-1245.

Frisch, C., and Huppenbauer, M. 2014. New insights into ethical leadership: A qualitative investigation of the experiences of executive ethical leaders. *Journal of Business Ethics, 123*(1):23–43.

Fritz, C. & Van Knippenberg, D. 2017. Gender and leadership aspiration: the impact of organizational identification. *Leadership & Organization Development Journal,* 38(8):1018-1037.

Fu, J., Long, Y., He, Q. & Liu, Y. 2020. Can ethical leadership improve employees' well-being at work? Another side of ethical leadership based on organizational citizenship anxiety. *Front Psychol,* 11:1478.

Gahlawat, N. & Kundu, S.C. 2020. Unravelling the relationship between high-involvement work practices and organizational citizenship behaviour: a sequential mediation approach. *South Asian Journal of Human Resources Management,* 7(2):165-188.

Gamarra, M.P. & Girotto, M. 2020. Ethical behavior in leadership: a bibliometric review of the last three decades. *Ethics & Behavior*:1-23.

Gan, J.L. & Yusof, H.M. 2020. A global research trend on organizational citizenship behaviour: a bibliometric analysis. *Sustainable Business and Society in Emerging Economies,* 2(1):55-71.

Gao, W. 2019. Gender and Organizational citizenship behaviour. Advances in Social Science, Education and Humanities Research, 5th International Symposium on Social Science, 415:25-29.

Gao, Y., and He, W. 2017. Corporate social responsibility and employee organizational citizenship behaviour. *Management Decision*, 55(2): 294-309.

Gerpott, F.H., Van Quaquebeke, N., Schlamp, S. & Voelpel, S.C. 2019. An identity perspective on ethical leadership to explain organizational citizenship behavior: the interplay of follower moral identity and leader group prototypicality. *Journal of Business Ethics,* 156(4):1063-1078.

Gill, S.L. 2020. Qualitative sampling methods. *Journal of Human Lactation,* 36(4):1-3.

Ghani, B., and Rasheed, K. 2020. The HR Practices and Organizational Citizenship Behavior. *International Journal of Management Sciences and Business Research*, 9(1)43-52.

Gok, K., Sumanth, J.J., Bommer, W.H., Demirtas, O., Arslan, A., Eberhard, J., Ozdemir, A.I. & Yigit, A. 2017. You may not reap what you sow: how employees' moral awareness minimizes ethical leadership's positive impact on workplace deviance. *Journal of Business Ethics,* 146(2):257-277.

Gorsira, M., Steg, L., Denkers, A. & Huisman, W. 2018. Corruption in organizations: ethical climate and individual motives. *Administrative Sciences,* 8(1):1-19.

Goswami, M., Agrawal, R.K. & Goswami, A.K. 2021. Ethical leadership in organizations: evidence from the field. *International Journal of Ethics and Systems,* 37(1):122-144.

Graham, G.L. 2020. The leadership gap: supporting front line leaders in cancer care. *Journal of Medical Imaging and Radiation Sciences*, 51:54-61.

Grobler, A. & Holtzhausen, M.M.E. 2018. Supervisory trust to be earned: the role of ethical leadership mediated by person-organisational fit. *South African Journal of Economic and Management Sciences,* 21(1): a1920-a1930.

Grogan, S. & Mechan, J. 2017. Body image after mastectomy: a thematic analysis of younger women's written accounts. *J Health Psychol,* 22(11):1480-1490.

Grogan, S., Turley, E. & Cole, J. 2018. 'So many women suffer in silence': a thematic analysis of women's written accounts of coping with endometriosis. *Psychol Health,* 33(11):1364-1378.

Guan, X. & Frenkel, S. 2018. How HR practice, work engagement and job crafting influence employee performance. *Chinese Management Studies,* 12(3):591-607.

Guba, E. G., & Lincoln, Y. S. 1981. Effective evaluation: Improving the usefulness of evaluation results through responsive and naturalistic approaches. San Francisco, CA: Jossey-Bass.

Guerrero, S., Lapalme, M.-È., Herrbach, O. & Séguin, M. 2017. Board member monitoring behaviors in credit unions: the role of conscientiousness and identification with shareholders. *Corporate Governance: An International Review,* 25(2):134-144.

Guest, G., Namey, E. & McKenna, K. 2017. How many focus groups are enough? Building an evidence base for nonprobability sample sizes. *Field Methods,* 29(1):3-22.

Gumusluoglu, L., Karakitapoğlu-Aygün, Z. & Hu, C. 2019. Angels and devils? How do benevolent and authoritarian leaders differ in shaping ethical climate via justice perceptions across cultures? *Business Ethics: A European Review,* 29(2):388-402.

Gupta, M., Shaheen, M. & Reddy, P.K. 2017. Impact of psychological capital on organizational citizenship behavior. *Journal of Management Development,* 36(7):973-983.

Gustafsson, J. 2017. Single case studies vs. multiple case studies: A comparative study (Literature review). Retrieved from: http://hh.diva-portal.org/smash/get/diva2: 1064378/FULLTEXT01. pdf

Hackett, R.D., Wang, A.-C., Chen, Z., Cheng, B.-S. & Farh, J.-L. 2018. Transformational leadership and organisational citizenship behaviour: a moderated mediation model of leader-member-exchange and subordinates' gender. *Applied Psychology,* 67(4):617-644.

Hadi, F.S. & Yulianti, P. 2019. The paradoxical effect of perceived organizational politics and organizational citizenship behaviour. *Jurnal Dinamika Manajemen,* 10(1):68-80.

Hagaman, A.K. & Wutich, A. 2017. How many interviews are enough to identify metathemes in multisited and cross-cultural research? Another perspective on Guest, Bunce, and Johnson's (2006) landmark study. *Field Methods,* 29(1):23-41.

Halbusi., H.A., Williams., K.A., Ramayah., T., Aldieri., L., and Vinci., C.P. 2021.Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person–organization fit. *Personnel Review,*50(1):159-185.

Hamdi, S., Jameel, A., Massoudi, A. & Ahmad, A.R. 2021. *Leadership styles and organizational citizenship behaviour in secondary schools*. Paper presented at 3rd International Conference on Administrative & Financial Sciences:252-258.

Hancock, D.R., and Algozzine, B. 2006. Doing Case Study Research: A Practical Guide for Beginning Researchers. New York, NY: Teachers College Press.

Handayani, N.P. 2018. Transformational leadership and employee engagement as a determinant of organizational citizenship behavior: case study on youth non-profit organization. *International Journal of Social Science and Humanity*:59-64.

Heale, R. & Twycross, A. 2018. What is a case study? *Evid Based Nurs,* 21(1):7-8.

Hendijani Fard, M., Asadi Damavandi, A., Mahdilouytazehkandi, A. & Asharin, M. 2020. Leadership and followers' organizational citizenship behaviour from the Islamic perspective (OCBIP). *Journal of Islamic Marketing,* ahead-of-print(ahead-of-print).

Hennik, M.M., Kaiser, B.N., and Weber, M.B. 2019. What influences saturation? Estimating sample sizes in focus group research. *Quality Health Research*, 29(10):1483-1496.

Herlina, M.G., Saputra, N., Darjat, S. & Syahchari, D.H. 2020. Fine-tuning organizational citizenship behaviour and knowledge management behaviour in the higher education. *2020 International Conference on Information Management and Technology*:17-22.

Hermawan, H., Thamrin, H.M. & Susilo, P. 2020. Organizational citizenship behavior and performance: the role of employee engagement. *The Journal of Asian Finance, Economics and Business,* 7(12):1089-1097.

Ho, C.M. & Oladinrin, O.T. 2019. A paradigm shift in the implementation of ethics codes in construction organizations in Hong Kong: towards an ethical behaviour. *Sci Eng Ethics,* 25(2):559-581.

Hoch, J.E., Bommer, W.H., Dulebohn, J.H. & Wu, D. 2018. Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management,* 44(2):501-529.

Hongbo, L., Waqas, M., Tariq, H., Yahya, F., Marfoh, J., Ali, A. & Ali, S.M. 2021. Cost of serving others: a moderated mediation model of OCB, ego depletion, and service sabotage. *Frontiers in Psychology,* 12:1-13.

Huang, L. & Paterson, T.A. 2017. Group ethical voice. *Journal of Management,* 43(4):1157-1184.

Huang, N., Qiu, S., Yang, S., and Deng, R. 2020. Ethical Leadership and Organizational Citizenship Behavior: Mediation of Trust and Psychological Well- Being, *Psychology Research and Behavior Management,* (14):655-664.

Huels, B. 2019. Neuroticism, agreeableness, and conscientiousness and the relationship with individual taxpayer compliance behavior. *Journal of Accounting and Finance,* 19(4):181-193.

Hurley, F. 2020.The Organizational Citizenship Behavior in Hotel Industries The situation and motivate strategies. *Leadership and Organizational Behavior,* 1-13.

Ilies, R., Spitzmuller, M., Fulmer, I.S. and Johnson, M.D. 2009. Personality and citizenship behavior: the mediating role of job satisfaction. *Journal of Applied Psychology*, 94(4):945-959.

Indarti, S., Solimun., Fernandes, A.A.R., and Hakim, W. The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance. *Journal of Management Development,* 36(10):1283-1293.

Ingrams, A. 2020. Organizational citizenship behavior in the public and private sectors: a multilevel test of public service motivation and traditional antecedents. *Review of Public Personnel Administration,* 40(2):222-244.

Ingusci, E., Callea, A., Cortese, C.G., Zito, M., Borgogni, L., Cenciotti, R., Colombo, L., Signore, F., Ciavolino, E. & Demerouti, E. 2019. Self-efficacy and work performance: the role of job crafting in middle-age workers. *International Journal of Business and Society,* 20(2):533-551.

Irmawati, B. & Retnawati, B.B. 2018. Differences in OCB-I and OCB-O based on Gender: A Case of Insurance Agents in Indonesia. *The 2018 International Conference of Organizational Innovation,* 2018.

Işık, A. 2021. Factors affecting the organisational citizenship behaviour of English language teachers. *English Teaching,* 76(1):125-151.

Islam, T., Khan, M.M., Ahmed, I. & Mahmood, K. 2020. Promoting in-role and extra-role green behavior through ethical leadership: mediating role of green HRM and moderating role of individual green values. *International Journal of Manpower,* ahead-of-print(ahead-of-print).

Ismail, M. & Baki, N.U. 2017. Organizational factors of justice and culture leading to organizational identification in merger and acquisition. *European Journal of Training and Development,* 41(8):687-704.

Ismail, N., Kinchin, G. & Edwards, J.-A. 2018. Pilot study, does it really matter? Learning lessons from conducting a pilot study for a qualitative PhD thesis. *International Journal of Social Science Research,* 6(1):1-17.

Iuan, Y.C.R. & Mohamed, A.B.Z. 2020. Conceptual paper on the causal effects of individual differences on expatriate effectiveness in Malaysia. *Humanities & Social Sciences Reviews,* 8(1):280-294.

Jaiswal, D. & Dhar, R.L. 2017. Impact of human resources practices on employee creativity in the hotel industry: the impact of job autonomy. *Journal of Human Resources in Hospitality & Tourism,* 16(1):1-21.

Javadi, M. & Zarea, K. 2016. Understanding thematic analysis and its pitfall. *Journal of Client Care,* 1(1).

Jhamb, A. 2019. Organisational citizenship behaviour: a literature survey of its dimensions and antecedents. *Zenith International Journal of Multidisciplinary Research,* 9(2):357-364.

Johnson, J.L., Adkins, D. & Chauvin, S.2020. Qualitative research in pharmacy education: a review of the quality indicators of rigor in qualitative research. *American Journal of Pharmaceutical Education*, 84 (1):138-146.

Jonsen, K. & Jehn, K.A. 2009. Using triangulation to validate themes in qualitative studies. *Qualitative Research in Organizations and Management: An International Journal,* 4(2):123-150.

Joo, B.-K. & Jo, S.J. 2017. The effects of perceived authentic leadership and core self-evaluations on organizational citizenship behavior. *Leadership & Organization Development Journal,* 38(3):463-481.

Julious, S.A. 2005. Sample size of 12 per group rule of thumb for a pilot study. *Pharmaceutical Statistics,* 4(4):287-291.

Kaffashpoor, A. & Sadeghian, S. 2020. The effect of ethical leadership on subjective wellbeing, given the moderator job satisfaction (a case study of private hospitals in Mashhad). *BMC Nurs,* 19(1):111.

Kang, F. & Zhang, H. 2020. Ethical leadership and newcomer adjustment: examining a moderated mediation model. *Leadership & Organization Development Journal,* 41(8):1053-1068.

Kao, R.-H. 2017. Task-oriented work characteristics, self-efficacy, and service-oriented organizational citizenship behavior. *Personnel Review,* 46(4):718-739.

Kaptein, M. 2019. The moral entrepreneur: a new component of ethical leadership. *Journal of Business Ethics,* 156(4):1135-1150.

Kartika. E.W. & Pienata, C.2020. The role of organizational commitment on organizational citizenship behaviour in hotel industry. *Journal of Management*, XXIV (03): 373-391.

Kartono, K., Astuti, R.P., and Febriyani, L. 2019. Motivation and Job Satisfaction Impact on Organizational Citizenship Behavior. *Advances in Economics, Business and Management Research,* 123:91-95.

Karunaa, A. & Arunab, D. 2021. Impact of job satisfaction on organizational citizenship behaviour mediated by organizational commitment in public sector banks. *Turkish Journal of Computer and Mathematics Education,* 12(5):1609-1615.

Kaur, K. & Randhawa, G. 2021. Exploring the influence of supportive supervisors on organisational citizenship behaviours: linking theory to practice. *IIMB Management Review,* 33(2):156-165.

Kaya, C. & Baskaya, R. 2016. The roles of organizational and ethical climate on individual performance of employees. *Business Management Dynamics,*5(8):27-38.

Keck, N., Giessner, S.R., Van Quaquebeke, N., and Kruijff, E. 2020. When do Followers Perceive Their Leaders as Ethical? A Relational Models Perspective of Normatively Appropriate Conduct. *Journal of Business Ethics*, (164):477–493.

Khan, M.A., Ismail, F.B., Hussain, A., and Alghazali, B. 2020. The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *SAGE Open,*1–16.DOI: 10.1177/2158244019898264

Khan, N.U., Wu, W., Saufi, R.B.A., Sabri, N.A.A. & Shah, A.A. 2021. Antecedents of sustainable performance in manufacturing organizations: a structural equation modeling approach. *Sustainability,* 13(2).

Kia, N., Halvorsen, B., and Bartram, T. 2019. Ethical leadership and employee in-role performance: The mediating roles of organizational identification, customer orientation, service climate, and ethical climate. *Personnel Review,* 48(7):1716-1733.

Kiani, M.S. & Baharmi, S. 2020. The effect of total quality management on job satisfaction, affective commitment, and organizational citizenship behavior of employees in the ministry of youth affairs and sports. *New Approaches in Sport Sciences,* 2(3):129-144.

Kiger, M.E. & Varpio, L. (2020): Thematic analysis of qualitative data: AMEE Guide No. 131, *Medical Teacher*, DOI: 10.1080/0142159X.2020.1755030

Kim, D. & Vandenberghe, C. 2020. Ethical leadership and team ethical voice and citizenship behavior in the military: the roles of team moral efficacy and ethical climate. *Group & Organization Management,* 45(4):514-555.

Kim, S.-H., Childs, M. & Williams, J. 2019. The effects of outdoor experiential training on part-time student employees' organizational citizenship behavior. *Journal of Hospitality and Tourism Management,* 41:90-100.

Kim, Y.J., Kim, W.G., Choi, H.-M. & Phetvaroon, K. 2019. The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management,* 76:83-93.

Ko, C., Ma, J., Bartnik, R., Haney, M.H. & Kang, M. 2017. Ethical leadership: an integrative review and future research agenda. *Ethics & Behavior,* 28(2):104-132.

Ko, S., Moon, T. & Hur, W. 2018. Bridging service employees' perceptions of CSR and organizational citizenship behavior: the moderated mediation effects of personal traits. *Curr Psychology,* 37:816–831.

Korstjens, I. & Moser, A. 2018. Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *Eur J Gen Pract,* 24(1):120-124.

Koutroubas, V., and Galanakis, M.2022. Bandura's Social Learning Theory and Its Importance in the Organizational Psychology Context. *Psychology Research*,12(6):315-322.

Krisharyuli, M., Himam, F. & Ramdani, Z. 2020. Ethical leadership: conceptualization and measurement. *Journal of Leadership in Organizations,* 2(1):1-17.

Kruger, L.J., Rodgers, R.F., Long, S.J. & Lowy, A.S. 2018. Individual interviews or focus groups? Interview format and women's self-disclosure. *International Journal of Social Research Methodology,* 22(3):245-255.

Kuenzi, M., Mayer, D.M. & Greenbaum, R.L. 2020. Creating an ethical organizational environment: the relationship between ethical leadership, ethical organizational climate, and unethical behavior. *Personnel Psychology,* 73(1):43-71.

Kumar, R. 2014. Research Methodology: A Step-by-Step Guide for Beginners. 4th Edition, SAGE Publications Ltd., London.

Latta, G.F. & Clottey, E.N. 2020. Ethical leadership: understanding ethical failures and researching consequences for practice: Priority 8 of the National Leadership Education Research Agenda 2020–2025. *Journal of Leadership Studies,* 14(3):82-89.

Lavy, S. 2019. Daily dynamics of teachers' organizational citizenship behavior: social and emotional antecedents and outcomes. *Front Psychol,* 10:2863.

Lavy, S., & Littman-Ovadia, H. 2017. My Better Self: Using Strengths at Work and Work Productivity, Organizational Citizenship Behaviour, and Satisfaction. *Journal of Career Development*, 44(2):95–109.

Leckner, S., and Severson, P. 2019. Exploring the Meaning Problem of Big and Small Data Through Digital Method Triangulation. *Nordicom Review,* 40(1):79-94.

Le, L.H., and Hancer, M. 2021. Using social learning theory in examining YouTube viewers' desire to imitate travel vloggers. *Journal of Hospitality and Tourism Technology*, 12(3):512-532

Lee, D., Choi, Y., Youn, S. & Chun, J.U. 2017. Ethical leadership and employee moral voice: the mediating role of moral efficacy and the moderating role of leader–follower value congruence. *Journal of Business Ethics,* 141(1):47-57.

Lee, J., Cho, J., Baek, Y., Pillai, R. & Oh, S.H. 2019. Does ethical leadership predict follower outcomes above and beyond the full-range leadership model and authentic leadership? an organizational commitment perspective. *Asia Pacific Journal of Management,* 36(3):821-847.

Lee, K. 2016. Ethical leadership and followers' taking charge: trust in, and identification with, leader as mediators. *Social Behavior and Personality: an international journal,* 44(11):1793-1802.

Lee, S. & Dalal, R.S. 2016. Climate as situational strength: safety climate strength as a cross-level moderator of the relationship between conscientiousness and safety behaviour. *European Journal of Work and Organizational Psychology,* 25(1):120-132.

Lee, S.H.N. & Ha-Brookshire, J. 2018. The effect of ethical climate and employees' organizational citizenship behavior on U.S. fashion retail organizations' sustainability performance. *Corporate Social Responsibility and Environmental Management,* 25(5):939-947.

Lekgothoane, P.J., Maleka, M.J., and Worku, Z. 2020. Exploring organizational culture at a state-owned enterprise in South Africa: A process approach. *Problems and Perspectives in Management*, 18(2), 431-440. doi:10.21511/ppm.18(2).2020.35.

Lester, J.N., Cho, Y. & Lochmiller, C.R. 2020. Learning to do qualitative data analysis: a starting point. *Human Resources Development Review,* 19(1):94-106.

Li, C. & Bao, Y. 2020. Ethical leadership and positive work behaviors: a conditional process model. *Journal of Managerial Psychology,* 35(3):155-168.

Lin, W.L., Yip, N., Ho, J.A. & Sambasivan, M. 2020. The adoption of technological innovations in a B2B context and its impact on firm performance: an ethical leadership perspective. *Industrial Marketing Management*, https://doi.org/10.1016/j.indmarman.2019.12.009.

Liu, H., Chiang, J.T., Fehr, R., Xu, M. & Wang, S. 2017. How do leaders react when treated unfairly? Leader narcissism and self-interested behavior in response to unfair treatment. *J Appl Psychol,* 102(11):1590-1599.

Liu, Y., Zhao, S., Li, R., Lulu Zhou, L. & Tian, F. 2018. The relationship between organizational identification and internal whistle-blowing: the joint moderating effects of perceived ethical climate and proactive personality. *Rev Manag Sci,* 12:113-134.

Lo Presti, A., Manuti, A. & Briscoe, J.P. 2019. Organizational citizenship behaviors in the era of changing employment patterns. *Career Development International,* 24(2):127-145.

López-Cabarcos, M.Á., Vázquez-Rodríguez, P., Piñeiro-Chousa, J. & Caby, J. 2020. The role of bullying in the development of organizational citizenship behaviors. *Journal of Business Research,* 115:272-280.

Ma, E., Qu, H., Wei, X. & Hsiao, A. 2018. Conceptualization and operationalization of an altruistic and egoistic continuum of organizational citizenship behavior motivations. *Journal of Hospitality & Tourism Research,* 42(5):740-771.

Ma, Z., Long, L., Zhang, Y., Zhang, J. & Lam, C.K. 2017. Why do high-performance human resource practices matter for team creativity? The mediating role of collective efficacy and knowledge sharing. *Asia Pacific Journal of Management,* 34(3):565-586.

Magalhães, A., Santos, N.R. & Pais, L. 2019. Multi-source research designs on ethical leadership: a literature review. *Business and Society Review,* 124(3):345-364.

Maguire, M. & Delahunt, B. 2017. Doing a thematic analysis: a practical, step-by-step guide for learning and teaching scholars. *All Ireland Journal of Teaching and Learning in Higher Education,* 8(3):3351-33514.

Majumdar, A. 2019. Thematic analysis in qualitative research. *Qualitative Techniques for Workplace Data Analysis.*

Maksum, I., Handoko, T.H. & Fikriah, N.L. 2020. Group cohesiveness on performance: mediating effect of collective organization citizenship behavior. *Jurnal Manajemen,* XXIV(3):443-459.

Margahana, H. 2020. The role of organizational citizenship behavior (OCB) towards growth and development of the company. *International Journal of Economics, Business and Accounting Research,* 4(2):303-309.

Marimuthu, F. 2020. Government assistance to state-owned enterprises: A hindrance to financial performance. *Investment Management and Financial Innovations*, 17(2), 40-50. doi:10.21511/imfi.17(2).2020.04.

Masood, S., Siddiqui, G.K., Lodhi, H. & Shahbaz, H. 2020. Effect of leadership styles on organizational citizenship behavior and employee turnover intention. *Journal of Accounting and Finance in Emerging Economies,* 6(2):487-495.

Massoudi, A.H., Ahmad, A.R. & Jameel, A.S. 2020. Stimulating organizational citizenship behavior by applying organizational commitment and satisfaction. *International Journal of social Sciences and Economic Review,* 2(2):20-27.

Mayer, D.M., Aquino, K., Greenbaum, R.L. & Kuenzi, M. 2012. Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal,* 55(1):151-171.

Mekonnen, M. & Zewude, S. 2021. Effect of strategic human resource management practice on organization citizenship behaviors: study on Commercial Bank of Ethiopia Jimma District. *International Journal of Innovative Science and Research Technology,* 6(3):7-20.

Meleady, R. & Crisp, R.J. 2017. Take it to the top: imagined interactions with leaders elevates organizational identification. *The Leadership Quarterly,* 28:621-638.

Men, C., Fong, P.S.W., Huo, W., Zhong, J., Jia, R., and Luo, J. 2020. Ethical Leadership and Knowledge Hiding: A Moderated Mediation Model of Psychological Safety and Mastery Climate. *Journal of Business Ethics*, (166):461–472.

Meynhardt, T., Brieger, S.A., and Hermann, C. 2018. Organizational public value and employee life satisfaction: the mediating roles of work engagement and organizational citizenship behavior. *The International Journal of Human Resource Management,* 1-35.

Miao, C., Humphrey, R.H. & Qian, S. 2018. A cross-cultural meta-analysis of how leader emotional intelligence influences subordinate task performance and organizational citizenship behavior. *Journal of World Business,* 53(4):463-474.

Miao, Q., Eva, N., Newman, A., Nielsen, I. & Herbert, K. 2019. Ethical leadership and unethical pro-organisational behaviour: the mediating mechanism of reflective moral attentiveness. *Applied Psychology, doi: 10.1111/apps.12210*.

Michel, J.W. 2017. Antecedents of organizational citizenship behaviors: examining the incremental validity of self-interest and prosocial motives. *Journal of Leadership & Organizational Studies,* 24(3):385-400.

Milton, S.A., Sinclair, M.M. & Vakalahi, H.O. 2016. Organizational identification: perspectives of dispersed social workers. *Advances In Social Work,* 17(2):285-303.

Mitropoulou, E.M., Tsaousis, I., Xanthopoulou, D. & Petrides, K.V. 2019. Development and psychometric evaluation of the Questionnaire of Ethical Leadership (QueL). *European Journal of Psychological Assessment*: Advance online publication. http://dx.doi.org/10.1027/1015-5759/a000533.

Mo, S., Ling, C.-D. & Xie, X.-Y. 2019. The curvilinear relationship between ethical leadership and team creativity: the moderating role of team faultlines. *Journal of Business Ethics,* 154(1):229-242.

Mohajan, H.K. 2018. Qualitative research methodology. *Journal of Economic Development, Environment and People,* 7(1):23-49.

Montani, F. & Dagenais-Desmarais, V. 2018. Unravelling the relationship between role overload and organizational citizenship behaviour: a test of mediating and moderating effects. *European Management Journal,* 36(6):757-768.

Moon, M.D. 2019. Triangulation: a method to increase validity, reliability, and legitimation in clinical research. *J Emerg Nurs,* 45(1):103-105.

Mostafa, A.M.S. & Abed El-Motalib, E.A. 2020. Ethical leadership, work meaningfulness, and work engagement in the public sector. *Review of Public Personnel Administration,* 40(1):112-131.

Mostafa, A.M.S. 2017. High-performance HR practices, positive affect and employee outcomes. *Journal of Managerial Psychology,* 32(2):163-176.

Mostert, E. 2018. An alternative approach for socio-hydrology: case study research. *Hydrology and Earth System Sciences,* 22(1):317-329.

Mulki, J. & Lassk, F.G. 2019. Joint impact of ethical climate and external work locus of control on job meaningfulness. *Journal of Business Research,* 99:46-56.

Munawir, M., Raharjo, K., Djalil, M.A., Syahputra, H., Muslim, B. & Adam, M. 2019. Dimensions of identity strength and organizational citizenship behavior (OCB) in establishing good university governance and performance of religious ideology-based higher educations. *Journal of Applied Research in Higher Education,* 11(2):250-272.

Murtezaj, D. & Ahmeti, A. 2021. The impact of transformational leadership on organizational citizenship behavior (OCB) in the workplace: case study at the Recycling Company Rec-Kos, Kosovo. *Thesis,* 10(1):93-110.

Mutize, M., and Tefera, E. 2020. The Governance of State-Owned Enterprises in Africa: An Analysis of Selected Cases. Journal of Economics and Behavioral Studies,12(2):9-16.

Na-Nan, K., Kanthong, S., Joungtrakul, J. & Smith, I.D. 2020. Mediating effects of job satisfaction and organizational commitment between problems with performance appraisal and organizational citizenship behavior. *Journal of Open Innovation: Technology, Market, and Complexity,* 6(3).

Naeem, R.M., Weng, Q., Hameed, Z. & Rasheed, M.I. 2019. Ethical leadership and work engagement: a moderated mediation model. *Ethics & Behavior,* 30(1):63-82.

Nam, T.T. & Thoa, N.T. 2021. Impacts of passion with job, perceived justice on OCB and creative behaviors. *Ho Chi Minh City Open University Journal of Science* 11(1):94-108.

Narzary, G. & Palo, S. 2020. Structural empowerment and organizational citizenship behaviour: the mediating–moderating effect of job satisfaction. *Personnel Review*, DOI 10.1108/PR-11-2019-0632

Nassif, A.G., Hackett, R.D. & Wang, G. 2020. Ethical, virtuous, and charismatic leadership: an examination of differential relationships with follower and leader outcomes. *Journal of Business Ethics,* https://doi.org/10.1007/s10551-020-04491-8.

Natow, R.S. 2019. The use of triangulation in qualitative studies employing elite interviews. *Qualitative Research,* 20(2):160-173.

Nemr, M.A.A., & Liu, Y. 2021. The impact of ethical leadership on organizational citizenship behaviors: Moderating role of organizational cynicism. *Cogent Business & Management,* 8(1):1-14.

Ning, N.I. & Zhaoyi, L. 2017. Psychological contract breach, organizational disidentification, and employees' unethical behavior: organizational ethical climate as moderator. *Social Behavior and Personality: An International Journal,* 45(9):1409-1424.

Noble, H. & Heale, R. 2019. Triangulation in research, with examples. *Evid Based Nurs,* 22(3):67-68.

Novianti, K.R. 2021. Does organizational commitment matter? Linking transformational leadership with organizational citizenship behavior (OCB). *Jurnal Aplikasi Manajemen,* 19(2):335-345.

Nowell, L.S., Norris, J.M., White, D.E. & Moules, N.J. 2017. Thematic analysis. *International Journal of Qualitative Methods,* 16(1).

Neuman, W.L. 2011. Social Research Methods: Qualitative and Quantitative Approaches. 7th Edition, Pearson, Boston.

O'Neil, S. & Koekemoer, E. 2016. Two decades of qualitative research in Psychology, Industrial and Organisational Psychology and Human Resource Management within South Africa: a critical review. *SA Journal of Industrial Psychology,* 42(1).

O'Keefe, D.F., Howell, G.T. & Squires, E.C. 2019. Ethical leadership begets ethical leadership: exploring situational moderators of the trickle-down effect. *Ethics & Behavior*:1-20.

Obedgiu, V., Nkurunziza, G., Simiyu, G. & Lubogoyi, B. 2020. An investigation of key predictors of organizational citizenship behaviour of civil servants: empirical evidence from Uganda. *International Journal of Organization Theory & Behavior*,23(2):109-119.

Ocampo, L., Acedillo, V., Bacunador, A.M., Balo, C.C., Lagdameo, Y.J. & Tupa, N.S. 2018b. A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century. *Personnel Review,* 47(4):821-862.

Ocampo, L.A., Tan, T.A.G. & Sia, L.A. 2018a. Using fuzzy DEMATEL in modeling the causal relationships of the antecedents of organizational citizenship behavior (OCB) in the hospitality industry: a case study in the Philippines. *Journal of Hospitality and Tourism Management,* 34:11-29.

Ojebola O.O., Osibanjo A.O., Adeniji A.A., Salau O.P., and Falola H.O. 2020. Organizational citizenship behaviour and its influence on manufacturing firms survival in Nigeria: a systematic review. *Academy of Strategic Management Journal,*19(1):1-14.

Ojo, S.Y., Bankole, R.A. & Adebola, T. 2020. Organizational justice, organizational commitment and trust in manager as predictors of organizational citizenship behaviour among bank employees. *LASU Journal of Employment Relations & Human Resource Management,* 2(1):248-266.

Ong, M., Mayer, D.M., Tost, L.P. & Wellman, N. 2018. When corporate social responsibility motivates employee citizenship behavior: the sensitizing role of task significance. *Organizational Behavior and Human Decision Processes,* 144:44-59.

Organ, D.W. 2018. Organizational citizenship behavior: recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior,* 5(1):295-306.

Osibanjo, O., Adeniji, A., Odunayo, S., Falola, H., Atolagbe, T. & Ojebola, O. 2020. Organisational citizenship behaviour and its influence on employee turnover intentions in Nigeria health sector: a systematic review. *Proceedings of INTCESS 2020- 7th International Conference on Education and Social Sciences*:1319-1327.

Osman, R.H., Abdul Ghani, M. & Alis, N. 2019. Antecedents of organizational citizenship behaviour among public / civil employees: a scoping review. *International Journal of Education, Psychology and Counseling,* 4(32):338-350.

Otaye-Ebede, L., Shaffakat, S., and Foster, S. 2020. A Multilevel Model Examining the Relationships Between Workplace Spirituality, Ethical Climate and Outcomes: A Social Cognitive Theory Perspective. *Journal of Business Ethics*, (166):611–626.

Ouakouak, M.L., Zaitouni, M.G. & Arya, B. 2020. Ethical leadership, emotional leadership, and quitting intentions in public organizations. *Leadership & Organization Development Journal,* 41(2):257-279.

Ouedraogo, N. & Ouakouak, M.L. 2021. Antecedents and outcome of employee change fatigue and change cynicism. *Journal of Organizational Change Management,* 34(1):158-179.

Ozcan, P., McCombs, S.H. & Graebner, M. 2017. Single cases: the what, why and how. *The Routledge Companion to Qualitative Research in Organization Studies*, Pre-edit Version,1-30.

Paculaba, E.T. & Mangila, B.B. 2020. How school administrators lead and how their teachers behave: an investigation on leadership styles and organizational citizenship behaviors. *Asian Journal of Multidisciplinary Studies,* 3(1):77-84.

Parker, M.R., Subrahmanian, T., & Hussain, I. in-press. Creating organizational citizens: How and when supervisor versus peers led role interventions change Organizational Citizenship Behavior. *Journal ofApplied Psychology,* in-press.

Pasricha, P., Singh, B. & Verma, P. 2017. Ethical leadership, organic organizational cultures and corporate social responsibility: an empirical study in social enterprises. *Journal of Business Ethics,* 151(4):941-958.

Patino, C.M. & Ferreira, J.C. 2018. Inclusion and exclusion criteria in research studies: definitions and why they matter. *J Bras Pneumol,* 44(2):84.

Paulsson S, Hellman T, Svartengren M, Molin F. A Quantitative Study on Employees' Experiences of a Support Model for Systematic Work Environment Management in Swedish Municipalities. International Journal of Environmental Research and Public Health. 2023 Feb;20(5):4010. DOI: 10.3390/ijerph20054010. PMID: 36901021; PMCID: PMC10001962.

Peng, A.C. & Kim, D. 2020. A meta-analytic test of the differential pathways linking ethical leadership to normative conduct. *Journal of Organizational Behavior,* 41(4):348-368.

Peng, J.C. & Tseng, M.M. 2019. Antecedent and consequence of nurse engagement. *J Psychol,* 153(3):342-359.

Piccoli, B., Callea, A., Urbini, F., Chirumbolo, A., Ingusci, E. & De Witte, H. 2017. Job insecurity and performance: the mediating role of organizational identification. *Personnel Review,* 46(8):1508-1522.

Pietersen, C. 2018. A typology for the categorisation of ethical leadership research. *African Journal of Business Ethics,* 12(2).

Pimthong, S. 2016. Antecedents and consequences of organizational citizenship behavior among NGO staff from Thailand, Myanmar, Laos and Cambodia. *International Journal of Behavioral Science,* 11(1):53-66.

Pletzer, J.L. 2021. Why older employees engage in less counterproductive work behavior and in more organizational citizenship behavior: examining the role of the HEXACO personality traits. *Personality and Individual Differences,* 173.

Pohl, S., Vonthron, A.-M. & Closon, C. 2019. Human resources practices as predictors of organizational citizenship behaviour: the role of job breadth and organizational support. *Journal of Management & Organization,* 25(02):224-238.

Polit, D.F. & Beck, C.T. 2012. Essentials of nursing research: Appraising evidence for nursing practice. 7th Edition, Luppinott William & Wilkins. Philadelphia.

Pradhan, R.K., Jena, L.K. & Panigrahy, N.P. 2020. Do sustainability practices buffer the impact of self-efficacy on organisational citizenship behaviour? *Journal of Indian Business Research,* 12(4):509-528.

Price, T.L. 2018. A “critical leadership ethics” approach to the ethical leadership construct. *Leadership,* 14(6):687-706.

Purwantoro, S.A., Hamidah & Handaru, A.W. 2021. Analysis of factors affecting the performance of Indonesia peacekeeping contingent at United Nations mission. *Palarch’s Journal of Archaeology of Egypt/Egyptology* 18(4):4889-4903.

Qasim, M., Rizvi, S.T.H, and Irshad, M. 2020. Impact of Ethical Leadership on Task Performance and Organizational Citizenship Behavior: Moderating Role of Islamic Work Ethics. *Journal of Management and Research,* 7(2):166.193.

Qing, M., Asif, M., Hussain, A. & Jameel, A. 2019. Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: the mediating role of psychological empowerment. *Review of Managerial Science,* https://doi.org/10.1007/s11846-019-00340-9.

Qiu, S., Alizadeh, A., Dooley, L.M. & Zhang, R. 2019. The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. *Journal of Hospitality and Tourism Management,* 40:77-87.

Qu, S.Q. & Dumay, J. 2011. The qualitative research interview. *Qualitative Research in Accounting & Management,* 8(3):238-264.

Queirós, A., Faria, D. & Almeida, F. 2017. Strengths and limitations of qualitative and quantitative research methods*. European Journal of Education Studies*, 3(9):369-387.

Ragab, M.A.F. & Arisha, A. 2018. Research methodology in business: a starter's guide. *Management and Organisational Studies,* 5(1):1-23.

Rai, A. & Agarwal, U.A. 2018. A review of literature on mediators and moderators of workplace bullying. *Management Research Review,* 41(7):822-859.

Rai, N. & Thapa, B. 2015. A study on purposive sampling method in research. A study on purposive sampling method in research. *Kathmandu: Kathmandu School of Law*. Format Printing Press, Kathmandu.

Rahaman, H.M.S., Stouten., J., and Guo, L. Antecedents of ethical leadership: the theory of planned behavior. *Leadership & Organization Development Journal,* 40(6):735-74.

Rahawarin, M.A., Zacharias, T., Yusriadi, Y., Rianti, M.2020.Dimension of organizational citizenship behavior and its effect toward employees' performance at capital investment and licensing service office south buru district. *Humanities & Social Sciences Reviews,* 8(2):681-689.

Ranjhan, S. & Mallick, E. 2018. Organizational citizenship behaviour creating competitive advantage in indian health care industry: the moderating role of HR practices. *Global Business Review,* 19(5):1275-1289.

Rashid, M., Tasmin, R. Qureshi, M.Q. & Shafiq, M. 2019. A PLS analysis on the relationship between servant leadership and academicians OCB In MTUN Universities. *International Journal of Engineering and Advanced Technology,* 8(5C):1360-1368.

Ravindran, V. 2019. Data analysis in qualitative research. *Indian Journal of Continuing Nursing Education,* 20(1).

Reizer, A., Koslowsky, M. & Friedman, B. 2020. OCB-Work-Family facilitation: is it positive for all attachment orientations? *Front Psychol,* 10:2900.

Rençber, İ. & Koparal, C. 2021. The mediating roles of organizational commitment and job satisfaction in the effect of career satisfaction on organizational citizenship behavior. *Eskişehir Osmangazi Üniversitesi İktisadi ve İdari Bilimler Dergisi,* 16(2):276-299.

Rezaiean, A., Givi, M.E., Givi, H.E. and Nasrabadi, M.B. 2010. The relationship between organizational justice and organisational citizenship behaviours: The mediating role of organisational commitment and trust. *Research Journal of Business Management*, 4(2):112-120.

Riasudeen, S. and Venkatesakumar, R. 2014. Mediating role of job satisfaction in the relationship between task characteristics and life satisfaction. *Indore Management Journal,* 6(1):25-34.

Ridder, H.G. 2017. The theory contribution of case study research designs. *Business Research,* 10(2):281-305.

Risal, Z., Budiyantob, Asyik, N.F., Suroso, A., Khuzaini, Triyonowati & Suwito. 2021. The roles of organizational culture, job satisfaction and organizational citizenship behavior on employees' performance. *Review of Business, Accounting & Finance,* 01(02):196-214.

Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R. & Erari, A. 2018. Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management,* 60(4):953-964.

Riyanto, S., Janiah, S. & Prasetyo, J.H. 2021. A strategy to strengthen the organizational citizenship behaviour of steel industry's employees in Indonesia. *Academy of Strategic Management Journal,* 20(3):1-14.

Rooshenas, L., Paramasivan, S., Jepson, M. & Donovan, J.L. 2019. Intensive triangulation of qualitative research and quantitative data to improve recruitment to randomized trials: the QuinteT approach. *Qual Health Res,* 29(5):672-679.

Rosafizah, M.I., Norhaini, M.A. & Khairuddin, I. 2020. Organizational support-citizenship behavior relationship in Malaysian higher educational institutions. *Creative Education,* 11(11):2293-2304.

Rubel., and Rahman, H.A. 2018.Effect of Training and Development on Organizational Citizenship Behavior (OCB): An Evidence from Private Commercial Banks in Bangladesh. Global *Journal of Management and Business Research: Administration and Management,* 8(8):70-80.

Saerah, S., Wulandari, A., Palupi, R. & Purnomo, W. 2020. Organizational citizenship behavior (OCB) differences analysis in terms of gender, age and working period factors. *EurAsian Journal of BioSciences,* 14:3823-3825.

Safitri, R. 2018. Explaining the influence of OCB dimensions to the employee performance. *Advances in Economics, Business and Management Research,* 101:443-446.

Saha, R., Shashi, Cerchione, R., Singh, R. & Dahiya, R. 2019. Effect of ethical leadership and corporate social responsibility on firm performance: a systematic review. *Corporate Social Responsibility and Environmental Management,* 27(2):409-429.

Sahari, S.A. 2021. The dimension of organizational citizenship behaviour & service quality.1-10.

Sari, U.T. 2019. The effect of ethical leadership on voice behavior: the role of mediators organizational identification and moderating self-efficacy for voice. *Journal of Leadership in Organizations,* 1(1):48-66.

Sawitri, H.S.R., Suyono, J., Istiqomah, S., Sarwoto, and Sumayo, S. 2021. Linking Leaders' Political Skill and Ethical Leadership to Organizational Citizenship Behavior: The Roles of Self-Efficacy, Respect, and Leader–Member Exchange. *International Journal of Business*, 26(4):70-89.

Schaubroeck, J.M., Hannah, S.T., Avolio, B.J., Kozlowski, S.W.J., Lord, R.G., Treviño, L.K., Dimotakis, N. & Peng, A.C. 2012. Embedding ethical leadership within and across organization levels. *Academy of Management Journal,* 55(5):1053-1078.

Schraggeová, M., and Stupková, Z. 2021. Attachment Dimensions as Moderators of the Relationship between Commitment to Supervisors and Organizational Citizenship Behavior. *Studia Psychologica*, 63(1):43-63.

Schmidt, F.T.C., Nagy, G., Fleckenstein, J., Möller, J., Retelsdorf, J. & Back, M. 2018a. Same same, but different? Relations between facets of conscientiousness and grit. *European Journal of Personality,* 32(6):705-720.

Schmidt, S.A.J., Lo, S. & Hollestein, L.M. 2018. Research techniques made simple: sample size estimation and power calculation. *J Invest Dermatol,* 138(8):1678-1682.

Setiani, R.A. & Manurung, A.D.R. 2020. Work engagement as a mediator authentic personal branding and growth mindset on organizational citizenship behaviour. *Dinasti Journal of Education Management and Social Science,* 1(6):811-823.

Shaaban, S. 2018. The impact of motivation on organisational citizenship behaviour (OCB): the mediation effect of employees' engagement. *Journal of Human Resource Management,* 6(2):58-66.

Shadmanfaat, S., Howell, C.J., Muniz, C.N., Cochran, J.K., Kabiri, S., and Fontaine, E.M. 2018. Cyberbullying perpetration: An empirical test of social learning theory in Iran. Deviant Behavior, *Taylor & Francis*,1-16.

Shakeel, F., Kruyen, P.M., and Van Thiel, S. 2020. Development of a Broader Conceptualization and Measurement Scale of Ethical Leadership (BELS). *The Journal of Values-Based Leadership*,13(1):1-20.

Shareef, R. & Atan, T. 2019. The influence of ethical leadership on academic employees' organizational citizenship behavior and turnover intention. *Management Decision,* 57(5):583-605.

Sharma, K. & Mahajan, P. 2017. Relationship between emotional intelligence and organisational citizenship behaviour among bank employees. *Pacific Business Review International,* 9(11):20-29.

Sheeraz, M.I., Ahmad, U.N.U. & Nor, K.M. 2021. What makes articles cited highly? An analysis of top 100 highly cited articles on organizational citizenship behavior. *FWU Journal of Social Sciences,* 15(1):90-104.

Sheikh, L. 2017. Antecedents and consequences of organizational commitment of teachers. *Pakistan Economic and Social Review,* 55(2):391-414.

Singh, A.K. & Singh, A.P. 2011. Role of perceived organizational support and family involvement in organizational citizenship behaviour among first level managers. *Journal of the Indian Academy of Applied Psychology* 37(Special issue):151-161.

Singh, A.S. 2017. Common procedures for development, validity and reliability of a questionnaire. *International Journal of Economics, Commerce and Management,* 5(5):790-801.

Singh, B., Selvarajan, T.T. & Chapa, O. 2019. High-quality relationships as antecedents of OCB: roles of identity freedom and gender. *Equality, Diversity and Inclusion: An International Journal,* 38(8):793-813.

Singh, S.K. & Singh, A.P. 2019. Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy. *Management Decision,* 57(4):937-952.

Singla, S. & Beri, V. 2020. Wisdom and organizational citizenship behavior: an empirical research. *Indian Journal of Positive Psychology*. *Indian Association of Health, Research and Welfare*, 11(3), 179-185.

Sikorski, C.V., and Knoll, J. 2018. All at Once or Bit by Bit? How the Serialization of News Affects People's Attitudes Toward Politicians Involved in Scandals. *International Journal of Communication* (12):1389–1407.

Sithomola, T. 2019. Leadership Conundrum in South Africa's State-Owned Enterprises Critical Considerations for Astute and Progressive Leadership. *Administratio Publica* ,27(2):62-80.

Song, J., Gaspard, H., Nagengast, B. & Trautwein, U. 2020. The Conscientiousness Interest Compensation (CONIC) model: generalizability across domains, outcomes, and predictors. *Journal of Educational Psychology,* 112(2):271-287.

Sugianingrat, I.A.P.W., Widyawati, S.R., da Costa, C.A.J., Ximenes, M. Piedade, S.D.R., and Sarmawa, W.G. 2019.The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management,* 68(2):319-339.

Stankevičiūtė, Ž. & Wereda, W. 2020. Universalism values and organisational citizenship behaviour referring to employee perception of corporate social responsibility. *Management & Marketing. Challenges for the Knowledge Society,* 15(2):302-325.

Stemler, S.E. 2015. Content analysis. Emerging Trends in the Social and Behavioral Science:1-14.

Su, W. & Hahn, J. 2021. Improving millennial employees' OCB: a multilevel mediated and moderated model of ethical leadership. *Int J Environ Res Public Health,* 18(15):2-17.

Subedi, R. & Sthapit, A. 2020. Association between human resource management practices and organisational citizenship behaviour in Nepalese commercial banks. *Indian Journal of Commerce & Management Studies,* XI (1):32-45.

Sun, Y., Jiang, H., Hwang, Y. & Shin, D. 2018. Why should I share? An answer from personal information management and organizational citizenship behavior perspectives. *Computers in Human Behavior,* 87:146-154.

Supriyanto, A.S., Ekowati, V.M. & Maghfuroh, U. 2020. Do organizational citizenship behavior and work satisfaction mediate the relationship between spiritual leadership and employee performance? *Management Science Letters*:1107-1114.

Swift, J.K. & Wampold, B.E. 2018. Inclusion and exclusion strategies for conducting meta-analyses. *Psychother Res,* 28(3):356-366.

Szabó, Z.P., Czibor, A., Restás, P. & Bereczkei, T. 2018. “The Darkest of all” The relationship between the Dark Triad traits and organizational citizenship behavior. *Personality and Individual Differences,* 134:352-356.

Taamneh, A., Alsaad, A.K. & Elrehail, H. 2018. HRM practices and the multifaceted nature of organization performance. *EuroMed Journal of Business,* 13(3):315-334.

Tagliabue, M., Sigurjonsdottir, S.S. & Sandaker, I. 2020. The effects of performance feedback on organizational citizenship behaviour: a systematic review and meta-analysis. *European Journal of Work and Organizational Psychology,* 29(6):841-861.

Tahira, M.Z., Hadib, N.U. & Awan, T.M. 2021. The role of person-organisation fit and affective inspiring commitment in citizenship behaviours among banking sector employees of Pakistan. *International Journal of Innovation, Creativity and Change,* 15(6):610-634.

Tamber, S. & Shanker, M. 2014. A study of organizational citizenship behaviour (OCB) and its dimensions: a literature review. *International Research Journal of Business and Management* 1:67-73.

Teresa, A., Yasmina, A., Sangwon, P.2020. The sequential relationships of hotel employees' perceived justice, commitment, and organizational citizenship behaviour in a high unemployment context. *Tourism Management Perspectives, 35: 100676.*

Testa, F., Todaro, N., Gusmerotti, N.M. & Frey, M. 2019. Embedding corporate sustainability: an empirical analysis of the antecedents of organization citizenship behavior. *Corporate Social Responsibility and Environmental Management,* 27(3):1198-1212.

Thomas, L., Ambrosini, V. & Hughes, P. 2019. The role of organizational citizenship behaviour and rewards in strategy effectiveness. *The International Journal of Human Resource Management,* 30(18):2628–2660.

Tourigny, L., Han, J., Baba, V.V. & Pan, P. 2019. Ethical leadership and corporate social responsibility in China: a multilevel study of their effects on trust and organizational citizenship behavior. *Journal of Business Ethics,* 158(2):427-440.

Tuan, L.T. & Ngan, V.T. 2021. Leading ethically to shape service-oriented organizational citizenship behavior among tourism salespersons: Dual mediation paths and moderating role of service role identity. *Journal of Retailing and Consumer Services,* 60.

Tuan, L.T. Rowley, C., Masli, E., Le, V., Nhi, L.T.P. 2021. 2021. Nurturing service-oriented organizational citizenship behavior among tourism employees through leader humility. *Journal of Hospitality and Tourism Management*, (46):456–467.

Tufan, P. & Wendt, H. 2020. Organizational identification as a mediator for the effects of psychological contract breaches on organizational citizenship behavior: Insights from the perspective of ethnic minority employees. *European Management Journal,* 38(1):179-190.

Twining, P., Heller, R.S., Nussbaum, M. & Tsai, C.-C. 2017. Some guidance on conducting and reporting qualitative studies. *Computers & Education,* 106:A1-A9.

Tziner, A., Drory, A. & Shilan, N. 2021. Perceived organizational politics, leadership style and resilience: how do they relate to OCB, if at all? *International Business Research,* 14(2).

Ueda, Y. 2018. Reconsideration of the essence of the “OCB for the Organization” dimension. *The Journal of the Faculty of Economics, Seikei University,* 49(2):75-87.

Ueda, Y. 2019. Recent trends in research on organizational citizenship behavior: from January 2016 to December 2018. *SEIKEI University Repository,* 50(2):19-43.

Ullah, I., Wisetsri, W., Wu, H., Shah, S.M.A., Abbas, A. & Manzoor, S. 2021. Leadership styles and organizational citizenship behavior for the environment: the mediating role of self-efficacy and psychological ownership. *Front. Psychol.,* 12:1-16.

Umrani, W.A., Siyal, I.A., Ahmed, U., Ali Arain, G., Sayed, H. & Umrani, S. 2019. Does family come first? Family motivation-individual’s OCB assessment via self-efficacy. *Personnel Review,* 49(6):1287-1308.

Urbini, F., Chirumbolo, A. & Callea, A. 2020. Promoting individual and organizational OCBs: the mediating role of work engagement. *Behav Sci (Basel),* 10(9):1-14.

Valle, M., Kacmar, M. & Andrews, M. 2018. Ethical leadership, frustration, and humor: a moderated-mediation model. *Leadership & Organization Development Journal,* 39(5):665-678.

Valli, R. 2017. Creating a questionnaire for a scientific study. *International Journal of Research Studies in Education,* 6(4):15-27.

Van der Hoven, A.G., Mahembe, B. & Hamman-Fisher, D. 2021. The influence of servant leadership on psychological empowerment and organisational citizenship on a sample of teachers. *SA Journal of Human Resource Management,* 19(0):a1395-a1407.

Van der Walt, F. & Steyn, P. 2019. Workplace spirituality and the ethical behaviour of project managers. *SA Journal of Industrial Psychology,* 45(0) https://doi.org/ 10.4102/sajip. v45i0.1687.

Vanaja, N. & Rajeswari, P.S. 2021. Organizational citizenship behaviour: evolving dimensions and antecedents. *Journal of Xi'an University of Architecture & Technology,* XIII (4):193-201.

Vanesa, Y.Y., Matondang, R., Sadalia, I. & Daulay, M.T. 2019. The influence of organizational culture, work environment and work motivation on employee discipline in PT Jasa Marga (Persero) TBK, Medan Branch, North Sumatra, Indonesia. *American International Journal of Business Management,* 2(5):37-45.

Van Quaquebeke, N., Becker, J.U., Goretzki, N and Barrot, C. 2019. Perceived Ethical Leadership Affects Customer Purchasing Intentions Beyond Ethical Marketing in Advertising Due to Moral Identity Self-Congruence Concerns. Journal of Business Ethics, (156):357–376.

Verdorfer, A.P., Peus, C. 2020. Leading by example: Testing a moderated mediation model of ethical leadership, value congruence, and followers' openness to ethical influence. *Business Ethics: A European Review*, (29):314–332.

Verghese, A. 2020. Organizational citizenship behaviours: antecedents, outcomes & paradoxes: a literature review. *Ushus Journal of Business Management,* 19(4):27-37.

Viko, H.J. & Nnorom, G.K. 2020. Job satisfaction and organizational citizenship behaviour of employees in selected deposit money banks of Lagos state, Nigeria. *International Journal of Management, Social Sciences, Peace and Conflict Studies* 3(3):349-359.

Vlachos, P.A., Panagopoulos, N.G., Bachrach, D.G., and Morgeson, F.P. 2017. The effects of managerial and employee attributions for corporate social responsibility initiatives. *Journal of Organizational Behavior*, (38):1111–1129.

Voegtlin, C. 2016. What does it mean to be responsible? Addressing the missing responsibility dimension in ethical leadership research. *Leadership, 12*(5):581–608.

Von Sikorski, C. & Knoll, J. 2018. All at once or bit by bit? How the serialization of news affects people's attitudes toward politicians involved in scandals. *International Journal of Communication*, 12:1389–1407.

Waheed, A. & Yang, J. 2019. Effect of corporate social responsibility disclosure on firms' sales performance: a perspective of stakeholder engagement and theory. *Corporate Social Responsibility and Environmental Management,* 26(3):559-566.

Waheed, Z., Hussin, S., Khan, M.I., Ghavifekr, S. & Bahadur, W. 2019. Ethical leadership and change: a qualitative comparative case study in selected Malaysian transformed schools. *Educational Management Administration & Leadership,* 47(4):624-639.

Wang, X. 2016. Organizational citizenship behavior: a literature review. *Advances in Economics, Business and Management Research,* 16 (First International Conference on Economic and Business Management):533-538.

Wang, Y.-D. & Sung, W.-C. 2016. Predictors of organizational citizenship behavior: ethical leadership and workplace jealousy. *Journal of Business Ethics,* 135(1):117-128.

Wang, Z. & Xu, H. 2019. When and for whom ethical leadership is more effective in eliciting work meaningfulness and positive attitudes: the moderating roles of core self-evaluation and perceived organizational support. *Journal of Business Ethics,* 156(4):919-940.

Wang, Z., Xu, H. & Liu, Y. 2018. How does ethical leadership trickle down? Test of an integrative dual-process model. *Journal of Business Ethics,* 153(3):691-705.

Whittle, R., Mansell, G., Jellema, P. & Van der Windt, D. 2017. Applying causal mediation methods to clinical trial data: what can we learn about why our interventions (don't) work? *European Journal of Pain*, 21:614-622.

Wijaya, F.R.J. & Purba, D.E. 2020. Perceived workload and organizational citizenship behavior (OCB): the role of psychological empowerment. *Psikohumaniora: Jurnal Penelitian Psikologi,* 5(2):219-230.

Willmott, H. 2020. On Research Methodology. Contribution of The Journal of Organization and Discourse,1-4.

Wilson, S. & McCalman, J. 2017. Re-imagining ethical leadership as leadership for the greater good. *European Management Journal,* 35(2):151-154.

Winarsih, S. & Riyanto, S. 2020. The effect of organizational culture, organizational justice, and organizational commitment on organizational citizenship behavior (OCB). *International Journal of Management and Humanities,* 5(1):12-19.

Wingate, T.G., Lee, C.S. & Bourdage, J.S. 2019. Who helps and why? Contextualizing organizational citizenship behavior. *Canadian Journal of Behavioural Science / Revue canadienne des sciences du comportement,* 51(3):147-158.

Wombacher, J.C. & Felfe, J. 2017. Dual commitment in the organization: effects of the interplay of team and organizational commitment on employee citizenship behavior, efficacy beliefs, and turnover intentions. *Journal of Vocational Behavior,* 102:1-14.

Wong, H., Ramalu, S. & Chuah, F. 2019. The relationship between servant leadership, organizational citizenship behaviour, and dysfunctional turnover. *International Business Research,* 12(4):110-122.

Xie, B., Zhou, W., Huang, J.L. & Xia, M. 2017. Using goal facilitation theory to explain the relationships between calling and organization-directed citizenship behavior and job satisfaction. *Journal of Vocational Behavior,* 100:78-87.

Yam, K.C., Fehr, R., Burch, T.C., Zhang, Y. & Gray, K. 2019. Would I really make a difference? Moral typecasting theory and its implications for helping ethical leaders. *Journal of Business Ethics,* 160(3):675-692.

Yang, D., He, Q., Cui, Q. & Hsu, S.-C. 2020. Non-economic motivations for organizational citizenship behavior in construction megaprojects. *International Journal of Project Management,* 38(1):64-74.

Yang, Q. & Wei, H. 2018. The impact of ethical leadership. *Leadership & Organization Development Journal,* 39(1):100-113.

Yin, T., Campbell, D. & Robert, K. 2018. *Case study research and applications design and methods*. London: SAGE.

Yu, J., Park, J. & Hyun, S.S. 2021. Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *Journal of Hospitality Marketing & Management,* 30(5):529-548.

Yua, H., Louc, J., Engd, C., Yange, C. & Lee, L. 2018. Organizational citizenship behaviour of men in nursing professions: career stage perspectives. *Collegian,* 25:19-26.

Yukl, G., Mahsud, R., Hassan, S., and Prussia, G.E. 2013. An Improved Measure of Ethical Leadership. *Journal of Leadership & Organizational Studies* 20(1):38 –48.

Zainuddin, M.A. & Asaari, M.H.A. 2020. Leadership styles and organizational commitment with mediation of organizational citizenship behavior among Bahraini managers. *International Journal of Business and Social Science,* 11(12):142-151.

Zayed, M., Jauhar, J., Mohaidin, Z. & Murshid, M.A. 2020. Effects of inter-organizational justice on dimensions of organizational citizenship behaviours: a study on Kuwait ministries' employees. *Management and Labour Studies,* 45(4):444-470.

Zeb, A., Goh, G.G.G., Javaid, M., Khan, M.N., Khan, A.U., and Gul, S. 2022.The interplay between supervisor support and job performance: implications of social exchange and social learning theories. *Journal of Applied Research in Higher Education,*15(2):429-448.

Zhang, W., Xu, Y. & Zheng, H. 2019b. The antecedents and consequences of crowdfunding investors' citizenship behaviors. *Online Information Review,* 43(4):584-599.

Zhang, Y., Zhang, L., Liu, G., Duan, J., Xu, S. & Cheung, M.W.L. 2019a. How does ethical leadership impact employee organizational citizenship behavior? *Zeitschrift für Psychologie,* 227(1):18-30.

Zhu, J., Xu, S., Ouyang, K., Herst, D. & Farndale, E. 2018. Ethical leadership and employee pro-social rule-breaking behavior in China. *Asian Business & Management,* 17(1):59-81.

Zoghbi-Manrique-de-Lara, P. & Viera-Armas, M. 2019. Does ethical leadership motivate followers to participate in delivering compassion? *Journal of Business Ethics,* 154(1):195-210.

APPENDICES

APPENDIX A: INTERVIEW SCHEDULE

Interview schedule

Semi-structured interview

Theme 1: What is the impact of ethical leadership on organizational citizenship behaviour (OCB)?
1. What is your understanding of ethical leadership? 2. What is your understanding of OCB? 3. How does ethical leadership affect the citizenship behaviour of employees in the organisation? 4. Does ethical leadership promote positive job satisfaction in the organisation? Please explain. 5. How does ethical leadership improve employee OCB in the organisation?
Theme 2: What are the group and individual level mediators between ethical leadership and organizational citizenship behaviour?
6. Which individual behaviour promotes helping, loyalty, positivity and collectivism in the organisation? 7. Which group behaviour promotes helping, loyalty, positivity and collectivism in the organisation? 8. Which voluntary discretionary individual behaviours promote OCB in the organisation? 9. Which voluntary discretionary group behaviours promote OCB in the organization?
Theme 3: How can the group and individual mediators effects, trigger changes in OCB?
10. How are the discretionary behaviours influencing the employee to be supportive, adhere to rules, volunteer and positively represent the organisation? 11. How are the group and individual discretionary behaviours resulting in changes of employee OCB?
Theme 4: How are the group and individual mediators influencing followers to take responsibility and engage in organizational citizenship behaviour?
12. Are the group and individual discretionary behaviours influencing how responsibility is discharged in the organization? Please explain. 13. How are these mediators influencing employee's organizational citizenship behaviour?

Focus group interview:

Theme 1: What is the impact of ethical leadership on organizational citizenship behaviour?
1. How does ethical leadership affect the citizenship behaviour of employees in the organization?
Theme 2: What are the group and individual level mediators between ethical leadership and organizational citizenship behaviour?
2. Which discretionary individual and group behaviours promote OCB in the organization?
Theme 3: How can the group and individual mediators effects trigger changes in organizational behaviour?
3. How are the group and individual discretionary behaviours resulting in changes of employee OCB?
Theme 4: How are the group and individual mediators influencing followers to take responsibility and engage in organizational citizenship behaviour?
4. Are the group and individual discretionary behaviours influencing how responsibility is discharged in the organization? Please explain.

APPENDIX B: LETTER OF INTRODUCTION AND CONSENT

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Economic and Management Sciences

Letter of Introduction and Informed Consent

Dept. of Business Management

Impact of ethical leadership on organizational citizenship behaviour: Group level and individual level mediators

Research conducted by:

Mr. W.L. Mapena (u15380883)

Cell: 083 328 4958

Dear Participant

You are invited to participate in an academic research study conducted by William Lekgoa Mapena a Doctoral student from the Department of Business Management at the University of Pretoria.

The purpose of the study is to identify the group level and individual level mediators that influence the impact of ethical leadership on organizational citizenship behaviour.

Please note the following:

This is an anonymous study interview as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give.

- Your participation in this study is very important to me. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 30 minutes of your time
- The results of the study will be used for academic purposes only and may be published in an academic journal. I will provide you with a summary of our findings on request.
- Please contact my study leader, Prof. Derick de Jongh,+27 12 420 3386, derick.dejongh@up.ac.za if you have any questions or comments regarding the study.

In research of this nature the study leader may wish to contact respondents to verify the authenticity of data gathered by the researcher. It is understood that any personal contact details that you may provide will be used only for this purpose, and will not compromise your anonymity or the confidentiality of your participation.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

_____ _____

Participant's signature **Date**