

Identifying The Relationship Of Ethical Leadership With Employees' Job Satisfaction, Organizational Commitment & Orgnaizational Citizenship Behavior

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Abstract

The aim of this study was to identify the relationship between ethical leadership and employees' 3 types of attitudes (job satisfaction, organizational commitment, and organizational citizenship behavior), and the mediating role of job satisfaction in the association of ethical leadership and organizational citizenship behavior. Also, to assess either there is a statistically significant difference in the employees' perception at supervisory and non-supervisory level regarding ethical leadership. The correlational research design was used to analyze the quantitative data gathered through a structured questionnaire. The data was collected from 181 employees working at Da Afghanistan Breshna Sherkat (DABS) headquarter and Kabul Breshna branches. Non- Probability convenience sampling method was used to collect data from 47 supervisory level employees (first line and middle-level managers) and 134 non-supervisory level employees.

The Spearman's rho correlation analysis results indicate that ethical leadership has a direct moderate relationship with job satisfaction and organizational commitment and a positive weak association with organizational citizenship behavior with the correlation coefficient of .690, .446, and .242 respectively, the results were significant at $p=.01$. Furthermore, multiple regression analysis results reveal that job satisfaction partially mediates the association between ethical leadership and organizational citizenship behavior. Moreover, the independent sample t-test result shows that there is statistically no significant difference in the perception of employees at the supervisory and non-supervisory level regarding ethical leadership at DABS. This study contributes to the theoretical and practical implications of ethical leadership in the public-owned company.

Keywords : Ethical leadership, Job satisfaction, Organizational Cizitzinship behavior

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I. Introduction

Leaders' integrity, trust, moral values, and respect for others have been the major issue with organizations for several years, as results administrations have seen various failures in corporate and public organizations. Unethical conduct of leaders fosters the environment for theft, corruption, employees' dissatisfaction, low morale of employees, low employee commitment, lower productivity, higher absenteeism, sexual harassment, and high turnover. Besides that unethical leadership develops a culture of uncertainty and distrust which creates an immensely stressful environment at the workplace. The contemporary ethical scandals have attracted scholars' attention to ethical leadership studies and organizations are striving to identify the appropriate method to redirect leaders' unethical behaviors and enhance trust, integrity, and social responsibility(Asif et al., 2019). Ethical leaders demonstrate honesty, trustworthiness, agreeableness, integrity, fairness, and high moral standards while making key decisions in organizations.

Employees express different types of attitudes at the workplace which determine the workforce values, emotions, and actions towards their jobs and organizations. Job satisfaction shows employees' overall happiness or displeasure of the job in the organization. Organizational commitment illustrates the degree to which employees want to be a part of the organization and their perception regarding the importance of organizational goals. Furthermore, organizational citizenship behavior is employees' attitude in which they demonstrate their

willingness to work more than what has been assigned to them to increase the performance of the team and organization.

Objectives of reaserch

The purpose of this research is to achieve the following objectives:

1. To understand the impact of ethical leadership on employee job satisfaction.
2. To explore the relationship between ethical leadership and organizational commitment.
3. To identify the effect of ethical leadership on organizational citizenship behavior.
4. To explore the role of job satisfaction as a mediator between ethical leadership and organizational citizenship behavior.
5. To explore the perception of employees regarding leaders' ethical behavior at the supervisory and non-supervisory level.

To understand the theoretical similarities and dissimilarities among various leadership theories and ethical leadership.

Significance of the research

Research studies indicate that the success of various businesses in the contemporary professional environment is credited to ethical leadership. The ethical leadership model fosters the environment for employee empowerment to influence organizational performance and employees' behavior. Similarly, ethical leadership is more beneficial to the Governmental organizations as it focuses on the inclusion of the public sector in various areas to realize corporate social responsibility. as the public administration is involved in providing important services, for instance, education, providing electricity, health, and security to the general public (Alshammari et al., 2015). There is a strong need for ethical leadership in the public sector to combat corruption and promote good governance (Naidoo, 2012). Ethical leaders establish traits such as honesty, integrity, trustworthiness, interactional fairness, and role modeling to influence followers' behaviors. Furthermore, ethical leadership impacts leaders perceive effectiveness, employee job satisfaction, employees' commitment to the organization, and the employees' willingness to report unethical problems in the organization (Brown et al., 2005).

Additionally, The research conducted on 161 managers in public organizations has revealed that ethical leadership has a direct relationship with organizational commitment and employees' willingness to report unethical problems. Moreover, ethical leadership decreases employees' absenteeism (Hassan et al., 2014). Ethical leaders develop employees' moral values and strive to maintain ethical standards in the organization. Besides, that ethical leaders perceive themselves as the servants of the public and safeguard their interests that influence employees' behavior to provide better public value to the citizen of the country (Sami et al., 2016). The study conducted on the private and public sector employees has indicated that employees in the private sector perceive their leadership comparatively more ethical than in the public sector. Likewise, ethical leadership affects employees' job performance, job involvement, and affective commitment (Khuntia & Suar, 2004).

As it is the first study conducted on ethical leadership association with employees attitudes in Afghanistan context as per the knowledge of the researcher, this research will benefit the public organization in Afghanistan to recognize the ethical issues in the government sector and attempt to develop the reputation as ethical leaders so, organizational decisions are consistent with the moral standards and provide superior public services in various fields such as security, education, power sector, health and agricultural sector. Furthermore, the study will enhance executives' awareness of various dimensions of ethical leadership and the impact it has on different employees' attitude to improve the performance of their subordinates. Besides, this study will contribute to the current literature of ethical leadership and would provide empirical evidence to promote the construct of ethical leadership and encourage scholars to conduct future research on the ethical aspects of the leadership in the public sector, especially in the Afghanistan context.

Limitations of the research

This research was limited to Da Afghanistan Breshna Sherkat (DABS). Furthermore, only 22% of the sample size was female in the study as DABS has more male workers due to the nature of most jobs and social and political conditions. Finally, the first line and middle-level managers were included as supervisory employees while top-level managers were not included as it is difficult to collect data from these personnel due to their busy schedules.

Research Methodology

This chapter explains the method adopted for this research study including research design, population size, sample size, sources of data, and data collection methods. This research has investigated the impact of ethical leadership on the types of employees' attitudes that are job satisfaction, organizational commitment, and organizational citizenship behavior, and the mediating effect of job satisfaction on the relationship of ethical

leadership and organizational citizenship behavior at DABS. Also assessing either there is significance in the perception of employees on the managerial and non-managerial level.

The data was collected from Da Afghanistan Breshna Sherkat (DABS) headquarter and Kabul Breshna branch employees through convenience sampling. The collected data is then analyzed through a Statistical Package for Social Sciences (SPSS) that illustrates the relationship of ethical leadership with various types of employees' attitudes.

Research design

The correlational research design was used to identify the Ethical leadership association with employees' various attitudes (Job satisfaction, organizational commitment, and organizational citizenship behavior). The quantitative research method was used to analyze the structured questionnaire data. Furthermore, DABS was selected as the organization for the case study.

Reserch Questions

This research study aims to answer the following questions:

1. What is the relationship between ethical leadership and job satisfaction?
2. What is the association of ethical leadership with organizational commitment?
3. Does ethical leadership influence organizational citizenship behaviors?
4. Does job satisfaction perform a mediating role to strengthen the association between ethical leadership and organizational citizenship behavior?
5. Does employees perception of ethical leadership vary on the supervisory and non-supervisory level?

Reserch Hypothesis

Based on studying the existing literature the following alternative hypotheses are developed to test in this study:

H₁: Ethical leadership has a positive relationship with employees' job satisfaction.

H₂: Ethical leadership has a positive relationship with organizational commitment.

H₃: Ethical leadership has a direct relationship with organizational citizenship behavior.

H₄: Job satisfaction plays a mediator role in the association between ethical leadership and OCB.

H₅: Employees' perception of their leaders' ethical behavior at a supervisory and non-supervisory level is different.

Population of the study

The population of this study was consist of DABS employees working in various departments including permanent and project-based employees. Furthermore, the research population includes both supervisory and non-supervisory level employees working at DABS. The study was conducted in DABS headquarter and Kabul Breshna branch, Kabul, Afghanistan. The total population size was 2000 employees which was taken from the DABS human resource department for identifying the sample size of the study.

Sample size

A sum of 200 employees of DABS based on 10% of the population size was selected as the sample for the study. The survey participants were comprised of DABS employees working in headquarter and Kabul Breshna branch in various functional areas such as HR, Finance and Operational department.

Sampling

The non-probability sampling method convenience sampling was used to collect quantitative data for identifying the impact of ethical leadership on employees' attitudes and the mediating role of job satisfaction on the association of EL and OCB. The respondents were selected based on the availability and willingness to take part in the survey and provide valuable information regarding the organization. As DABS more employees are working in the sites, it was considered appropriate to collect data from that personnel who are available and within the reach of the researcher. Furthermore, the purpose of the study was shared with the participants before gathering data.

Survey questionnaire design

A survey was consist of four questionnaires namely ethical leadership, job satisfaction, organizational commitment, and organizational citizenship behavior. The questionnaire was designed on a Likert scale ranging from Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, to Strongly Agree=5. The ethical leadership questionnaire was consist of 10 Likert- item questions developed by (Brown et al., 2005). However, the questionnaire was customized and necessary changes were brought to adopt it to the organizational and participants context. Furthermore, the questionnaire included both aspects of ethical leaders that is an ethical leader as a moral person and as a moral manager. Ethical leadership questionnaire was consists of statements such

as leadership listens to what employees say at DABS, leaders make the fair and honest decision at DABS, leadership discusses business values with employees in the organization and leadership asks what is the right thing to do when deciding at DABS, etc.

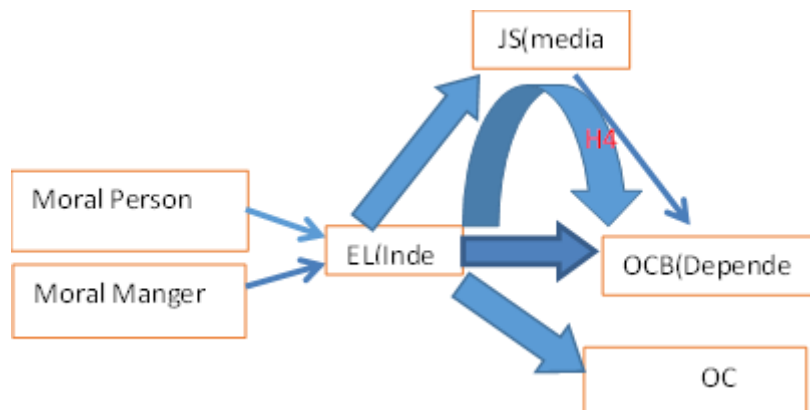
The job satisfaction questionnaire was consist of 10 Likert item questions that were adopted from the previous studies which were modified and necessary changes were brought. Moreover, both affirmative and negative statements have been included in the questionnaire. The questionnaire was designed to assess the various factors affecting employees' job satisfaction at work for example compensation and reward system, supervisor behavior, etc. The questionnaire was comprised of such a statement, for instance, there is an equal opportunity for growth and development for employees at DABS, there is a fair rewarding system for employees at DABS, and I work with DABS because there is no alternative and or possibility of a job, etc.

The organizational commitment questionnaire consisted of nine Likert item questions which were adopted from the previous studies used in a similar study(Ball, 2013). The questionnaire items rated similar to other questionnaires on a Likert scale from one to five where one stands for strongly disagree while strongly agree represented the latter. The questionnaire was comprised of such statement such as I am willing to perform beyond the normal expectation of the organization, DABS gives me the inspiration to maximize my performance and I care about the mission of DABS. The questionnaire was developed to assess the affective, continuance, and normative commitment to the organization.

Correspondingly, the questionnaire was also included personal characteristic of the respondents that is Gender, Position, Age, Branch, Directorate, Education, and Service period with the organization. The position was divided into supervisory and non-supervisory level employees working in the offices. The service staff was not included in the study. Moreover, middle-level managers, first-line managers, and team leaders were included in the study as supervisory level employees.

Conceptual framework

The conceptual framework explains the intent of the researcher to design a map that presents the relationship between various variables involved in the study based on the research hypothesis. This study involves ethical leadership as an independent variable and employee job satisfaction, organizational commitment, and organizational citizenship behavior as a dependent variable. Furthermore, job satisfaction plays a mediator variable role between ethical leadership and organizational citizenship behavior. Similarly, two pillars of a moral person and moral manager provide the base for ethical leadership as shown in the following diagram.



II. Literature Review

Leadership has been defined in different ways, Kurse, (2013) stated that "Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal". This definition emphasis firstly that leadership is a social phenomenon that is not dependent on legitimate power which is given by the organization but on leaders' ability to alter the behavior of others. Secondly, it elaborates that leaders encourage followers to use their capacity at its highest level, and lastly these all efforts must be in the right direction. Besides, leaders use various sources of power to motivate and inspire others. Leaders practice reward and coercive power to show negative or positive consequences for committing or not committing particular actions. Reward and coercive power covered legitimate power. In addition to that charismatic power comes from one's characteristics to inspire, trust, and change the behavior of others. It originates the way for charismatic leadership. Furthermore, expert power derives from leaders' capacity to analyze the critical situation and provide a meaningful solution. Specializing in a specific area of other interest would increase the leaders' ability to influence others (Campbell & Meddings, 2006).

Leaders are primarily responsible for aware followers about the truth and lastly for appreciating their efforts, in addition to that leaders in this process shall perceive themselves' as a servant and debtor (Stone et al., 2004). Furthermore, the researcher suggested that the focus of leadership is not only to discover attractive leaders; however, leadership potentials could be observed in followers' behavior that either they are learning or not. It can be also observed if they can solve interpersonal disagreements and accomplish their goals. this illustration of the leadership process is more focused on followers rather than on leaders, attentive more to the output rather than on leaders' input, and how leaders have contributed to followers' personal development that would encourage and allow them to attain the set goals.

Following that, ethical leadership has been 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" (Brown et al., 2005, p. 120) .The researchers have studied ethical leadership from social learning perspective that considered role modeling for adopting and shaping behaviors. Brown and colleagues' above definition discusses various aspects of ethical leadership. Firstly, they emphasize established norms in the society or work setting through which ethical leaders influence the followers' behavior by making an example for others with his actions. Secondly, they argue that ethical leaders maintain open communication by providing the opportunity to share their opinions. Thirdly, ethical leaders' are motivating employees through a reward and punishment system. Finally, ethical leaders maintain high ethical standards of right and wrong while making choices. Furthermore, Brown & Treviño, (2006) have claimed that leaders' characteristics such as integrity would be an important aspect of ethical leadership to depict their effectiveness. Moreover, ethical leaders do not only communicate ethically but applying their thoughts. In addition to that ethical leaders being considered attractive and credible encourage others to set it as role model behavior. Ethical Leaders' attractiveness characteristic encompasses the uses of formal power that includes the development of a culture of care, kindness, and fairness for all in an equal manner. On the other hand, ethical leaders' are considered credible because they can be trusted for what they have said.

Aronson, (2001, p. 248) has defined that "Ethics is essentially the study of standards for determining what behavior is good and bad or right and wrong." This definition illustrates the scope and purpose of studying ethics that offers the basic tool for ethical decision making in a different situation. Furthermore, the researcher has debated that various standards have been developed to measure the ethical part of the decision, due to the reason what is right and wrong vary person to person.

On ther other hand, job satisfaction is an employee's overall attitude towards her/her job Yousef, (2017)(as cited Brown 2003). It reflects the employees' perspective of either they like or dislike their jobs. A wide list of research studies has shown that job satisfaction strongly influences employees' performance. Various factors impact employees' job satisfaction such as supervisors' behaviors, pay, promotion opportunities, and working conditions.

Khan et al., (2012) has found that various factors of job satisfaction influence employees' performance. Furthermore, Fasbender et al., (2019) have identified an inverse relationship between employees' intention to leave the organization and job satisfaction. Previous research studies also reveal that job satisfaction is negatively related to employees' absenteeism and positively related to employees' loyalty (Nawaz, 2013).

Correspondintly, organizational commitment has been described as a psychological state of mind that clarifies the degree to which employees' are found associated with the organization and the desire to leave or continue membership in the organization. The researchers' have argued that there are three components of organizational commitment (affective, continuance, and normative commitment). Affective commitment demonstrates the level to which employees work faithfully for the development of the organization. Continuance commitment exhibits the degree to which employees perceive leaving the organization as costly therefore they continue to work for the organization. Finally, normative commitment illustrates the amount to which employees perceive responsibility to stay with the organization. It provides employees reason to be part of the organization for a long time. Employees perceive unethical to leave the organization as the normative commitment increase (John, Meyer & Allen, 1991).

Yao et al., (2019) have argued that organizational commitment has a significant influence on employee attitudinal and behavioral loyalty. Furthermore, Yu et al., (2019) have found in a study of 275 Chinese companies that organizational commitment plays the mediator role to assist the organization to retain employees and increase performance. In addition to that,Uddin et al.,(2019) have suggested that organizational commitment and organizational citizenship behavior mediate the relationship between employees' engagement and individual team performance. Moreover, Salim & Noor, (2017) have concluded in a study conducted in Oman on 335 middle-level managers that three components of organizational commitment influence employee work performance.

Organ et al., (1983, p. 4) have described OCB as "individual behavior 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". It demonstrates that OCB is an employee attitude that has not been rewarded by the organization nor it is employees' formal responsibility to perform. However, employees exhibit certain behaviors

to perform organizational duties efficiently. Employees with OCB behavior perform beyond the organization's expectations. Personal, situational, and positional factors significantly influence OCB (Van Dyne et al., 1994).

Munir et.al, (2019) has claimed in the study conducted in the seven higher education organizations that organizational citizenship behavior partially mediates the effect of authentic leadership on employees' job performance. Furthermore, Thomas et al., (2019) have argued that organizational structural processes facilitate the impact of OCB on employees' performance. Likewise, Basu et al., (2017) have claimed by conducting a study on 501 respondents in 15 health care organizations in India. The study results reveal that organizational citizenship behavior significantly influences employees' job satisfaction through the mediating role of social capital.

Reliability analysis

Cronbach's Alpha was tested to check the reliability of the questionnaires. The result of the reliability test for each of the questionnaires is presented in the following table.

Table 1. Reliability Statistics

	Cronbach's Alpha	N of Items
Ethical leadership	.898	10
Job Satisfaction	.747	10
Organizational Commitment	.609	09
Organizational Citizenship Behavior	.638	12

Table 2 reveals the reliability analysis of the questionnaire used in the study. The result shows that alpha=.898 for a 10 items questionnaire of ethical leadership is measured strong reliability (Taber, 2018). Moreover, the reliability for job satisfaction 10 Likert-item was found alpha=.747 which is considered good for the statistical analysis (Taber, 2018). Furthermore, the reliability for organizational commitment and organizational citizenship behavior was alpha=.609 and alpha=.638 respectively which is adequately reliable for the statistical analysis (Taber, 2018).

Data Analysis procedure

A sum of 184 questionnaires was received which makes 92% return of the distributed questionnaires which is an acceptable level for the survey. The collected data were coded, entered, and processed using SPSS (Statistical package for social science 20). Correlation analysis is used to identify the possible relationship between variables involved in the study. Simple and multiple regression analysis is used to measure the mediating role of the control variable on the relationship between the independent and dependent variables. Furthermore, Leven's independent sample-test has been used to identify either there is a statistically significant difference in the mean of two independent samples of the study that is supervisory and non-supervisory level employees regarding ethical leadership. Further, descriptive statistics have been provided to have a comprehensive analysis of survey responses for each item of the questionnaire. In addition to that questionnaire items 11, 23,27,28,38, and 39 were reverse coded in the SPSS.

III. Results

The study was conducted to identify the relationship between ethical leadership and employees' various types of attitudes and determine the role of job satisfaction as a mediator between ethical leadership and organizational citizenship behavior. Before the data analysis, the frequency distribution with the visualization was used as the process for all variables in the study including the personal characteristics of the respondents to check data for possible entry errors and correct the mistakes by comparing it to the questionnaires. The total mean for ethical leadership, job satisfaction, organizational commitment, and organizational citizenship behavior for all questionnaire items was calculated. Furthermore, the data were checked for the possible outliers through data normal distribution with a superimposed normal curve. The data points away from the mean were found in the data set and removed from the data for further analysis as a result 3 respondents' responses have been removed which decreased the participants' size to 181 for the study. The results were confirmed through histograms as shown in the following charts (See 1- 4).

Figure 1. Histogram of Ethical leadership with a superimposed normal curve.

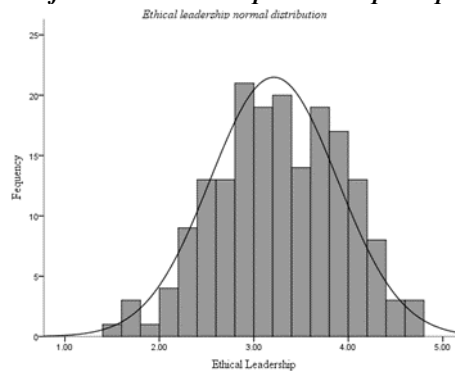


Figure 2: Histogram of Job Satisfaction with Superimposed normal curve

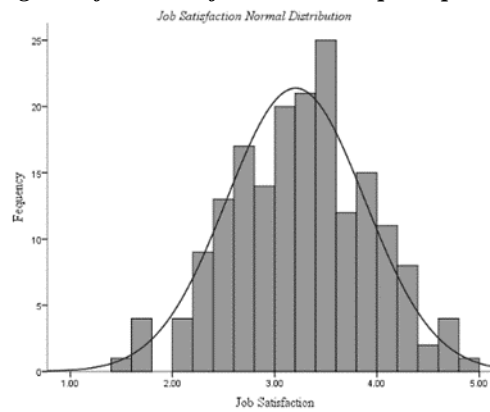


Figure 3. Histogram of organizational commitment with superimposed curve

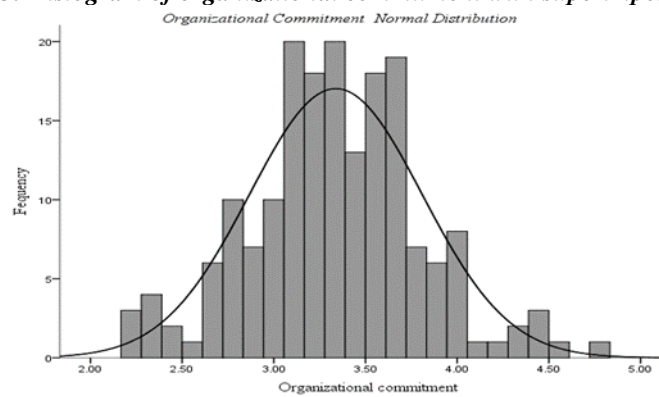
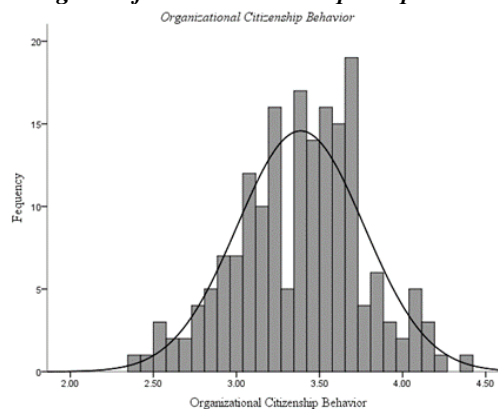


Figure 4. Histogram of OCB with the superimposed normal curve



Descriptive Statistics of personal characteristic

The descriptive statistics for the independent variable (ethical leadership) and dependent variables job satisfaction, organizational commitment, and organizational citizenship behavior are presented in the following table 3.

Variables	Mean	Std.Deviation	N
Ethical leadership	3.22	.675	181
Job Satisfaction	3.20	.675	181
Organizational commitment	3.34	.471	181
Organizational Citizenship Behavior	3.39	.381	181

Table 3 shows the descriptive statistics for the dependent and independent variables of the study. As shown in table 4 the mean for ethical leadership is 3.22 on the scale of maximum 5 and the standard deviation is .675 which shows little variation in the data set. The mean for job satisfaction, organizational commitment, and organizational citizenship behavior are 3.20, 3.34, and 3.39 respectively while the standard deviation is .675, 471, and 3.81 which shows even little variations in the data set. It opens the way for further analysis.

Hypothesis testing

The purpose of this research was to identify the relationship between ethical leadership and employees attitudes and the mediating role of job satisfaction on the association of ethical leadership and organizational citizenship behavior and to understand either there is a significant difference in the perception of supervisory and non-supervisory level employees regarding ethical leadership in the organization. To test the first three hypotheses the data was standardized by finding Z-scores for all variables. The following alternative hypothesis was developed at the start of the study:

Spearman's rho correlation analysis results reveal that ethical leadership has a positive relationship with job satisfaction, organizational commitment, and organizational citizenship behavior. It indicates that ethical leadership has a moderate positive relationship with job satisfaction with a correlation coefficient of 0.690 with a significance level of P=.01. Furthermore, the results demonstrate that ethical leadership has a direct moderate relationship with organizational commitment with a correlation coefficient of .446 with a significance level of P=0.01. Similarly, the analysis shows that there is a weak relationship between ethical leadership and organizational citizenship behavior with a correlation coefficient of .242 with a significance level of P=0.01.

			EL	Job Satisfaction	OC	OCB
	EL	Correlation Coefficient	1.000	.690**	.446**	.242**
		Sig. (2-tailed)	.	.000	.000	.001
		N	181	181	181	181
	Job Satisfaction	Correlation Coefficient	.690**	1.000	.559**	.310**
		Sig. (2-tailed)	.000	.	.000	.000
		N	181	181	181	181
	OC	Correlation Coefficient	.446**	.559**	1.000	.272**
		Sig. (2-tailed)	.000	.000	.	.000
		N	181	181	181	181
	OCB	Correlation Coefficient	.242**	.310**	.272**	1.000
		Sig. (2-tailed)	.001	.000	.000	.
		N	181	181	181	181

**. Correlation is significant at the 0.01 level (2-tailed).

The results also indicate that job satisfaction is moderately associated with organizational commitment with the correlation coefficient of .559 and has a weak direct relationship with organizational citizenship behavior

with the correlation coefficient of .310 the results are significant at P=0.01 level. In addition to that table depicts that there is a weak positive relationship between organizational commitment and organizational citizenship behavior with a correlation coefficient of .272 with a significance level of P=0.01.

The above result is consistent with the stated first three hypotheses therefore, all first 3 alternative hypotheses are accepted and the null hypothesis is rejected.

To identify the mediating effect of job satisfaction on the relationship of ethical leadership and organizational citizenship behavior simple and multiple regression analysis was conducted in two steps. Firstly simple regression analysis is used to determine that all variables in the mediation analysis are correlated. Secondly, multiple regression analysis is conducted to check the mediating effect of job satisfaction on the dependent variable that is OCB as shown in the following tables (see table 6-9).

Table 4. Regression analysis for Ethical leadership and organizational citizenship behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-1.108E-015	.072		.000	11.000	-.142	.142
Zscore(EL)	.264	.072	.264	3.662	.000	.122	.406

a. Dependent Variable: Z score(OCB)

Table 6 shows the relationship between independent variables' ethical leadership and dependent variable organizational citizenship behavior. The results show a positive relationship between the dependent and independent variable with the Beta=.264, the result is significant at 0.01.

Table 5. Regression analysis for Ethical leadership and Job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Ssig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-1.108E-015	.053		.000	1.000	-.105	.105
Zscore(EL)	.701	.053	.701	13.146	.000	.596	.806

a. Dependent Variable: Z score(Job Satisfaction)

Table 7 indicates the association between autonomous variable ethical leadership and dependent variable job satisfaction. The results reveal that independent variable ethical leadership has a direct impact on dependent variable employees' job satisfaction with Beta=.701, the results are significant at 0.01 level.

Correspondingly, table 8 illustrates the relationship between independent variable job satisfaction and dependent variable organizational citizenship behavior. The results reveal that job satisfaction is directly effecting Organizational citizenship behavior with the Beta= .340, the result is significant at .01 level.

Table 6. Regression analysis for Job satisfaction and OCB

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-6.881E-016	.070		.000	1.000	-.138	.138
Zscore(Job satisfaction)	.340	.070	.340	4.831	.000	.201	.478

a. Dependent Variable: Zscore(OCB)

The above simple regression analysis develops the foundation for further mediation analysis as the independent and dependent variables in the study are variables correlated significantly with each other. In multiple regression analyses, ethical leadership was held as the independent variable, organizational citizenship behavior as a dependent variable while job satisfaction as a mediator variable as shown in table 9.

Table 7. Multiple regression analysis for mediation effect

Model	Unstandardized Coefficients		Standardized Coefficients	t	Ssig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-7.709E-016	.070		.000	11.000	-.139	.139
Zscore (EL)	.051	.099	.051	..517	..606	-.144	.246
Zscore (JS)	.304	.099	.304	33.076	..002	-.109	.499

a. Dependent Variable: Zscore(OCB)

The multiple regression analysis demonstrates the mediation effect of job satisfaction on the relationship between ethical leadership and organizational citizenship behavior. The results indicate that job satisfaction is partially mediating the association between ethical leadership and organizational citizenship behavior. It shows that the association between EL and OCB has turned insignificant as job satisfaction held constant in the multiple regression analysis. EL and OCB are associated with each other with the Beta= .051. However, the sig=.606 which is greater than 0.05 of the accepted level. On the other hand, job satisfaction is still associated with OCB with the Beta= .304 with the significance level of 0.02 which is less than 0.05 of the accepted level. It shows that Beta has been reduced by 80.7% while controlling job satisfaction in the multiple regression analysis.

Based on the above data analysis results of simple and multiple regression, the fourth alternative hypothesis is accepted and the null hypothesis is rejected as job satisfaction partially mediating the relationship between ethical leadership and organizational citizenship behavior.

To test the final hypothesis of the study the independent sample t-test is conducted to identify the difference between respondents' perceptions of ethical leadership at DABS on the supervisory and non-supervisory levels.

There are 3 ways to measure either there is a significant difference between means of independent samples through t-test in this case supervisory and non-supervisory level employees are taken as the independent sample for the analysis. The difference between independent samples would be considered significant if one of the following criteria is met. Firstly if the T value is the greater critical value. Secondly, the p-value is less than .05 and finally, 95% does not include zero.

Table 8 shows the result for the independent sample t-test to determine either there is a significant difference in the mean score of supervisory and non-supervisory levels of respondents regarding ethical leadership. The result indicates the Levene's for equality is insignificant with sig=.619 which is higher than the significance level of .05. Moreover, the results demonstrate df (degree of freedom) is 179 for which the corresponding critical value in the t-table is 1.9733 that is higher than the t value of 1.607 in the test output. Furthermore, the p-value is .110 which is higher than the acceptable value of .05. In addition to that lower confidence interval is -0.42 while the upper-level confidence interval is .408 which includes 0. The result indicates that it does not meet any criteria to consider there is a significant difference in the mean scores of the supervisory and non-supervisory levels.

Table 8.Independent Samples t-test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig.(2-tailed)	Mean Difference	Std.Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
	Equal variances assumed	.248	.619	1.607	179	.110	.183	.114	-.042	.408
	Equal variances not assumed			1.670	86.518	.099	.183	.110	-.035	.401

Based on the independent sample-test, the 5th null hypothesis is accepted and the alternative hypothesis is rejected as there is no significant difference that has been found in the mean scores of the supervisory and non-supervisory level of employees regarding ethical leadership.

IV. Findings & Discussion

This study was conducted to identify the relationship between ethical leadership and 3 types of employees' attitudes (Job Satisfaction, Organizational Commitment, and Organizational citizenship behavior) and the mediating effect of job satisfaction on the relationship between ethical leadership and organizational commitment. This chapter provides you major findings, recommendations, and limitations of the study. As well as future research work and implications based on findings of the study.

Findings of the study

- The results indicate that ethical leadership has a strong positive relationship with employees' job satisfaction with the Correlation Coefficient =.690, the result was statistically significant at p=.01 level, therefore, the first hypothesis is accepted.
- The study reveals that ethical leadership has a positive moderate association with employees' Organizational commitment with the Correlation Coefficient =.446, the result was significant at p=0.01 level, as a result, the second hypothesis is accepted.

- The analysis shows that ethical leadership has a direct weak relationship with organizational citizenship behavior with the Correlation Coefficient=.242, the result was significant at $p=.01$ level which leads to the acceptance of a third alternative hypothesis.
- The results demonstrate that job satisfaction partially mediates the relationship between ethical leadership and organizational citizenship behavior with the total effect of 80.7% thus, the fourth alternative hypothesis is also accepted.
- The research results show there is no statistical difference in the perception of supervisory and non-supervisory employees regarding ethical leadership at DABS consequently, the fifth stated hypothesis is rejected, and the null hypothesis is accepted.
- The study found that job satisfaction has a direct moderate association with organizational commitment and a positive weak relationship with organizational citizenship behavior.
- Organizational citizenship behavior was found weakly associated with organizational commitment.

Discussion

The purpose of this study was to identify the relationship between ethical leadership and employees' attitude (job satisfaction, organizational commitment, and organizational citizenship behavior) and the mediating effect of job satisfaction on the association of ethical and organizational citizenship behavior. The results for first four hypotheses was accepted as ethical leadership was found positively associated with all three types of employees attitude and job satisfaction mediates the relationship between ethical leadership and organizational citizenship behavior as similar results have been found in previous studies (Dedeoglu et al., 2015; Yates, 2011). Only the last hypothesis was rejected as statistically no significant difference was found at the supervisory and non-supervisory level employees regarding ethical leadership.

The results of this study provide empirical evidence regarding the importance of ethical leadership for the organizations to satisfy, engaged, and develop employees who would need to adopt ethical standards in their workplace so they can build trust. Leaders' ethical behavior inspires employees' behavior and has an inverse relationship with employees' burnout (Dany et al., 2020). In addition to that, it reveals that employees' perception of a leader doing right and wrong does not vary due to the position they hold in the organization. Furthermore, ethical leadership provides a basis for higher performance as it influence employees' job satisfaction, organizational commitment, and organizational citizenship behavior. Ethical leadership in an organization with moral decision making, integrity, and applying the reward and punishment appropriately would motivate followers to maximize the performance through higher job satisfaction that leads to employees' greater involvement in organizational citizenship behavior. Organization leader needs to develop the culture of trust, open communication, and respect to the diversity that could promote employees commitment and job satisfaction as result overall performance improves. Organizational leaders have to be provided pieces of training, workshops, and seminars regarding ethical aspects of management and leadership to understand the necessary characteristics and behaviors to develop the reputation as an ethical leader.

V. Recommendations

Consequently, based on the findings of the study following are suggested to the case study organization.

- Providing equal opportunity for growth and development to all employees would encourage and increase the loyalty of the workforce for the organization. Investing in employees would have a positive long-lasting effect on the performance and growth of the company.
- An unfair reward system greatly decreases employees' job satisfaction which leads to high turnover and lower performance therefore, it is recommended that the organization ensures that employees are treated fairly and the rewards are distributed purely based on the performance.
- The organizations need to encourage its leaders to discuss business values with employees as it provides direction for the appropriate behavior which paves the way for developing an ethical culture in the organization. Moreover, it would bring consistency in staff behavior while making critical decisions.
- Open communication, being trustworthy, and set an example of ethical behavior would help organization leadership to develop the reputation as an ethical leader among followers.

VI. Conclusion

This study was conducted to identify the relationship between ethical leadership and different employees' attitudes that is job satisfaction, organizational commitment, and organizational citizenship behavior. Also to understand the mediation effect of job satisfaction on the association of ethical leadership and organizational citizenship behavior. The results indicate that ethical leadership positively affects all three types of attitudes and job satisfaction partially mediates the relationship between ethical leadership and organizational

citizenship behavior. The study also reveals that there no difference in the employees' perception of the supervisory and supervisory level employees regarding ethical leadership.

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