

## Effect of Ethical Leadership on Organizational Citizenship Behavior of Employees and Intention to Leave the Job

Eesa Niazi<sup>1</sup> | Ramin Bagheri<sup>2</sup> | Hasangholi Yazarloo<sup>3</sup>

15

Vol. 4  
autumn 2023



Research Paper

Received:  
16 August 2022  
Accepted  
16 August 2023  
P.P: 93-115

Print ISSN: 2717-4484  
Online ISSN: 2717-4492



DOI10.22098/AEL.2023.12976.1282

### Abstract

The purpose of this research is to investigate the effect of ethical leadership on employees' organizational citizenship behavior and the intention to leave the job with the mediating role of intrinsic motivation among university managers in Golestan province. The data collection in this research was done by the field method and the data collection tool was the standard questionnaire of Sharif and Ethan (2018). The statistical population in this research is 205 university managers in Golestan province, and the sample size is 135 based on Morgan's table and selected by simple random sampling. The reliability of the questionnaire was confirmed by Cronbach's alpha method. In addition, the structural equation method was used to examine and analyze the test of research hypotheses using SmartPLS software. The results of the research hypotheses test show that: 1- ethical leadership has an impact on organizational citizenship behavior; 2- Ethical leadership has an effect on the intention to leave the job; 3- Ethical leadership affects internal motivation; 4- Internal motivation has an effect on organizational citizenship behavior; 5- Intrinsic motivation does not affect the intention to leave the job.

**Keywords:** Ethical Leadership, Intention to Leave the Job, Internal Motivation, Organizational Citizenship Behavior

<sup>1\*</sup> Corresponding author: Development and social welfare Research Group, Strategic Studies of Cooperation, Development and Social Welfare Institute, Golestan University, Gorgan, Iran (e.niazi@gu.ac.ir)

<sup>2</sup> Faculty Member of Shargh-e-Golestan Higher Education Institute, Gonbad-e-Kavus, Iran.

<sup>3</sup> Master of Business Administration, Shargh-e-Golestan Institute of Higher Education, Gonbad-e-Kavus, Iran.

## Introduction

Increasing the importance of ethics in business. Today, it is very important to pay attention to the factors that create an ethical environment in the organization. Past studies show that managers play a vital role in providing an ethical framework for the organization's members. Managers who rely on moral values leave significant effects on the feeling of energy and empowerment and creativity of their employees. Ethical leadership, which is a relatively new structure, plays an important role in creating a healthy work environment. Ethical leadership is able to direct and lead the members of the organization towards the goals and objectives that benefit the organization, its members, shareholders and society. Ethical leadership, by being a role model, promotes altruistic behavior among the members of the organization. As a result, followers are expected to have more interdependence instead of competition, emphasize participation, and be more committed to the organization, able to maintain their ethical performance in chaotic conditions.

## Methodology

This research is applied-descriptive in terms of purpose. In the current research, the questionnaire was used as the main measurement tool, which is one of the common research tools and a direct method for obtaining research data. For measurement, the variables were used from the questionnaires of Brown (2007), Williams and Anderson (1991), Kenovski and Krapanzane questionnaire (1991), Terni et al. (1999), Sharif Watan's article (2018). Using them and the concepts proposed in the research literature, the design of questionnaires and their reliability and validity were examined.

## Results

The results of the research hypotheses test show that 1- Ethical leadership affects organizational citizenship behavior 2- Ethical leadership affects the intention to leave the job 3- Ethical leadership affects intrinsic motivation 4- Intrinsic motivation affects organizational citizenship behavior.5- Motivation Internal does not affect the intention to leave the job.

## Discussion and conclusion

The officials should provide the managers of the organization with ethical leadership, goals, characteristics and results by holding classes and courses and training seminars or by presenting appropriate materials in magazines and publications related to the organization or by circulars and instructions. make its positives known in the organization and in this way influence the internal motivation of employees in order to achieve organizational goals.

## Reference

- Andersen, S. E., & Johansen, T. S. (2021). Corporate citizenship: Challenging the corporate centricity in corporate marketing. *Journal of Business Research*, 131, 686-699.
- Men, L. R. (2021). The impact of startup CEO communication on employee relational and behavioral outcomes: Responsiveness, assertiveness, and authenticity. *Public Relations Review*, 47(4), 102078.
- 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, 110550.
- Schopf, A. K., Stouten, J., & Schaufeli, W. B. (2021). The role of leadership in air traffic safety employees' safety behavior. *Safety science*, 135, 105118.
- Tremblay M. (2021). Understanding the dynamic relationship between career plateauing, organizational affective commitment and citizenship behavior. *Journal of Vocational Behavior*, 103611.
- 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, 102421.
- Tuan, L. T., Rowley, C., Masli, E., Le, V., & Nhi, L. T. P. (2021). Nurturing service-oriented organizational citizenship behavior among tourism employees through leader humility. *Journal of Hospitality and Tourism Management*, 46, 456-467.
- Wang, Y. C., Xu, S. T., & Ma, E. (2021). Serve perfectly, being happier: A perfectionistic perspective on customer-driven hotel employee citizenship behavior and well-being. *International Journal of Hospitality Management*, 96, 102984.