

**THE EFFECT OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND  
UNETHICAL PRO- ORGANISATIONAL BEHAVIOUR ON THE RELATIONSHIP  
BETWEEN ETHICAL LEADERSHIP AND ORGANISATIONAL CULTURE**

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## **ABSTRACT**

Leaders have an impact on followers' ethical behaviour at lower levels by ingraining their standards and presumptions into the visible indicators of an ethical culture. Put differently, when a leader demonstrates ethical behaviour, it is reasonable to assume that followers will follow suit and create a shared understanding of what constitutes proper behaviour.

This study investigates the relationship between ethical leadership and organisational culture, focusing on the mediating roles of organisational citizenship behaviour (OCB) and unethical pro-organisational behaviour (UPB) within the context of a financial services company in Africa. In this context, the research aims to address the significant gap in the literature. To this end, the literature review evidenced, amongst others, that no empirical study has been performed on how OCB and UPB mediate the relationship between ethical leadership and organisational culture.

The study employs a quantitative research methodology, utilising a survey distributed electronically to a diverse sample of participants from a financial services company. To this end, the results of the research affirm that ethical leadership is positively and significantly related to organisational culture, where ethical leadership is posited to enhance organisational culture by fostering trust and collaboration among employees. Furthermore, OCB was found to mediate the relationship between ethical leadership and organisational culture. This indicates that promoting OCB is essential for fostering a favourable organisational culture. On the other hand, the study's results show that UPB does not mediate the relationship between ethical leadership and organisational culture. This research contributes to the understanding of how ethical leadership influences organisational culture and highlights the importance of fostering OCB in organisational settings.

**KEYWORDS:** ethical leadership, organisational culture, organisational citizenship behaviour, unethical pro-organisational behaviour.

## Declaration

I declare that the Dissertation/Thesis, that I hereby submit for the degree, Master of Business Administration at Rhodes Business School, Rhodes University, is my own work. I also declare that this thesis/dissertation has not previously been submitted by me for a degree at this or any other tertiary institution and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.



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Name Surname (*signed*)

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# Table of Contents

List of Figures	7
List of Tables	7
<b>CHAPTER 1</b>	<b>8</b>
<i>Introduction and project overview</i>	8
1.1 Introduction and background	8
1.2 Problem statement and research questions	8
1.3 Purpose of the study	10
1.4 Underpinning theory	11
1.5 Overview of the methodological approach	12
1.6 Research contribution	12
1.7 Thesis structure	13
<b>CHAPTER 2</b>	<b>15</b>
<i>Review of Literature</i>	15
2.1 Introduction	15
2.2 Ethical Leadership	15
2.2.1 Definition	15
2.2.2 The relationship of ethical leadership with other variables	17
2.3 Organisational culture	17
2.3.1 Definition	17
2.3.2 The relationship of organisational culture with other variables	18
2.4 The relationship between ethical leadership and organisational culture	18
2.4.1 Empirical studies on the relationship between EL and OC	19
2.5 Organisational citizenship behaviour (OCB)	20
2.5.1 Mediating effects of OCB	21
2.6 Unethical pro-organisational behaviour (UPB)	22
2.7 Intended research contribution	23
<b>CHAPTER 3</b>	<b>26</b>
<i>Research Methodology</i>	26
3.1 Introduction	26
3.2 Research design	26
3.3 Research paradigm and method	27
3.4 Data collection methods	28
3.5 Quality standards	30
3.6 Data analysis	31
3.7 Ethical clearance procedures	33
3.8 Methodological limitations	33
3.9 Chapter Summary	34
<b>CHAPTER 4</b>	<b>35</b>
<i>Data analysis and results</i>	35
4.1 Introduction	35
4.2 Frequency Distribution of the Demographics	35
4.3 Data Analysis	39
4.4 Model Measurement	42
4.5 Model Correlation	48
4.6 Predictivity Relevance	49
4.7 Results of testing the hypotheses	51
4.8 Chapter Summary	55

<i>CHAPTER 5</i> .....	57
<i>Discussions</i> .....	57
5.1 Introduction.....	57
5.2 Theoretical implications .....	57
5.2.1 Ethical leadership and organisational culture.....	57
5.2.2 Mediating effects of OCB on ethical leadership and organisational culture .....	58
5.2.3 Mediating effects of UPB on ethical leadership and organisational culture .....	60
5.3 Chapter summary .....	60
<i>CHAPTER 6</i> .....	62
<i>Conclusions and contributions</i> .....	62
6.1 Introduction .....	62
6.2 Key findings .....	62
6.3 Recommendation for Management .....	63
6.3.1 Practical implications and contribution .....	63
6.3.2 Promote ethical leadership .....	64
6.3.3 Encourage organisational citizenship behaviour .....	65
6.3.4 Social learning theory.....	65
6.3.5 Intervention Strategies .....	65
6.4 Recommendations for future research .....	66
6.4.1 Limitations .....	66
6.4.2 Recommendations .....	66
<i>References</i> .....	68
<i>Appendices</i> .....	77
Appendix 1 – Survey questionnaire .....	77
Appendix 2 – Research ethics approval letter .....	81
Appendix 3 – Permission to conduct research .....	82
Appendix 4 – Participant invitation letter .....	84
Appendix 5 – Consent letter to participate .....	86
Appendix 6 – Missing value analysis .....	88
Appendix 7 – Extreme outliers .....	89
Appendix 8 – Common-method variance .....	112
Appendix 9 – Skewness and kurtosis analysis .....	113
Appendix 10 – Scree plot (Ethical Leadership) .....	114

## ***List of Figures***

Figure 1: Conceptual Framework .....	11
Figure 4.1: Gender frequency distribution .....	36
Figure 4.2: Age group frequency distribution .....	37
Figure 4.3: Hierarchical Level Frequency .....	37
Figure 4.4: Tenure Frequency .....	38
Figure 4.5: Educational frequency distribution .....	38
Figure 4.6: Race frequency distribution .....	39

## ***List of Tables***

Table 3.1: Response rate.....	30
Table 3.2: Demographics .....	32
Table 4.1: Factor Analysis .....	42
Table 4.2: Model Fit .....	43
Table 4.3: Reliability and Validity Statistics .....	44
Table 4.4: Fornell-Larcker criterion .....	45
Table 4.5: Heterotrait-monotrait ratio (HTMT) Matrix .....	46
Table 4.6: Collinearity statistics .....	46
Table 4.7: R-square values .....	48
Table 4.8: F-square values .....	48
Table 4.9: Correlations .....	49
Table 4.10: Predictivity Relevance .....	50
Table 4.11: PLS-SEM vs. Indicator average (IA) .....	50
Table 4.12: PLS-SEM vs. Linear model (LM) .....	51
Table 4.13: Path Coefficients .....	51
Table 4.14: Analysis of OCB and UPB as mediators on EL – OC .....	53
Table 4.15: Mediators' Total Effects .....	54
Table 4.16: Accepted and Rejected Hypotheses .....	54
Table 4.17: Total effects of control variables .....	55

# CHAPTER 1

## Introduction

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### **1.1 Introduction and background**

The concept of leadership is said to be a social and normative phenomenon that develops through interactions between leaders and their followers (Maak and Pless, 2006). To this extent, the study aims to build on the empirical work of Brown, Treviño and Harrison (2005) who developed a model for ethical leadership. Ethical leadership was found to be positively and significantly related to various variables, and as such, this study seeks to explore the relationship between ethical leadership and organisational culture. Additionally, the research process will entail an assessment of the mediating effects of organisational citizenship behaviour (OCB) and unethical pro-organisational behaviour (UPB) on the aforesaid relationship.

This Chapter will further discuss the problem statement and research questions, the purpose of the study, the underpinning theory, an overview of the methodological approach and finally, the research contribution to the body of knowledge.

### **1.2 Problem statement and research questions**

The issue under consideration is whether there is a positive and significant relationship between ethical leadership and organisational culture, and whether OCB and UPB mediate the aforesaid relationship.

According to Brown, Treviño, and Harrison (2005) ethical leadership involves modeling normatively acceptable behaviour for followers through one's own behaviour and interpersonal interactions, as well as encouraging such behaviour through decision-making, two-way communication, and reinforcement. Put differently, when leaders act morally and inspire others to follow suit, they are exhibiting ethical leadership (Rochford, Jack, Boyatzis and French, 2017).

Organisational culture is said to represent an aspect of the workplace environment that helps employees understand their own and other people's actions (Jones, Felps and Bigley, 2007). According to Kaptein (2009) and Tsai (2011) it relates to an informal organisational control structure made up of common values, beliefs, perceptions, and customs. This is exhibited in three ways or at three levels: cultural artifacts, beliefs and values consciously held, and underlying assumptions giving rise to the beliefs and values (Schein, 2004).

Having regard to the conceptual framework, it can be inferred that ethical leadership shapes organisational culture by impacting the attitudes, convictions, and actions of employees (Shin, 2012). This is further supported by the positive correlation between ethical leadership and employees' work-related attitudes and behaviours (Resick, Hargis, Shao, and Dust, 2013). Thus, in considering cultural literature, research points out that leaders serve as informative nets of organisational policies and processes for employees (Mayer et al., 2010).

Turning to the mediating variables, the considered literature review evidence that OCB mediates numerous relationships as indicated in Chapter Two below. Contrary to this, the literature review appears to be somewhat silent on the mediating effect of UPB. Having considered the literature review and its limitations, this study seeks to address the following identified gaps or questions: Firstly, the research relating to the mediating effect of OCB appears to have been predominantly performed in the Middle East and Asian countries, and within the education and banking sectors, respectively. Accordingly, future research is required to test this mediation effect within an African and financial sector context in more extensive detail.

Secondly, there is inadequate research on the mediating effect of UPB on the relationship between ethical leadership and organisational culture. Therefore, more research is required on this subject.

Finally, no studies have been published on the combination of organisational citizenship behaviour (OCB) and unethical pro-organisational behaviour (UPB) as mediators. This study aims to explain the mediating effects of OCB and UPB on the relationship between ethical leadership and organisational culture.

Considering the above, this study was therefore performed within the financial sector in an African context. The financial sector is crucial for economic stability and growth. Thus, ethical leadership in this sector can assist prevent financial scandals and crises, which in turn can have widespread negative impacts on the economy and society at large (Smith, 2014). Additionally, Africa presents a unique economic and social context characterised by rapid growth, diverse cultures, including varying levels of economic development. In this sense, this diversity requires a nuanced approach to leadership that considers local ethical norms and practices. In summary, the financial sector in Africa is a critical area for the study due to its role in economic development, the unique challenges and opportunities present in the region, and the potential to influence broader societal outcomes through improved governance and ethical standards.

### **1.3 The purpose of the study**

Considering the above, the purpose of the study is to investigate the mediating effects of OCB and UPB on the relationship between ethical leadership and organisational culture. In doing so, the study asks the following questions:

- 1) Does ethical leadership have a significant positive relationship with organisational culture?
- 2) Does OCB positively mediate the relationship between ethical leadership and organisational culture?
- 3) Does UPB negatively mediate the relationship between ethical leadership and organisational culture?

To this extent, the study presents an empirical analysis of the relationship between ethical leadership and organisational culture and examines and proposes a theoretical model outlining the potential mediating effects of OCB and UPB as illustrated in the conceptual framework reflected hereunder.

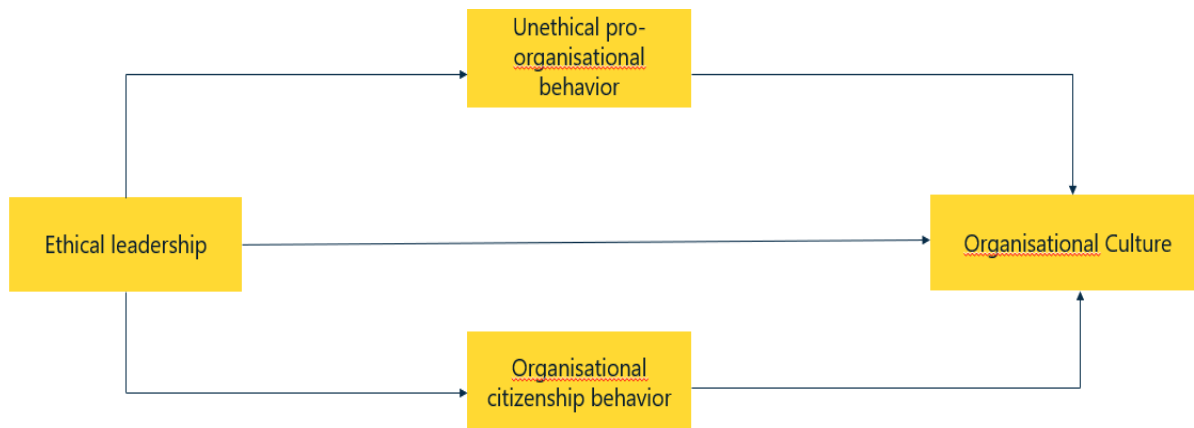


Figure 1. Conceptual Framework

### 1.4 Underpinning theory

This paper positions the conceptual framework outlined above as being informed by stakeholder theory. According to Freeman (2004) a stakeholder approach concerns itself with the value imposed on the relationships with those who maintain a vested interest in the organisation. Leaders or managers and employees ordinarily maintain a vested interest in the organisation within which they are employed and play a crucial role in the determination of ethical policies, practices, and procedures within an organisation. The stability of these relationships hinges on the sharing of, *inter alia*, a core of principles or values. In this sense, Freeman, Wicks, and Parmar (2004: p. 365) assert that “stakeholder theory does a better job of explaining and directing managerial behavior”. Thus, stakeholder theory allows leaders to instill personal values (Freeman, 2004), and proactive efforts to influence their subordinates’ ethical and unethical behavior (Brown and Treviño, 2006).

The theory is premised on the assumption that values are necessarily and explicitly a part of doing business (Freeman et al., 2004), and thus “one of the central tasks of both stakeholder theory and business ethics is to put “business” and “ethics” together coherently and practically” (Freeman, 2004: p. 238).

Turning to the conceptual framework, the stakeholder theory is likely to present the leader within an organisation as the central figure of a stakeholder approach (Reynolds, Schultz, and Hekman, 2006). In this instance, such leaders are likely to step out of limiting preconceptions and start

seeing and breathing the world from stakeholders' points of view, comprising unique belief systems and values (Ramoglou, Zyglidopoulos, and Papadopoulou, 2023).

In addressing the tension which is primarily between leaders' self-interest and other sentiments, Jones et al. (2007) introduce a new concept designed to address this tension. The authors contend that stakeholder culture, which is a key facet of organizational culture, can provide leaders with guidance on how this tension should be resolved. It should be noted, however, that stakeholder culture form differs from ethical culture or climate, in that the former "focuses only on what matters to corporate stakeholder, and... represents a clearly defined continuum of concern for stakeholder interests" (Jones et al., 2007: p. 142). In effect, addressing stakeholder-related issues is an integral element of an organisation's overall culture (Jones et al., 2007).

### **1.5 Overview of the methodological approach**

This study follows the quantitative research method, which is premised on the positivist paradigm. To this end, a survey in the form of a questionnaire, attached as Appendix 1 was distributed electronically (i.e. online via Teams Forms) and formed part of the interaction with the participants. The questionnaires utilised comprised four parts, namely: biographical information, the Ethical Leadership Scale (ELS), Corporate Ethical Virtues (CEV) Scale, and the OCB and UPB Scales.

### **1.6 Intended research contribution**

No study was identified that has included both OCB and UPB as variables. The study is the first to examine the combined mediating effect of OCB and UPB on the relationship between ethical leadership and organisational culture within an African and financial sector context. Additionally, the study builds on various studies that were done on ethical leadership, organisational culture, and organisational citizenship behaviour, respectively. Regarding the population size of the study, a total sampling population of six hundred and fifteen, comprising junior employees up to and including senior management, was used for this study. This diversity assisted in providing a wider perspective throughout the organisation and created a diverse sample in terms of age, years of

employment within the organisation, and hierarchical levels. The participants in this study were drawn from a financial services company, within an African context.

The study's contribution lies in its examination of the aforesaid relationship and context, providing valuable insights into how these constructs interact. Firstly, the study aims to show that ethical leadership is one essential way of enhancing organisational culture. This relationship is crucial as it helps establish trust, collaboration, and a shared commitment to ethical standards within the organisation.

Secondly, the study aims to demonstrate that OCB mediates the relationship between ethical leadership and organisational culture, and as such promoting OCB can lead to a more favourable organisational culture, which is essential for overall organisational effectiveness. Finally, the research aims to show that UPB negatively mediates the relationship between ethical leadership and organisational culture, and as such promoting UPB can lead to an unfavourable organisational culture.

## **1.7 Thesis structure**

Chapter One provided an introduction to the study and thus, discussed the context and purpose of the research. This included a discussion of the problem statement, objectives, and significance of the study.

Chapter Two presents the literature review, defining the research constructs and reviewing the research related to the relationship between ethical leadership and organisational culture, including the mediating effects of OCB and UPB, respectively. In doing so, the chapter discusses the theoretical and empirical background of the research.

Chapter Three highlights the research methodology that was adopted in the study, which includes the aim and main hypotheses. To this end, this chapter focuses on the research design, research paradigm, research method and outlines the data collection methods, quality standards, and how ethical compliance was attained.

Chapter Four presents the results of the study's data analysis relating to the hypotheses.

Chapter Five presents a discussion of the results of the study based on the statistical analysis that was conducted in Chapter Four. In doing so, the chapter aims to answer the research problem statement of this study. This Chapter further discusses the results in line with the theoretical framework of the literature review in Chapter Two.

Chapter Six highlights the study's key findings and offers recommendations for management and future research. In conclusion, the Chapter discusses the limitations, practical implications, and contributions of the study to the body of knowledge.

## CHAPTER 2

### Review of Literature

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#### 2.1 Introduction

Considering that leaders influence followers' actions (Hsieh, Hsu, Kao, and Wang, 2020), this study is interested in investigating the effect of organisational citizenship behaviour (OCB) and unethical pro-organisational behaviour (UPB) on the relationship between ethical leadership (EL) and organisational culture (OC). Thus, the first purpose of this study is to examine the relationship between ethical leadership and organisational culture, and secondly the mediation effect of OCB and UPB on the aforesaid relationship. In doing so, the chapter presents the literature review, defining the concepts and reviewing the research related to the relationship between ethical leadership and organisational culture, including the mediating effects of OCB and UPB, respectively.

#### 2.2 Ethical Leadership

##### 2.2.1 Definition

Brown, Treviño, and Harrison (2005: p.120) define ethical leadership 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”. Put differently, when leaders act morally and inspire those under their direction to follow suit, ethical leadership takes place (Rochford et al., 2017).

A significant differentiator of ethical leadership is its emphasis on internalised moral perspective, moral person, moral manager, and idealised influence (Toor and Ofori, 2009). Huhtala, Kangas, Lämsä, and Feldt (2013: p.251) maintain that ethicality is an essential component of leadership, and as such “leadership is a process in which leaders influence their followers to achieve organisational goals”. This influence and encouragement on the part of followers is premised on

the realisation that to make ethical decisions, behave ethically, and encourage their followers, leaders need to use both analytic reasoning and socioemotional reasoning (Rochford et al., 2017). In doing so, this will enable an organisational culture that affords a balance between these two cognitive modes (Rochford et al., 2017).

In this sense, ethical leadership is seen as capturing “a leader's proactive efforts to influence followers' ethical and unethical behavior” (Brown and Treviño, 2006: p. 597), and develops followers' perceptions of themselves as subordinates and highlights the significance of the leader's identity in their self-concept (Wang and Li, 2019). Thus, from the standpoint of the social learning theory, ethical leadership implies that leaders model ethical behaviour for their followers, such as by learning by imitation and observation (Kim, Lee and Lee, 2023). Accordingly, these ethical perceptions are likely to bear a foundation for behaviour regulation (Hannah, Avolio, and May, 2011). Such leaders are thought to be just, care about people and society and hold themselves ethically in their personal and professional lives (Brown and Treviño, 2006), and encapsulate positive personal characteristics (Mayer, Kuenzi and Greenbaum, 2010). As such, ethical leadership is informed by a combination of fitness and propriety characteristics such as integrity, ethical standards, good standing, and fair treatment of employees (Brown et al., 2005).

While the above definition of ethical leadership advocated by Brown et al. (2005) is widely accepted, it has also been criticized for its ethical relativistic content (Riggio, Zhu, Reina, and Maroosis, 2010). Riggio et al. (2010) advocate for a virtue-based measure of ethical leadership, with a focus and a shift from an emphasis purely on ethical behaviours, but the positive character of leaders. The concern hereto is purely on the definition, in that it provides for limitations of a behavioural approach to leadership ethics. In this regard, a more theoretical model for ethical leadership that focuses on characterological elements should be adopted (Riggio et al., 2010). The proposition herein is that ethical leadership is “best represented by the makeup of the individual, the virtues he or she possesses, and the self-knowledge and self-discipline that guide the leader's moral actions” (Riggio et al., 2010: p. 237).

## **2.2.2 The relationship of ethical leadership with other variables**

The considered literature review evidenced that ethical leadership is positively and significantly related to numerous relationships i.e. follower satisfaction with supervisor, motivation, organisational commitment, prosocial behaviour, (Brown and Treviño, 2006), organisational citizenship behaviour (OCB) (Brown and Treviño, 2006; Avey, Wernsing and Palanski, 2012; Qi and Ming-Xia, 2014; Sağnak, 2017), authentic leadership (Walumbwa, Avolio, Gardner, Wernsing, and Peterson, 2008), transformational leadership, employee outcomes, effectiveness, satisfaction (Toor and Ofori, 2009), leader-member exchanges, self-efficacy, and performance (Walumbwa, Mayer, Wang, Wang, Workman, and Christensen, 2011), psychological ownership, job satisfaction, psychological safety or wellbeing (Avey et al., 2012; Sağnak, 2017), corporate social responsibility (Wu, Kwan, Yim, Chiu, and He, 2015; Ullah, Hameed, Kayani, and Fazal, 2022), realised innovation (Van Der Wal and Demircioglu, 2020), and organisational embeddedness (Zhou, Liu, He, and Qian, 2022).

Ethical leadership has also been found to mediate between numerous relationships i.e. employee outcomes and organisational culture (Toor and Ofori, 2009), and workplace ethics culture and work engagement (Mitonga-Monga, Flotman and Cilliers, 2016).

## **2.3 Organisational culture**

### **2.3.1 Definition**

Organisational culture entails the common values, presumptions, and beliefs that arise from socialisation among members of an organisation (Schneider, Ehrhart and Macey, 2013). This represents an aspect of the organisational environment that assists persons within the organisation to make sense of their own and others' behaviour (Jones et al., 2007). It is also exhibited in three ways or at three levels: cultural artifacts, beliefs and values consciously held, and underlying assumptions giving rise to the beliefs and values (Schein, 2004). Kaptein (2009) and Tsai (2011) describe culture as the informal control system of an organisation, consisting of shared values, beliefs, perceptions, and traditions. Ethical culture on the other hand, entails “the experiences, assumptions, and expectations of managers and employees about how the organisation prevents

them from behaving unethically and encourages them to behave ethically” (Kaptein, 2009: p.262). Mayer et al. (2010) hold that this entails the entire impression that individuals have regarding ethical policies, practices, and procedures within an organisation. It is a “subset of organisational culture that reflects the shared values, norms, and beliefs about what constitutes appropriate behaviour shaping ethical or unethical decision-making in an organisational context” (Roy, Newman, Round, and Bhattacharya, 2024: p.99).

### **2.3.2 The relationship of organisational culture with other variables**

Studies on organisational culture evidenced a positive and significant correlation with organisational citizenship behaviour (OCB) (Ruiz-Palomino and Martínez-Cañas, 2014; Saĝnak, 2017; Kancharla and Dadhich, 2021), employees’ perceptions (Suh, Shim and Button, 2018), realised innovation (Van Der Wal and Demircioglu, 2020), employee performance (Setyowati, Az, Tobing, Nurhayati and Qomariah, 2021), and sustainable competitive performance (Waheed and Zhang, 2022). In other studies, the mediation effect of organisational culture was demonstrated i.e. ethical leadership and follower outcomes, voice behaviour, ethical cognition, and ethical behaviour (Schaubroeck, Hannah, Avolio, Kozlowski, Lord, Trevino, Dimotakis, and Peng, 2012), ethical leadership and OCB (Saĝnak, 2017) and ethical leadership and corporate social responsibility (Wu et al., 2015; Ullah et al., 2022).

### **2.4 The relationship between ethical leadership and organisational culture**

It can be inferred that ethical leadership shapes organisational culture by affecting employees' perceptions, beliefs, and behaviour (Shin, 2012). This is also informed by the existence of a positive nexus between ethical leadership and employees’ work-related attitudes and behaviours (Resick et al., 2013). The authors further, assert that to effectively take charge of this relationship, leaders are required to lay foundations that are premised on ethical awareness, in terms of which ethical awareness would provide a basis for behaviour regulation. Leaders are entrusted to assist employees in understanding ethically charged issues, and making appropriate judgments (Resick et al., 2013). The moral efficacy of followers is influenced by ethical leadership through ethical culture (Schaubroeck, Hannah, Avolio, Kozlowski, Lord, Trevino, Dimotakis, and Peng, 2012).

Organisational leaders have the power to influence an organisation's ethical culture by setting an example of ethical behaviour, deciding what constitutes an ethically acceptable workplace, and deciding how moral conundrums and questions should be resolved within the company (Dickson, Smith, Grojean, and Ehrhart, 2001). Toor and Ofori (2009: p. 543) conclude that the "positive organisational culture in concert with ethical leadership is more likely to engender leader effectiveness, the willingness of employees to put in extra effort, and satisfaction of employees with the leader".

Considering the above, individuals with the characteristics and values that predispose them toward ethical leadership will look for organisations that have strong ethical cultures (Brown and Treviño, 2006). Therefore, it is evident that ethical leadership is positively related to ethical organisational culture (Schaubroeck et al., 2012), and in turn, leadership views and values equally affect the organisation and its culture (Giberson, Resick, Dickson, Mitchelson, Randall, and Clark, 2009). Thus, in considering organisation culture literature, research points out that leaders serve as informative nets of organisational policies and processes for employees (Mayer et al., 2010). Having considered this, the researcher asserts that ethical leaders set the tone for organisations by demonstrating and promoting moral conduct, which in turn shapes the shared values, beliefs, and behaviours within the organisation. As outlined above, this influence is reflected in the positive correlation between ethical leadership and various organisational outcomes.

#### **2.4.1 Empirical studies on the relationship between EL and OC**

As highlighted above, this study's primary aim is to examine the relationship between ethical leadership and an organisation's ethical culture. From the usage of well-known cases as a model by Thoms (2008), empirical research on the relationship between ethical leadership and organisational culture has been conducted in Singapore's construction industry among senior executives (Toor and Ofori, 2009), managers within members of two Finnish national labour unions (Huhtala et al., 2013), German companies from various industries, including the automotive sector, consumer goods, energy, finance, pharmaceutical, chemical, food, sports, and high-technology industry (Eisenbeiss, Van Knippenberg and Fahrback, 2015) and primary and secondary school teachers in the center of Niğde, Turkey (Sağnak, 2017).

The results of this empirical work indicate that ethical leadership is positively and significantly correlated with organisational culture (Thoms, 2008; Toor and Ofori, 2009; Huhtala et al., 2013; Eisenbeiss et al., 2015; Mitonga-Monga et al., 2016 and Saġnak, 2017). In summary, there is a positive and significant association between ethical leadership and ethical organisational culture.

## **2.5 Organisational citizenship behaviour (OCB)**

Organisational citizenship behaviour (OCB) refers to “an individual's discretionary behaviour that is not directly or explicitly defined in their formal job responsibilities, and that can facilitate the effective functioning of the organization” (Organ, 1988: p.4; Wang, Zhang, Li, and Henry, 2023: p. 5). Borman and Motowidlo (1993: p. 73) defined OCB as “behaviours that do not support the technical core itself so much as they support the broader organisational, social, psychological environment in which the technical core must function”. In refining this definition, Organ (1997: p. 95) maintained that this behaviour entails a “performance that supports the social and psychological environment in which task performance takes place”. OCB within the workplace refers to conduct relating to employees voluntarily assisting others in the workplace, promoting the eminence of their organisation and leaders in the absence of an explicit or implicit promise of reward for such behaviour (Wang et al., 2023). In summary, these definitions affirm that organisational citizenship behaviours are employee actions that support organisational functioning even when they are not essential to the task at hand (Lee and Allen, 2002).

Employees that exert a higher level of OCB are likely to feel like part of the organisation, keep things in balance between them and the company (Lee and Allen, 2002), and thus highly likely to develop an increased social connection with other employees within the organisation (Hanaysha, 2023). Resick et al. (2013) highlight the two dimensions underpinning OCBs. First, a behaviour relating to co-workers and their helpful attributes and information sharing towards each other, and second, a dimension that is aimed at the organisation itself and the promotion of the organisation's services and products. Thus, OCB is seen as a contributory benefit not only to the actor but the collective (Van Dyne, Vandewalle, Kostova, Latham, and Cummings, 2000). This behaviour entails potential individual resource consumption (Wang et al., 2023) and as such, engaging in the behaviour reinforces a positive sense of self (Van Dyne et al., 2000), and creates an organisational culture or climate that is a happy one, and happy workplace (Tsai, 2011).

Ethical culture, coupled with the existence of OCB, was found to be positively related to ethical leadership and employees' level of engagement (Mitonga-Monga et al., 2016). This demonstrates that ethical leadership values foster in employees a sense of trust, care, justice, fairness, concern, and respect. With this, ethical leadership will likely link to more positive behaviour (OCB) and less negative behaviour (UPB) when employees have a high sense of obligation towards the organisation (Wang et al., 2023). This was reiterated by Nemeth and Staw (1989) in that any employee drive and pro-active or motivated cooperation that is characteristic of OCB is likely to be of major value to organisations.

In exploring the relationships between workplace spirituality and OCB among nurses in Malaysian hospitals, empirical evidence by Anvari, Barzaki, Amiri, Irum, and Shapourabadi (2017) showed a positive and significant correlation between workplace spirituality and OCB. Setyowati et al. (2021) in their analysis of the effect organisational culture and job satisfaction on OCB and employee performance at the University of Muhammadiyah Jember, Indonesia, concluded that OCB is positively and significantly related to organisational culture, job satisfaction, and employee performance, respectively.

### **2.5.1 Mediating effects of OCB**

OCB has been found to have mediation effects on numerous relationships i.e. organisational learning culture and knowledge sharing (Islam, Anwar, Khan, Rasli, Ahmad, and Ahmed, 2012), ethical leadership and psychological wellbeing (Avey et al., 2012), job satisfaction and performance (Ekowati, Troena, and Noermijati, 2013), leadership, empowerment, organisation commitment, and knowledge sharing (Han, Seo, Yoon and Yoon, 2016), transformational leadership and employee performance (Jiang, Zhao and Ni, 2017), workplace spirituality and intention to leave (Anvari, Barzaki, Amiri, Irum, and Shapourabadi, 2017), ethical leadership and employee performance (Sugianingrat, Widyawati, da Costa, Ximenes, Piedade, and Sarmawa, 2019), transformational leadership and corporate social responsibility practices (Alshihabat and Atan, 2020), organisational culture and job satisfaction with employee performance (Setyowati et al., 2021), transformational leadership behaviour and organisational performance, psychological ownership and organisational performance, incentives and organisational performance (Alhashedi,

Bardai, Al-Dubai, and Alaghbari, 2021), opportunistic silence and organisation-based self-esteem (Chou and Chang, 2021), ethical leadership and employee creativity (Hanaysha, Kumar, In'airat, and Paramaiah, 2022) and participative leadership and employee creativity (Hanaysha, 2023). However, there seems to be no research conducted on the mediating effects of OCB on the relationship between EL and OC.

## **2.6 Unethical pro-organisational behaviour (UPB)**

According to Umphress and Bingham (2011: p. 622) UPB entails “actions that are intended to promote the effective function of the organisation or its members and violate core societal values, mores, laws, or standards of proper conduct”. At the core of UPB is that it encourages actions whose intention is to advance the effectiveness of an organisation whilst transgressing ethical norms, values, and standards or adequate employee behaviour (Umphress and Bingham, 2011), and adversely affect the organisation and its culture (Giberson et al., 2009). Thus, UPB involves actions that advance the objectives of an organisation but which are morally questionable and socially unacceptable (Hsieh, Hsu, Kao, and Wang, 2020). These actions undermine the ethical environment and can lead to moral degeneration and a sense of entitlement among employees, which can erode the ethical culture promoted by leaders. It can be deduced from the above definition that, UPB consists of two primary components.

Firstly, a form of unethical behaviour that is morally at odds with societal norms, and secondly, behaviour that is intended to benefit the organisation (Wang et al., 2023). Accordingly, this behaviour breaches widely accepted moral principles and has potentially harmful effects on both the internal and external stakeholders (Wang and Li, 2019; Graham et al., 2020).

Contrary to self-absorbed or selfish unethical behaviours, UPB is occasioned by behaviours on the part of employees or actors that seek to protect or promote the organisation or its affairs or leaders (Umphress and Bingham, 2011), and by extension disobey social moral norms in order to foster a sense of belonging (Wang and Li, 2019). This is also evident when employees participate in UPB to support their leaders and the organisation, ignoring the unethical information contained in UPB (Wang and Li, 2019). Such actions are likely to leave hidden troubles for the organisation and the actors and thus exert harmful effects on the organisation over time (Wang, Xiao, and Ren, 2022).

Derfler-Rozin and Park (2022: p. 1) hold that the “suggested mechanism driving such UPB was related to social exchange expectations: employees believe that engaging in such behavior is a form of positive reciprocity by benefiting their employer”.

It has been proposed that UPB evokes a perception of moral degeneration in the person exhibiting such behaviour (Jiang, Liang, and Wang, 2023). Accordingly, UPB leads to employees recognising a high level of moral degeneration (Jiang et al., 2023). In light of this, such employees may start feeling that they "deserve preferential treatment because of the unique and valuable contributions they make to the organization" (Jiang et al., 2023: p.1162). Thus, those employees that witness their “supervisors’ UPB were more likely to engage in UPB themselves and were even rewarded for doing so” (Derfler-Rozin and Park, 2022: p. 2).

Jiang et al. (2023) maintain that despite the supposed benefits occasioned by employees’ UPB, this behaviour may be harmful to the employees’ work effort and, ultimately, the organisational effectiveness. On the other hand, taking into account the perceived benefits and likely harms, employees conducting UPB may feel bad about themselves and evoke a sense of ethical dissonance (Wang et al., 2022). In assessing the link between ethical leadership and employees’ behaviour, Kalshoven, Van Dijk and Boon (2016) hold that there is no positive link between EL and UPB. On the other hand, Jiang et al. (2023) empirically demonstrated that UPB is positively related to actors’ moral deficits and actors’ perceived psychological entitlement, respectively. In summary, UPB may be harmful to workers' work efforts and, eventually, the efficacy of the organisation.

As with OCB, a review of the literature appears to be somewhat silent on the mediating effect of UPB. The existence of UPB has the potential to lead employees to engage in unethical behaviours they believe will benefit the organisation (Wang et al., 2023) but which will ultimately adversely affect the organisation and its culture (Giberson et al., 2009). Furthermore, no study was identified that has included both OCB and UPB as variables.

## **2.7 Intended research contribution**

Leaders have an impact on followers' ethical behaviour at lower levels by ingraining their standards and presumptions into the visible indicators of an ethical culture. Put differently, and as

maintained by Roy et al. (2024) when a leader demonstrates ethical behaviour, it is reasonable to assume that followers will follow suit and create a shared understanding of what constitutes proper behaviour. In reiterating this, Saĝnak (2017: p.1102) maintains that “ethical leaders promote subordinates’ ideas and create a climate of mutual respect”. By extension, the culture of an organisation and the actions of its followers are influenced by the leader (Saĝnak, 2017). To this extent, the study presents an empirical analysis of the relationship between EL and OC and examines and proposes a theoretical model outlining the potential mediating effects of OCB and UPB as illustrated in Figure 1.

Despite the above, no empirical studies have been performed on the mediating effects of OCB and UPB on the relationship between EL and OC. Having regard to this, and considering the literature review and its limitations, this study seeks to address a handful of gaps. Firstly, the research relating to the mediating effect of OCB appears to be predominantly performed in the Middle East (Ekowati, Troena, and Noermijati, 2013; Khokhar and Zia-ur-Rehman, 2017; Alshihabat and Atan, 2020; Alhashedi, Bardai, Al-Dubai, and Alaghbari, 2021; Hanaysha, Kumar, In’airat, and Paramaiah, 2022; Hanaysha, 2023), and Asian countries (Han, Seo, Yoon and Yoon, 2016; Jiang, Zhao and Ni, 2017; Setyowati et al., 2021) and within the education (Khokhar and Zia-ur-Rehman, 2017; Alshihabat and Atan, 2020; Setyowati et al., 2021; Hanaysha et al., 2022; Hanaysha, 2023), banking (Ekowati et al., 2013), and private sector industries (Han et al., 2016; Alhashedi et al., 2021), respectively. Accordingly, future research is required to test this mediation effect within an African and financial sector context in more extensive detail.

Secondly, there is inadequate research on the mediating effect of UPB on the relationship between ethical leadership and organisational culture. Therefore, more research is required on this subject.

Finally, no studies have been published on the combination of OCB and UPB as mediators. This study aims to explain the mediating effects of OCB and UPB on the relationship between ethical leadership and organisational culture. The examination of the mediation effect of the behaviours (OCB and UPB) will therefore be performed within the financial sector in an African context. To this extent, the study presents an empirical analysis of the relationship and examines and proposes a theoretical model outlining the potential mediating effects of OCB and UPB. Thus, the study proposes the following hypotheses:

H1. There is a significant positive relationship between ethical leadership and organisational culture.

H2. OCB positively mediates the relationship between ethical leadership and organisational culture.

H3. UPB negatively mediates (i.e. a competitive or suppression effect) the relationship between ethical leadership and organisational culture.

## **2.8 Chapter summary**

The literature review provides a comprehensive understanding of the complex interplay between ethical leadership, organisational culture, OCB, and UPB. It highlights the multifaceted nature of organisational dynamics and the various factors that influence organisational culture. By examining the mediating roles of OCB and UPB, the literature offers a nuanced perspective on how different types of employee behaviour can either strengthen or weaken the relationship between ethical leadership and organisational culture. In conclusion, the literature review highlights the significant positive relationships between ethical leadership, organisational culture, OCB, and the detrimental effects of UPB. To this end, ethical leadership plays a crucial role in shaping organisational culture and influencing employee behaviour and organisational outcomes. The presence of OCB further enhances these outcomes, while UPB undermines them. This interconnected system highlights the importance of ethical conduct in driving a positive organisational environment and achieving sustainable success.

Given the above, the study proposes three hypotheses that collectively explore the complex interplay between ethical leadership, organisational culture, OCB, and UPB, highlighting how different types of employee behaviour can mediate the relationship between ethical leadership and organisational culture.

# CHAPTER 3

## Research Methodology

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### **3.1 Introduction**

This research is concerned with the examination of the relationship between ethical leadership and organisational culture, including the mediation effects of organisational citizenship behaviour (OCB) and unethical pro-organisational behaviour (UPB) on the relationship between ethical leadership and organisational culture. To this extent, the study presents an empirical analysis of the relationship and examines and proposes a theoretical model that outlines the potential mediating effects of OCB and UPB. This chapter focuses on the research design, research paradigm, research method and outlines the data collection methods, quality standards, and how ethical compliance was attained. To this end, the study adopted a quantitative approach based on a deductive and positivist paradigm. Following the work of Guba and Lincoln (1994), the methodology of this study is examined in light of its epistemological foundation.

### **3.2 Research Design**

This section of the study is concerned with an overall view of the method chosen and the reason for that choice (Saunders, Lewis and Thornhill, 2009). Exploratory, descriptive, and explanatory research are the three fundamental types of research objectives or designs. Exploratory research is concerned with seeking new insights and understanding the situation. On the other hand, the descriptive method of research denotes the category of research that seeks to learn more about the state of phenomena at the time of the study (Rahi, 2017). Turning to the explanatory research method, Cohen, Manion and Morrison (2000) and Rahi (2017) describe this method as research that aids in determining the causes of a specific phenomenon's occurrence.

Given that the objective of the explanatory research method is to identify issues and key variables in a given research problem, the explanatory method is relevant to this study as it also explains a problem usually in the form of casual relationships (Rahi, 2017). Thus, this study adopted explanatory research as integral to its research design.

### 3.3 Research Paradigm and Method

Considering the above, this study will adopt the positivist paradigm to generate knowledge objectively. According to Guba and Lincoln (1994) employing a positivist methodology involves the verification of questions or hypotheses in a propositional form mainly through quantitative methods. This affirms that in positivism, ‘reality remains stable and can be observed or described through an objective epistemology’ (Rahi, 2017: p. 1). Therefore, this study followed a path based on an epistemological background and tested the nature of knowledge. This means that hypotheses will be verified and established as a fact or law when an empirical finding is significant (Minseong, 2022).

As highlighted above, this study follows the quantitative research method, which is premised on the positivist paradigm. This method ignores an individual's emotions and feelings as well as the context of their environment, instead concentrating on gathering new data relevant to the problem from a large population and analysing the data. Consequently, to assist the research in describing data rather than interpreting it, the quantitative strategy measures it objectively through actions and opinions (Rahi, 2017). From a quantitative perspective, the process can be understood as explaining the causal relationship between inputs and outputs (Fischer, Dietz and Antonakis, 2017).

Several data collection strategies exist. However, for this study, a survey research method was utilised to gather data. According to Saunders et al. (2009) the survey research method is usually associated with the deductive approach. In alignment with what Collis and Hussey (2013) term as an approach that seeks to explain research based on empirical observation, the deductive approach is more relevant to this study. For this purpose, the current study was concerned with gathering new data from respondents and analysing and observing the findings by applying a variety of statistical tests.

The authors maintain that this is a popular and common strategy in business and management research and is used most frequently to answer *who, what, where, how much, and how many questions*. This method enables researchers to gather quantitative data for quantitative analysis

using inferential and descriptive statistics. In addition, data collected using a survey strategy can be used to suggest possible reasons for particular relationships between variables and to produce models of these relationships (Saunders et. al, 2009).

### **3.4 Data Collection Methods**

Considering the above, a survey in the form of a questionnaire, attached as Appendix 1 was distributed electronically (i.e. online via Teams Forms) and formed part of the interaction with the participants. The participants were invited to complete the survey, which took approximately 10-15 minutes to complete. The questionnaire that was utilised comprised 41 items, made up of five parts, namely: biographical information, the Ethical Leadership Scale (ELS), Corporate Ethical Virtues (CEV) Scale, and the OCB and UPB Scales, respectively.

#### **3.4.1 Measures**

##### **3.4.1.1 Biographical information**

This section comprised seven biographic questions relating to the participant's gender, race, age group, line of business, hierarchical level, tenure within the organisation, and educational level.

##### **3.4.1.2 Ethics Leadership Scale (ELS)**

The ethics leadership scale (ELS) (comprising 10 items), developed by Brown, Treviño and Harrison (2005) and adopted by Mitonga-Monga et al. (2016) with a Cronbach alpha coefficient for internal consistency reliability,  $\alpha = 0.91$ , was used to measure the impact of ethical leadership on organisational culture.

##### **3.4.1.3 Corporate Ethical Virtues (CEV)**

A shortened version of the CEV Scale comprising 10 items (originally comprising 58 items), developed by Kaptein (2008) and applied with  $\alpha = 0.91$  (Eisenbeiss, Van Knippenberg and

Fahrbach, 2015), and  $\alpha = 0.96$  (Mitonga-Monga et al., 2016), was used as a measure of organisational culture.

#### **3.4.1.4 UPB and OCB Scales**

UPB and OCB were measured using the scales primarily developed by Umphress, Bingham and Mitchell (2010) and Lee and Allen (2002), respectively. The UPB scale comprising 6 items was confirmed with  $\alpha = 0.85$  (Tang, Yam and Koopman, 2020),  $\alpha = 0.93$  (Wang et al., 2023) and  $\alpha = 0.94$  (Jiang et al., 2023). The OCB-O scale developed by Lee and Allen (2002), and comprising eight items was confirmed with  $\alpha = 0.91$  (Umphress et al., 2010), and  $\alpha = 0.90$  (Anvari et al., 2017). To examine the validity of the measures used in this study, the researcher performed a series of confirmatory factor analyses.

The items in the designed questionnaire were measured according to the five-point Likert scale for ethical leadership and OCB, respectively ( $1 = strongly disagree; 5 = strongly agree$ ). Six-point and Seven-point Likert scales were used for organisational culture and UPB, respectively. Rahi (2017) maintain that survey questionnaire Likert-type scales are frequently employed in research to gauge findings and perspectives.

The procedure employed by Preacher and Hayes (2008) and adopted by Mitonga-Monga et al. (2016); Hanaysha et al. (2022); and Hanaysha (2023), was used to test the hypotheses of this study. The procedure begins with the calculation of the direct effect of ethical leadership on organisational culture. According to Preacher and Hayes (2008), should such an effect be significant and positive, then the first condition for the mediation test will be achieved. Thereafter, the significance of the indirect effects and the size of the indirect effect of the two competing mediating variables were determined by using the SmartPLS 4 package.

#### **3.4.2 Population and Sample Size**

The organisation employs a total of one thousand and fifty-six employees, with five hundred and sixty stationed at its head office. This constituted, *inter alia*, the sampling frame of the population. Therefore, the number of employees at the head office was used as the sample for the study. The

identified sample of five hundred and sixty constitutes the sample population of the organisation comprising junior employees up to and including senior management. This diversity assisted in providing a wider perspective throughout the organisation and created a diverse sample in terms of age, years of employment within the organisation, and hierarchical levels. The participants in this study were drawn from a financial services company, within an African context. The researcher is also based at the organisation's head office and thus, the choice of the population was primarily based on practicality in terms of logistics and the ease with which executive management could approve the study.

### 3.5 Quality standards

#### 3.5.1 Response Rate

A total of 560 staff members were invited to participate in the survey. After three weeks of data collection, a total of 198 responses were obtained. Of the 198 received responses, 4 were deleted as retaining them would likely result in biased results. But for this, all data was found to have all the values and consistent responses. Table 1 hereunder shows the summary of the response rate. Accordingly, the response rate was found to be 35.36% and this data was used for purposes of this study. This fell within the 33% average response rate that was considered acceptable for online surveys (Nulty, 2008).

Table 3.1: Response rate

Total number of questionnaires distributed	560
No response received	362
Response and completed questionnaires	198

### **3.5.2 Reliability Analysis**

According to Saunders et al., (2009) reliability refers to the degree to which the methods used for data collection or analysis will produce consistent results. This affirms the importance of data reliability. To this end, several methods are used for this purpose and ultimately calculating internal consistency between items in a scale. Cronbach's Alpha is most frequently used for this purpose wherein an alpha coefficient of 0.7 or higher is accepted (Tavakol and Dennick, 2011; Gollagari, Beyene and Mishra, 2022). Therefore, this study adopted Cronbach's Alpha coefficient as a good measure for the questionnaire variables and to verify their reliability.

### **3.6 Data analysis**

The data was imported from Microsoft Excel to IBM Statistical Package for Social Science (SPSS) version 29. The collected data was then subjected to data cleaning and coding, followed by the missing value analysis and determination of outliers, common-method variance determination, normality assessment, and factor analysis. Where there were missing values or extreme outliers, the entire response set was excluded from the data set. This did not affect the final sample size or the results of the analysis thereof.

Making decisions about the models and mathematical or statistical methods to be employed is a necessary step in the process of analysing data. To ascertain and summarise key features of the dataset i.e. biographical variables, the study followed a descriptive analysis technique. This technique was used to describe the data more cohesively. As maintained by Marshall and Jonker, (2011), inferential statistical methods are employed to find correlations between variables or significant variations in variables pertinent to the study. To this end, the collected data was cleaned and coded to enable the researcher to proceed with the statistical analysis.

The reliability analysis was then performed using Cronbach's Alpha to calculate the internal consistency between the variables. A standard deviation technique was performed to ascertain the existence of any behavioural deviation based on gender. This was also intended to "verify variable inter-dependence and collinearity" (Mahapatra et al., 2020: p. 130).

For the data collected the measurement model was analysed to examine the reliability and validity of the measures, then the structural model testing of the study’s hypotheses, both the direct paths and mediation analysis using SmartPLS version 4. This enabled the researcher to employ the Partial Least Squares Structural Equation Modelling (PLS-SEM). When used correctly, structural equation modeling has significant potential for advancing theory development and validating constructs (Anderson and Gerbing, 1988).

The study further includes bootstrapping analysis to test the significance of path coefficients.

### 3.6.1 Demographics

For purposes of this study, the biographic profile of the respondents was based on gender, race, age group, line of business, hierarchical level, tenure within the organisation, and educational level. A frequency method was used to determine the frequency distribution of all variables. See Table 3.2, which also provides a summary of the demographics.

Table 3.2: Demographics

<b>Race</b>	<b>Black</b>	<b>Coloured</b>	<b>Indian</b>	<b>White</b>		<b>Grand Total</b>
	100	33	23	38		<b>194</b>
	52%	17%	12%	20%		
<b>Gender</b>	<b>Female</b>	<b>Male</b>	<b>Non-binary</b>			
	117	76	1			<b>194</b>
	60%	39%	1%			
<b>Education</b>	<b>Master' degree</b>	<b>Bachelor's degree</b>	<b>Diploma</b>	<b>Matric or less</b>		
	18	105	45	26		<b>194</b>
	9%	54%	23%	13%		
<b>Hierarchical</b>	<b>Executive</b>	<b>Head</b>	<b>Manager</b>	<b>Team-leader</b>	<b>Employee</b>	
	3	20	38	13	120	<b>194</b>
	2%	10%	20%	7%	62%	
<b>Age group</b>	<b>25 years or less</b>	<b>26-35 years</b>	<b>36-45 years</b>	<b>older than 45 years</b>		
	9	57	79	49		<b>194</b>
	5%	29%	41%	25%		
<b>Tenure</b>	<b>9 years and more</b>	<b>6-8 years</b>	<b>3-5 years</b>	<b>2 years or less</b>		
	55	42	42	55		<b>194</b>
	28%	22%	22%	28%		

### **3.7 Ethical considerations**

For ethical considerations, before distributing the survey to the intended participants, an ethical review application was submitted to the Rhodes University Human Research Ethics Committee (RU-HREC) in line with the Rhodes Business School's ethical guidelines. Upon review of the application, the RU-HREC approved the research proposal and the researcher proceeded to seek permission to conduct research within the company. The requisite consent from the company was obtained and the researcher invited participants to form part of the study. Annexed hereto as Appendices 2 and 3 are the Research Ethics Approval letter and the Permission to conduct research, respectively.

The researcher is employed at the company where the study was carried out and had access to the participants' email addresses. Enclosed in the initial email to participants was the ethical approval from the RU-HREC and a participant invitation letter that detailed the purpose of the study, the benefits to participants, and how to become a participant. A copy of the invitation letter is attached hereto as Appendix 4. The participants were further advised that participation is voluntary and data analysis will be sufficiently aggregated to preserve anonymity.

In the second email, participants were furnished with the link to start the survey and the consent letter to participate, a copy of which is attached as Appendix 5. The communication further required participants to read the consent letter before starting the survey and advised that by following the survey link, participants consent to participate in the study. To this end, the survey was distributed via the Teams Forms platform and participants were alerted that they possess the right to receive feedback about this research, which will take the form of a formal communication unless they elect not to receive the feedback.

### **3.8 Methodological limitations**

The study has some limitations that should be noted. First, the data set on all variables for the study was collected from the same participants, and as such this study cannot exclusively rule out the concern of common method bias.

Second, this study recognised that the findings and conclusions drawn from the analysis may not be fully generalisable beyond the scope of the dataset (Gelman and Hill, 2007). Thus, the data set represents a specific subset of a financial sector organisation, limiting the generalisability of the results to other contexts.

### **3.9 Chapter summary**

The chapter provides a detailed account of the research methodology, including the research design, data collection, and analysis methods. The study's approach ensures a robust and objective examination of the relationship between ethical leadership, organisational culture, and the mediating roles of OCB and UPB. The research design, grounded in a positivist paradigm, and the survey method used align with the study's objectives, providing a solid foundation for the empirical analysis and discussion of the study's findings.

In conclusion, the study acknowledges limitations such as potential common method bias due to single-source data collection and limited generalisability of the findings to other contexts beyond the specific subset of the financial sector organisation studied.

## CHAPTER 4

### Data analysis and results

---

#### 4.1. Introduction

This chapter presents the outcomes or results of the study's data analysis relating to the hypotheses. The first part deals with the frequency distribution of the biographical information. The second part looks at the data analysis, followed by the model measurement that assesses the model's quality criteria including, *inter alia*, the model fit, construct reliability and validity, discriminant validity, collinearity statistics and model correlation. The third and last part deals with the model's predictivity relevance and present the results of the hypotheses and mediation test, including the determination of whether the selected biographical information (control variable) has any influence on organisational culture.

#### 4.2. Frequency Distribution of the Demographics

A frequency method was used to determine the frequency distribution of the demographics. The frequency distribution of these variables is indicated in Figures 4.1- 4.6, respectively.

Of the 194 respondents forming part of the research and analysis, 59.59% (117 respondents) were females, 39.90% (76 respondents) were males and 0.52% (1 respondent) were non-binary. Analysis of the sample population's data showed that of the 560 employees, 328 are females and 232 are males, equating to 58.57% and 41.42% for females and males, respectively. Accordingly, the percentage response rate per gender category is sufficiently representative of the population used for the data analysis for this study.

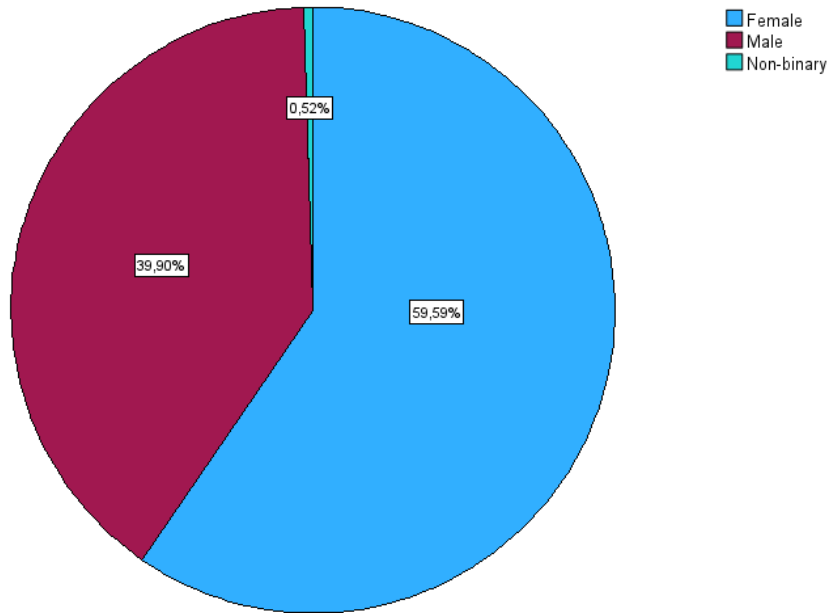


Figure 4.1: Gender frequency distribution

Turning to the age grouping of participants, data was collected on each respondent's age, and grouped into four unequal-width age groups. Analysis of this data showed that respondents between the age group 36-45 represented the highest frequency distribution with 39.90% (79 respondents), followed by 26-35 years with 29.53% (57 respondents), older than 45 years with 25.91% (49 respondents) and the lowest frequency distribution was 25 years and less with 4.66% (9 respondents). See Figure 4.2 below.

Analysis of the sampled population showed that the age of the employees ranged from 21 to 71 years, with a mean of 43.63 and a standard deviation of 13.66. Considering this, the percentage response rate per age category is sufficiently representative of the population used for the data analysis for this study. It is also important to note that most of the respondents are within the age range of 36 – 45 years.

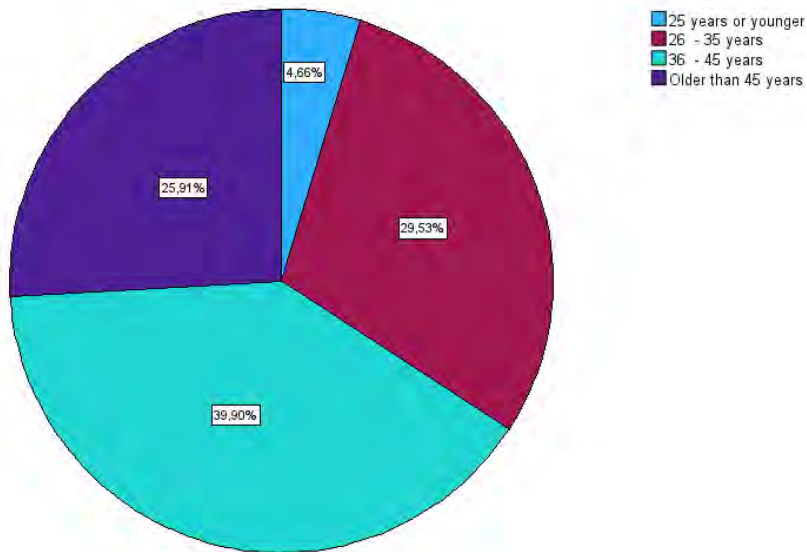


Figure 4.2: Age group frequency distribution

Hierarchical levels show that 60.10% (120 respondents) were ordinary employees, 19.69% (38 respondents) were managers, 10.88% (20 respondents) were heads of departments, 7.25% (13 respondents) were team leaders and 2.07% (3 respondents) were executives.

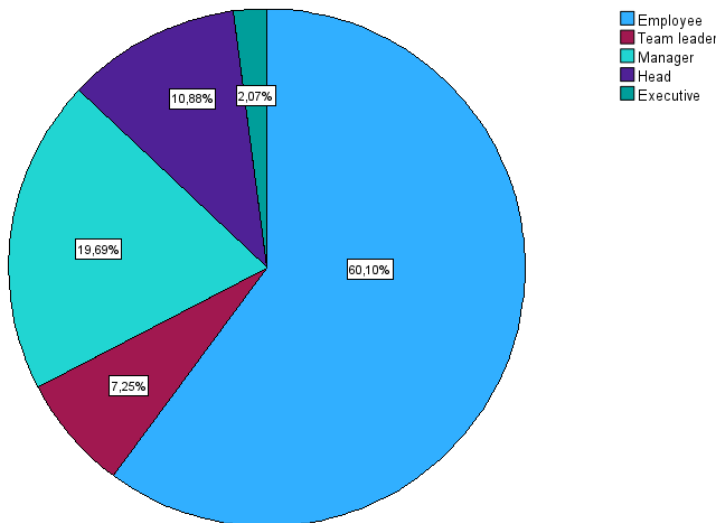


Figure 4.3: Hierarchical Level Frequency

Data analysis of the respondents' tenure within the organisation shows that employees who have been with the organisation for 9 years and more, and 2 years and less, represented 29.02% of the study, respectively. Those who have been with the organisation for 3-5 years and 6-8 years, represented 21.76% and 20.21% of the study, respectively. See Figure 4.4 below.

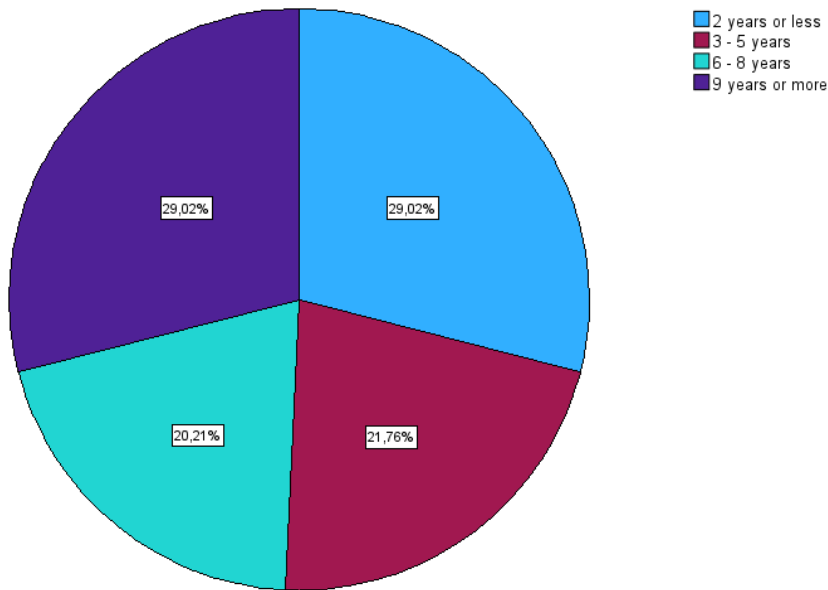


Figure 4.4: Tenure Frequency

As outlined in Figure 4.5, the highest level of education attained consisted of 9.84% (18 respondents) master's degree, 53.89% (105 respondents) bachelor's degree, 23.32% (45 respondents) diploma, and 12.95% (26 respondents) matric or less.

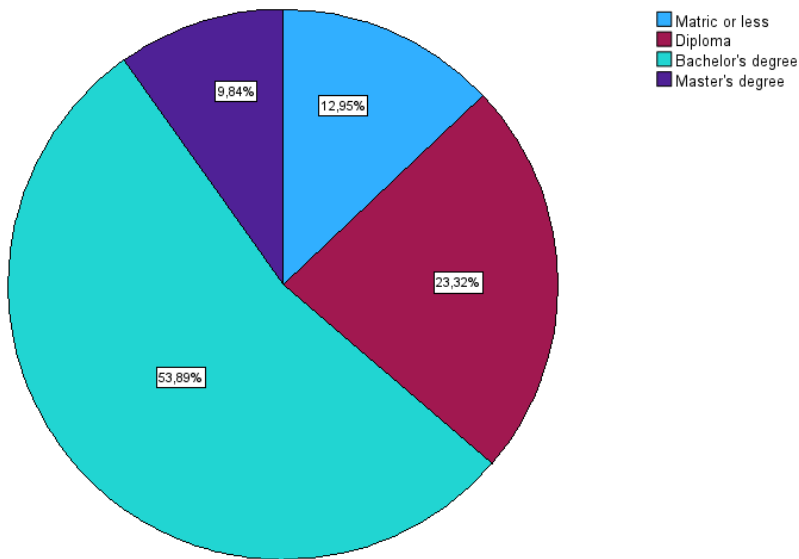


Figure 4.5: Educational frequency distribution

Further analysis showed that respondents falling within the Black race category represented 51.30% (100 respondents) of the population, followed by Whites, Coloured, and Indians with

20.21% (38 respondents), 16.58% (33 respondents), and 11.92% (23 respondents), respectively. Analysis of the sampled population showed that of the 560 employees, 54.82% (307) are Black, 17% (96) are White, 15.36% (86) are Coloured and 12.70% (71) are Indian. In conclusion, this response rate per race category is adequately representative of the population used for the data analysis for this study.

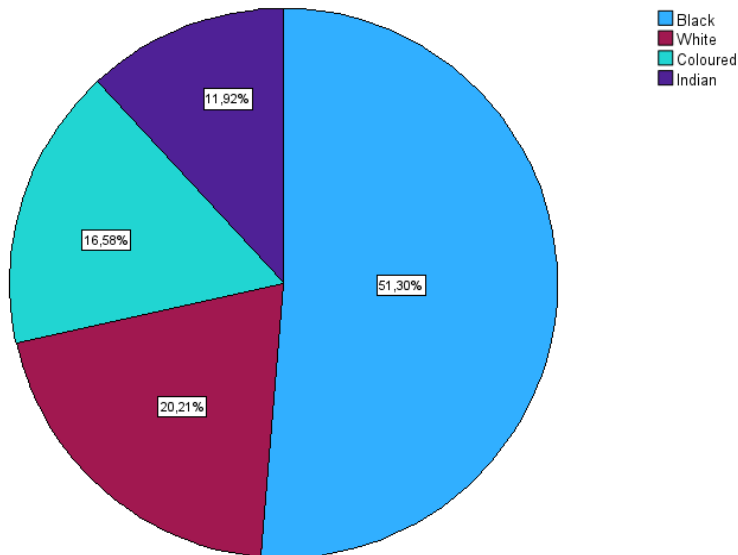


Figure 4.6: Race frequency distribution

### 4.3 Data Analysis

To ensure accuracy of the data the researcher performed numerous analyses, including but not limited to, missing value analysis, extreme outliers, common-method variance, normality, skewness, and kurtosis, and factor analysis. The results of the analyses are explained in more extensive detail below.

#### 4.3.1 Missing Value Analysis

There are several approaches to dealing with incomplete or missing data (Schlomer, Bauman, and Card, 2010). When performing the missing value analysis, it is important to address variables that showed the highest missing value count/ percentage. According to Dong and Peng (2013:p. 223) “statistical analysis is likely to be biased when more than 10% of data are missing”. Considering this, the study’s missing value analysis showed that most variables’ missing count/ percentage was

less than 1.5, which is less than the 10% threshold. Apart from this, and as shown in Appendix 6, with 179 observations, UPB1 and UPB2 had the highest missing value count and percentage of 15 and 7.7, respectively, followed by EL2 with 186 observations and a missing count of 8 and a percentage of 4.1. Despite this, no other concerns were noted, and all the variables were retained for data analysis purposes.

#### **4.3.2 Extreme Outliers**

As maintained by Saunders et al. (2009) it is necessary to identify extreme outliers, and where necessary, exclude them from further analysis. Thus, the data set under scrutiny evidenced observations with extreme values on EL2 and OCB2 variables, respectively. The removal of these observations did not assist as the results remained of the same value. To this end, extreme outliers at 3 xIQR were removed from further analysis and normal outliers at 1.5xIQR were retained. See Appendix 7, evidencing the outlier assessment.

#### **4.3.3 Common-Method Variance**

The Principal Axis Factoring extraction method was used to perform a Harman's single-factor test for CMV. A type I error is more likely when CMV is used to artificially increase or decrease correlations, introducing bias that could result in erroneously determining whether a relationship exists (Fuller, Simmering, Atinc, Atinc, and Babinet, 2016).

To ascertain whether any duplication between the variables exists, a common-method variance was performed. The results showed a variance extracted as 28.11%, which is lower than the 50.0% threshold (Kock, 2021). Considering this, it was safe to conclude that there was no overlap between the variables, and further that there was no high level of inter-correlation between the variables. See Appendix 8, evidencing the total common-method variance results.

#### **4.3.4 Descriptive statistics (Normality, skewness, and kurtosis)**

For this study, the number of observations used is 194 and in determining whether the data is normally distributed, the researcher performed the skewness and kurtosis analysis, which is

annexed as Appendix 9. As maintained by Hair, Black, Babin and Anderson (2010) data can be considered normally distributed if the skewness values fall within the range  $\pm 2$ . This guideline assists in determining whether the data deviates significantly from normal distribution, which is crucial for many statistical analyses. Considering the distribution of the data set, even though variable UPB 5 with a value of 2.211, constitutes a slightly more skewed data. The researcher is satisfied that all other variables are normally or near normally distributed. Turning to whether the distribution is flat or peaked, the kurtosis analysis showed that all variables had values below  $\pm 7$  (Hair et al., 2010). This meant that there were no kurtosis concerns. The descriptive statistics show that the data is normally distributed, with skewness and kurtosis values close to zero for most variables.

#### 4.3.5 Factor Analysis

Table 4.1 shows the Kaiser-Meyer-Olkin Measure (KMO) values ranging between 0.70s to 0.90s and Bartlett's test of  $p < .001$  across all constructs. This is informed by the principal components analysis with the extraction method being varimax rotation. The principal component analysis (PCA) is still the most widely used method in multivariate analysis because of its great versatility (Abdi and Williams, 2010). The KMO measure indicates that a correlation matrix should and can be factor analysed. In this regard, the high KMO values and the significant Bartlett's test indicate that the data is well-suited for factor analysis. This is in line with the guidelines afforded by Kaiser and Rice (1974:p.112) wherein the authors maintained that Indices of Factorial Simplicity may be evaluated according to the following:

in the ,90s	marvelous
in the ,80s	meritorious
in the ,70s	middling
in the ,60s	mediocre
in the ,50s	miserable
below ,50s	unacceptable

The PCA showed that there is only one variable per component with the percentage (%) of variance of the components ranging between 65.96% and 56.02%, respectively. In addition to this, the scree

plot extracted on the first primary component (Ethical Leadership), annexed as Appendix 10, also showed the reflection point of one factor. Accordingly, there was no rotated component and as such, all primary variables formed one construct.

Table 4.1: Factor Analysis

	KMO	Bartlett's test	Eigen values			Extraction Sums of Squared Loadings		
			Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Ethical Leadership	0,927	<.001	5,937	65,969	65,969	5,937	65,969	65,969
Organisational Culture	0,894	<.001	4,881	48,808	48,808	4,881	48,808	48,808
Organisational citizenship behaviour (OCB)	0,827	<.001	3,499	49,982	49,982	3,499	49,982	49,982
Unethical pro-organisational behaviour (UPB)	0,771	<.001	3,362	56,025	56,025	3,362	56,025	56,025

#### 4.4 Model Measurement

The factor loadings in the measurement model provided insights into the strength and significance of the relationships between observed variables and their underlying constructs. The factor loadings of the indicators in each of the constructs were statistically significant ( $p < 0.01$ ). This is an indication of the attainment of satisfactory convergent validity (Anderson and Gerbing, 1988).

##### 4.4.1 Model fit

Although a normed fit index (NFI) value above 0.9 is frequently regarded as suggestive of a good fit, this cutoff point is not always relevant. It is important to consider the context and particular features of the data and model. As indicated in Table 4.2, the model fit was evaluated using various indices, including standardized root mean square residual (SRMR) and NFI, with the saturated and estimated models being compared. The analysis showed an NFI and SRMR of 0.726 and 0.074, respectively. In PLS-SEM, certain fit indices i.e. NFI, should be treated with caution for several reasons, namely:

- Model complexity – PLS-SEM is often utilised for complex models with many constructs and indicators, and traditional fit indices like NFI are designed for simpler models and may not accurately reflect the fit of more complex PLS-SEM models (Russo and Stol, 2022).
- Model dependence – NFI compares the fit of the specified model to a null model (one with no relationships between the variables). According to Schuberth, Rademaker and Henseler (2023) if the baseline model is inappropriate, the NFI value can be misleading.

Accordingly, for a more reliable assessment of model fit in PLS-SEM, it is recommended to use a combination of fit indices, such as SRMR. To this end, the study’s SRMR fit index showed that the model yielded a better fit to the data (SRMR < 0.08). Considering this, it is safe to conclude that there is a relatively good fit between the hypothesised model and the observed data (Hu and Bentler, 1998).

Table 4.2: Model Fit

	Estimated model
SRMR	0.074
d_ULS	3.234
d_G	1.014
Chi-square	1019.752
NFI	0.726

#### 4.4.2 Construct reliability and validity

To examine the construct reliability and validity of the measures used in this study, the researcher used the Partial Least Squares Structural Equation Modelling (PLS-SEM). When used correctly, structural equation modelling has enormous potential for developing theories and validating constructs (Anderson and Gerbing, 1988). Key variables examined include Ethical Leadership (EL), Organisational Culture (OC), Organisational Citizenship Behaviour (OCB), Unethical Pro-organisational Behaviour (UPB), Age, Gender, Race and Tenure.

Table 4.3 below, evidences the reliability statistics performed on the variables forming part of this study. The values for composite reliability (rho\_a and rho\_c) indicate the internal consistency and reliability of the model's constructs. To this end, the results of the analysis indicated EL with the highest level of reliability with composite reliability values of 0.939 (rho\_a) and 0.946 (rho\_c), followed by OC with composite reliability values of 0.880 (rho\_a) and 0.902 (rho\_c), OCB of 0.872 (rho\_a) and 0.888 (rho\_c), and though slightly lower than other constructs, UPB with composite reliability values of 0.855 (rho\_a) and 0.872 (rho\_c), respectively. This means that the items measuring the constructs are consistent and reliable, and further that the composite reliability values support the attainment of satisfactory convergent validity.

In employing Cronbach's Alpha to determine the reliability of the variables, the results showed scores over the general threshold of 0.7. i.e. a higher value of Cronbach's alpha. To this end, the results showed that Ethical Leadership had the highest values for Cronbach's alpha (0.935), composite reliability (0.939), and average variance extracted (AVE) (0.659). An AVE > 0.50 indicates that the construct has good convergence validity, meaning the indicators are well-represented by the construct they are intended to measure.

The lowest values were achieved on UPB, which was assessed using Cronbach's alpha (0.830), composite reliability (0.855), and the average variance extracted (0.532). Despite this, all values were found to be above the recommended thresholds, indicating good internal consistency and satisfactory convergent validity (Anderson and Gerbing, 1988). Accordingly, this meant that the items or variables' reliability was great and there was more confidence that the test was internally consistent.

Table 4.3: Reliability and Validity Statistics

	Average variance extracted (AVE)	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)
Ethical Leadership	0.659	0.935	0.939	0.946
Organisational Citizenship Behaviour	0.573	0.852	0.872	0.888
Organisational culture	0.507	0.878	0.880	0.902
Unethical Pro-organisational Behaviour	0.532	0.830	0.855	0.872

### 4.4.3 Discriminant validity

Discriminant validity was established through the Fornell-Larcker criterion and the Heterotrait-monotrait ratio (HTMT) criterion. In this regard, analysis of the results showed an Average Variance Extracted (AVE) of 0.659 (EL), 0.573 (OCB), 0.507 (OC), and 0.532 (UPB), respectively. In applying the Fornell-Larcker criterion, the square roots of these AVE values were compared to the correlations among the constructs i.e. the correlation between EL and OCB is 0.554, which should be less than the square root of the AVE for EL (approximately 0.812). This comparison helps confirm that each construct is distinct from the others, supporting the validity of the measurement model. Overall, the results suggest that the constructs meet the Fornell-Larcker criterion, indicating adequate discriminant validity within the model.

Further analysis of the results showed an HTMT of less than 0.85, which indicates adequate discriminant validity and thus supports the constructs' distinctiveness (Henseler, Ringle and Sarstedt, 2015). This is illustrated in Tables 4.4 and 4.5, respectively.

Table 4.4: Fornell-Larcker criterion

	Age	Ethical Leadership	Gender	OCB	Organisational culture	Race	Tenure	UPB
Age	<b>1.000</b>							
Ethical Leadership	0.103	0.812						
Gender	-0.021	0.092	1.000					
OCB	0.120	0.433	0.028	0.757				
Organisational culture	0.239	0.469	0.024	0.554	0.712			
Race	0.201	0.015	-0.033	0.037	0.089	1.000		
Tenure	0.289	-0.164	-0.069	-0.037	0.054	0.177	1.000	
UPB	-0.193	-0.162	-0.011	-0.244	-0.265	-0.096	0.015	0.730

Table 4.5: Heterotrait-monotrait ratio (HTMT) Matrix

	Age	Ethical Leadership	Gender	OCB	Organisational culture	Race	Tenure	UPB
Age								
Ethical Leadership	0.105							
Gender	0.021	0.118						
OCB	0.123	0.456	0.044					
Organisational culture	0.258	0.503	0.068	0.613				
Race	0.201	0.068	0.033	0.064	0.095			
Tenure	0.289	0.169	0.069	0.070	0.070	0.177		
UPB	0.203	0.182	0.068	0.288	0.285	0.121	0.060	

#### 4.4.4 Collinearity statistics

Collinearity statistics (VIF) are provided to assess the presence of multi-collinearity among the indicators. As outlined in Table 4.6, the results of the analysis showed that the highest VIF for this study was for EL6 (3.939). In addition to this, all of the values were less than 5 and this suggests that the multi-collinearity is not a significant concern (Menard, 2001).

Table 4.6: Collinearity statistics

	VIF
Age Group	1.000
EL1	2.233
EL10	3.095
EL3	2.077
EL4	3.279
EL5	2.981
EL6	3.939
EL7	2.204
EL8	3.147
EL9	2.597
Gender	1.000
OC1	1.624

OC10	1.716
OC2	1.661
OC3	1.733
OC4	1.537
OC6	1.600
OC7	2.139
OC8	2.479
OC9	1.884
OCB3	1.525
OCB4	2.139
OCB5	1.538
OCB6	2.384
OCB7	2.188
OCB8	2.163
Race	1.000
Tenure	1.000
UPB1	1.948
UPB2	2.014
UPB3	2.229
UPB4	1.685
UPB5	1.585
UPB6	1.924

#### 4.4.5 R-square and F-square values

The inner model of the analysis focused on the relationship between OCB, OC, and UPB. The R-square values indicated the predictive power of the model, with the highest being 0.412 for OC, suggesting a moderate level of prediction. The F-square values, which measure the effect size of the independent constructs on the dependent ones were also considered, with EL and OCB showing substantial effects compared to the other variables. The F-square values for EL of 0.230 for OCB and 0.105 for OC indicate moderate effect sizes, and that ethical leadership has a significant positive influence on both constructs. Similarly, the F-square value for OCB of 0.208 indicates a moderate effect on OC, suggesting that the higher levels of OCB influence OC. On the other hand, the F-square value for UPB of 0.015 indicates no effect on OC, suggesting that UPB has no

significant impact on OC. The remainder of the control variables showed F-square values that suggest that the variables have no effect on OC and thus do not significantly influence this construct. Tables 4.7 and 4.8 below show the R-square and F-square values, respectively.

Table 4.7: R-square values

	R-square
Organisational Citizenship Behaviour	0.187
Organisational culture	0.412
Unethical Pro-organisational Behaviour	0.026

Table 4.8: F-square values

	Organisational Citizenship Behaviour	Organisational Culture	Unethical Pro-organisational Behaviour
Age		0.019	
Ethical Leadership	0.230	0.105	0.027
Gender		0.000	
Organisational _Citizenship Behaviour		0.208	
Organisational culture			
Race		0.001	
Tenure		0.009	
Unethical Pro-organisational_ Behaviour		0.015	

#### 4.5 Model Correlation

The inner model correlation indicates insights into the relationships between the constructs within the model. These correlations are important for understanding how independent variables influence the dependent variables and the predictive power of the model. Table 4.9 provides the inner model correlation values wherein, *inter alia*, EL was found to correlate with OCB (0.433), OC (0.469), and UPB (-0.162). This suggests that Ethical Leadership has a moderate to strong

positive correlation with both OCB and OC and thus a significant predictor of these outcomes. The presence of significant correlations supports the validity of the model, and thus, provides evidence that the model is capturing the underlying relations it intends to measure.

Table 4.9: Correlations

	Age	Ethical Leadership	Gender	OCB	Organisational culture	Race	Tenure	UPB
Age	1.000	0.103	-0.021	0.120	0.239	0.201	0.289	-0.193
Ethical Leadership	0.103	1.000	0.092	0.433	0.469	0.015	-0.164	-0.162
Gender	-0.021	0.092	1.000	0.028	0.024	-0.033	-0.069	-0.011
OCB	0.120	0.433	0.028	1.000	0.554	0.037	-0.037	-0.244
Organisational culture	0.239	0.469	0.024	0.554	1.000	0.089	0.054	-0.265
Race	0.201	0.015	-0.033	0.037	0.089	1.000	0.177	-0.096
Tenure	0.289	-0.164	-0.069	-0.037	0.054	0.177	1.000	0.015
UPB	-0.193	-0.162	-0.011	-0.244	-0.265	-0.096	0.015	1.000

#### 4.6 Predictivity Relevance

In determining the predictivity relevance, the researcher assessed the predictive performance of the PLS-SEM approach against a linear model (LM) and an indicator average (IA) approach. An analysis of the predictive relevance of dependent variables i.e. OCB, OC, and UPB, was performed. This entailed an assessment of the  $Q^2$  predict, RMSE, and MAE, indicating the predictive power and accuracy of the model. But for a relatively lower  $Q^2$  value for UPB (0.007), the remainder of the variables showed a  $Q^2$  value significantly above zero ( $Q^2 > 0$ ). This indicated that the model has a good predictive performance or relevance. This demonstrated that the model is capable of predicting the observed values of the dependent variables in the data set used for the analysis. Table 4.10 shows the variables'  $Q^2$  predict, RMSE, and MAE values, respectively. Further analysis shows  $Q^2$  predict to be moderate for OCB, substantial for OC, and low for UPB. The RMSE was found to be low for OCB and OC, and high for UPB. On the other hand, the MAE values were found to be low for OCB and OC, and moderate for UPB.

Table 4.10: Predictivity Relevance

	Q <sup>2</sup> predict	RMSE	MAE
Organisational Citizenship Behaviour	0.168	0.922	0.743
Organisational culture	0.205	0.901	0.695
Unethical Pro- organisational Behaviour	0.007	1.016	0.793

In testing the predictive performance of the PLS-SEM against the IA and Linear model, the results showed significant t-values and p-values and lower loss values for the PLS-SEM Model for each variable compared to the other approaches. This indicated that the PLS-SEM model outperformed the IA and LM models in terms of predictive accuracy for the dependent variables. Tables 4.11 and 4.12 show the respective approaches' predictive performance.

Table 4.11: PLS-SEM vs. Indicator average (IA)

	PLS loss	IA loss	Average loss difference	t value	p value
Organisational Citizenship Behaviour	0.402	0.440	-0.037	2.323	0.021
Organisational culture	0.543	0.599	-0.056	2.631	0.009
Unethical Pro- organisational Behaviour	1.672	1.682	-0.010	0.421	0.674
Overall	0.826	0.863	-0.037	2.550	0.012

Table 4.12: PLS-SEM vs. Linear model (LM)

	PLS loss	LM loss	Average loss difference	t value	p value
Organisational Citizenship Behaviour	0.402	0.428	-0.025	3.340	0.001
Organisational culture	0.543	0.572	-0.029	2.477	0.014
Unethical Pro-organisational_Behaviour	1.672	1.810	-0.138	3.480	0.001
Overall	0.826	0.884	-0.059	4.324	0.000

#### 4.7 Results of testing the hypotheses using the Partial Least Squares Structural Equation Modelling

##### 4.7.1 Testing the primary relationship between EL and OC

H1 proposed that there is a significant positive relationship between ethical leadership and organisational culture. Table 4.13 below shows the path coefficients of the variables. This suggests, *inter alia*, that the path from ethical leadership to organisational culture is statistically significant: H1  $\beta = 0.281$ , t -statistics = 3.637,  $p < .001$ . Considering this, the values indicate a significant positive relationship between ethical leadership and organisational culture, with ethical leadership having a direct effect on organisational culture. The T statistic and p-value of 0.000, affirm that there is an association between ethical leadership and organisational culture, and further, that organisational culture is dependent on ethical leadership. Accordingly, the relationship is statistically significant at a high level of confidence.

Table 4.13: Path Coefficients

	$\beta$	T statistics	P values
Age -> Organisational culture	0.115	1.949	0.051
Ethical Leadership -> Organisational_Citizenship Behaviour	0.440	6.292	0.000

Ethical Leadership -> Organisational culture	0.281	3.637	0.000
Ethical Leadership -> Unethical Pro-organisational_ Behaviour	-0.178	2.132	0.033
Gender -> Organisational culture	-0.005	0.092	0.927
Organisational _Citizenship Behaviour -> Organisational culture	0.400	5.383	0.000
Race -> Organisational culture	0.020	0.400	0.689
Tenure -> Organisational culture	0.078	1.171	0.242
Unethical Pro-organisational_ Behaviour -> Organisational culture	-0.111	1.424	0.154

The confidence intervals for this relation are also positive, affirming that the positive effect of ethical leadership on organisational culture is consistent across the sampled data. Accordingly, this provided support for H1. In addition to this, the results affirmed the statistical significance of the following relationships:

- a) Ethical Leadership -> Organisational Citizenship Behaviour:  $\beta = 0.440$ ,  $t$ -statistics = 6.292,  $p < .001$ .
- b) Organisational Citizenship Behaviour -> Organisational culture:  $\beta = 0.400$ ,  $t$ -statistics = 5.383,  $p < .001$ .
- c) Ethical Leadership -> Unethical Pro-organisational\_ Behaviour:  $\beta = -0.178$ ,  $t$ -statistics = 2.132,  $p < .033$ .

#### 4.7.2 Hypotheses for testing mediation

H2 proposed that OCB positively mediates the relationship between ethical leadership and organisational culture. The results of the analysis showed that the 97.5% confidence interval (CI) around the mediation effect of organisational citizenship behaviour did not contain zero, indicating that the mediation effect of organisational citizenship behaviour was statistically significant: H2  $\beta = 0.175$ ,  $t$ -statistics = 4.524,  $p < .001$ . A  $p$ -value of 0.001 indicates a statistically significant relationship between the independent and dependent variables, with organisational citizenship behaviour serving as a mediator. With a total effect of 0.396, this positive effect suggests that higher levels of organisational citizenship behaviour contribute to a stronger organisational culture, reinforcing the idea that engaged employees help shape a positive work environment. Accordingly, the null hypothesis was rejected and H2 was supported.

H3 proposed that UPB negatively mediates (i.e. a competitive or suppression effect) the relationship between ethical leadership and organisational culture. A p-value of 0.262 for the relationship -> ethical leadership -> unethical pro-organisational behaviour -> organisational culture, indicates that the observed relationship between ethical leadership and organisational culture, as mediated by unethical pro-organisational behaviour, is not statistically significant at the conventional levels: H3  $\beta = 0.018$ , t-statistics = 1.123,  $p < .0262$ .

Thus, the p-value suggests that there is a 26.2% chance of observing the relationship between ethical leadership and organisational culture through unethical pro-organisational behaviour if the null hypothesis of no relationship is true. However, based on the p-value of 0.262, unethical pro-organisational behaviour was found not to have a meaningful impact on the relationship. With a total effect of -0.099, the negative effect indicates that unethical pro-organisational behaviour detracts from organisational culture. Therefore, the null hypothesis was accepted and H3 was not supported.

Table 4.14 below shows the analysis of the total effects, including OCB and UPB as mediators in the relationship between EL and OC, whereas Tables 4.15 and 4.16 provide the mediators' total effects and a summary of the accepted and rejected hypotheses, respectively. Further analysis of the mediators show that OCB significantly and partially influences the relationship between ethical leadership and organisational culture.

Table 4.14: Analysis of total effects and OCB and UPB as mediators on EL – OC

	$\beta$	T statistics	P values
Age -> Organisational culture	0.115	1.949	0.051
Ethical Leadership -> Organisational _Citizenship Behaviour	0.440	6.292	0.000
Ethical Leadership -> Organisational culture	0.474	6.699	0.000
Ethical Leadership -> Unethical Pro-organisational_ Behaviour	-0.178	2.132	0.033
Gender -> Organisational culture	-0.005	0.092	0.927
Organisational _Citizenship Behaviour -> Organisational culture	0.400	5.383	0.000
Race -> Organisational culture	0.020	0.400	0.689
Tenure -> Organisational culture	0.078	1.171	0.242
Unethical Pro-organisational_ Behaviour -> Organisational culture	-0.111	1.424	0.154
EL -> OCB -> OC	0.175	4.524	0.000
EL -> UPB -> OC	0.018	1.123	0.262

Table 4.15: Mediators' Total Effects

	Total effects
Organisational _Citizenship Behaviour -> Organisational culture	0.396
Unethical Pro-organisational_ Behaviour -> Organisational culture	-0.099

Table 4.16: Accepted and Rejected Hypotheses

	Hypotheses	Outcome
H1	There is a significant positive relationship between ethical leadership and organisational culture.	Accepted
H2	OCB positively mediates the relationship between ethical leadership and organisational culture.	Accepted
H3	UPB negatively mediates the relationship between ethical leadership and organisational culture	Rejected

#### 4.7.3 Summary of control variables analysis

The control variables considered for further analysis to determine whether they have any influence on organisational culture included, *inter alia*, Age, Gender, Race, and Tenure. The results of the analysis showed that they were not statistically significant with p-values greater than 5% ( $p > 0.05$ ):

- a) Age -> Organisational culture:  $\beta = 0.115$ , t -statistics = 1.949,  $p < .051$ . Age has no significant impact on organisational culture.
- b) Gender -> Organisational culture:  $\beta = -0.005$ , t -statistics = 0.092,  $p < .927$ . Gender has no significant effect on organisational culture.
- c) Race -> Organisational culture:  $\beta = 0.020$ , t -statistics = 0.400,  $p < .689$ . Similar to gender, race does not significantly impact organisational culture.
- d) Tenure -> Organisational culture:  $\beta = 0.078$ , t -statistics = 1.171,  $p < .242$ . This result also indicates that tenure has no significant positive effect on organisational culture.

To this end, Table 4.17 shows the total effects of these control variables.

Table 4.17: Total effects of control variables

	$\beta$	T statistics	P values
Age -> Organisational culture	0.115	1.949	0.051
Gender -> Organisational culture	-0.005	0.092	0.927
Race -> Organisational culture	0.020	0.400	0.689
Tenure -> Organisational culture	0.078	1.171	0.242

Having considered the above, the mean represented the standardised effect of the control variables on organisational culture, indicating that for every unit increase in a control variable e.g. if Age increases by a year, there is a 0.115 unit increase in organisational culture on average. This effect is relatively small. To this end, the p-value of 0.051 indicated the probability of observing the calculated T statistic if the null hypothesis is true. Accordingly, with the p-value of 0.051 which is slightly higher than the level of significance, this suggested that even the relationship between Age and organisational culture was not significant. Therefore, the null hypothesis was not rejected. Given the analysis performed on the remainder of the control variables, the researcher concluded that the tested control variables do not have any influence on organisational culture and thus, no relationship exists between the control variables and organisational culture. Accordingly, the control variables were found not to have any statistically significant effect on the model.

#### 4.8 Chapter Summary

The chapter provides a comprehensive analysis of the study's data, focusing on the relationships between ethical leadership, organisational culture, organisational citizenship behaviour, and unethical pro-organisational behaviour, while considering the influence of biographical information. The analysis is methodologically sound, with a representative sample and robust statistical tests to validate the findings. The respondents were diverse in terms of gender, age, hierarchical level, tenure within the organisation, and educational level. For instance, 60% of respondents were female, and 39% were male, with a diverse distribution across age groups and hierarchical levels. The average tenure within the organisation was 2.5 years, and the highest level of education attained was a master's degree for 9% of the respondents.

In conclusion, the study supports H1 and H2, respectively. However, in the case of H3, unethical pro-organisational behaviour was found not to have a significant impact on the relationship between ethical leadership and organisational culture. In addition to this, the biographical information (control variables) was found not to influence the organisational culture. These findings contribute to understanding the role of ethical leadership in shaping organisational culture and the mediating effect of organisational citizenship behaviour.

# CHAPTER 5

## Discussion

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### **5.1. Introduction**

This chapter presents a discussion of the results of the study based on the statistical analysis that was conducted in Chapter Four. In doing so, the chapter aims to answer the research problem statement of this study. The Chapter will further discuss the results in line with the theoretical framework of the literature review in Chapter Two. To this end, the results of the study provide valuable insights that can inform leadership development, ethical standards, employee behaviour, and organisational assessment practices, ultimately contributing to a more ethical and effective organisational culture.

### **5.2 Theoretical implications**

#### **5.2.1 Ethical leadership and organisational culture**

The present study provides several implications for theory. Firstly, this study confirms a significant positive direct relationship between ethical leadership and organisational culture. Accordingly, the first null hypothesis which states there is not a significant positive relationship between ethical leadership and organisational culture is rejected. This positive effect shows that ethical leadership fosters an environment that encourages ethical behaviour and values, which can lead to a more positive and cohesive organisational culture. Theoretically, a good organisational culture is shaped by ethical leadership through employees' perceptions, beliefs, and behaviour. In reiterating this, Shin (2012) maintained that ethical leadership shapes organisational culture by affecting employees' perceptions, beliefs, and behaviour. This was further found to be congruent with the assertion by Toor and Ofori (2009: p.543) who concluded that "positive organisational culture in concert with ethical leadership is more likely to engender leader effectiveness, the willingness of employees to put in extra effort, and satisfaction of employees with the leader".

Considering the above, the findings of the study also appear to be consistent with the empirical studies that found that there is a positive and significant association between ethical leadership and organisational culture (Thoms, 2008; Huhtala et al., 2013; Eisenbeiss, Van Knippenberg and Fahrbach, 2015; Mitonga-Monga et al., 2016; Wang et al., 2023; and Saĝnak, 2017). Given this, it is evident that ethical leadership is positively related to organisational culture (Schaubroeck, Hannah, Avolio, Kozlowski, Lord, Treviño, Dimotakis, and Peng, 2012), and in turn, leadership views and values equally affect the organisation and its culture (Giberson et. al, 2009). When leaders model ethical behaviour, this encourages employees to adopt similar values, leading to a culture that prioritises collaboration (Jones, Harvey and Lefoe, 2014), trust, and shared commitment to organisational goals.

Furthermore, the concept of leadership is said to be a social and normative phenomenon that develops through interactions between leaders and their followers (Maak and Pless, 2006). In this sense, a guiding vision and a sense of purpose are essential for leaders as they help to align organisational and individual energy (Toor and Ofori, 2008). Flowing from this premise is that leaders' behaviours demonstrate their deep concern for the development of their followers, the well-being of their organisations, and the welfare of society. In this sense, ethical leaders have the power to influence an organisation's culture by setting an example of ethical behaviour, deciding what constitutes an ethically acceptable workplace, and deciding how moral conundrums and questions should be resolved within the company (Dickson, Smith, Grojean, and Ehrhart, 2001).

### **5.2.2 Mediating effects of OCB on ethical leadership and organisational culture**

Secondly, the study examined the mediating effect of OCB and UPB on the relationship between ethical leadership and organisational culture. To this extent, the study is the first to examine the combined mediating effect of OCB and UPB:

- a) on the relationship between ethical leadership and organisational culture; and
- b) within an African and financial sector context.

No theoretical or empirical research has been conducted on the combined effect of the mediators (OCB and UPB), more so, no research has been conducted within an African context or within the

financial sector. The results of the statistical analysis show that OCB significantly and partially influences the relationship between ethical leadership and organisational culture. The partial mediation of OCB was assessed by examining the indirect and total effects involved. In this regard, the analysis shows the indirect effect of ethical leadership on organisational culture through OCB as 0.171, and the total effects of ethical leadership on organisational culture as 0.470, suggesting that the mediation of OCB on the relationship is partial rather than complete. Accordingly, the size of the partial mediation can be understood as substantial, given the significant indirect effect and the strong direct effect of ethical leadership on organisational culture.

Thus, the second null hypothesis which states OCB does not positively mediate the relationship between ethical leadership and organisational culture is rejected. This affirms the significant mediating effects of OCB on the relationship within an African and financial sector context and highlight the importance of ethical leadership in fostering a positive organisational culture through the promotion of citizenship behaviours among employees. This means that ethical leadership is likely to enhance OCB amongst employees, which in turn could positively affect the overall organisational culture. To this end, OCB acts as a bridge that strengthens the positive impact of ethical leadership on organisational culture. By engaging in OCB, employees contribute to a positive work environment, which reinforces the ethical culture promoted by their leaders. Accordingly, OCB promoted by ethical leadership, enhances the organisational culture by fostering a sense of trust, cooperation, and commitment among employees.

In essence, this proposes that when leaders demonstrate ethical behaviour, in an environment where employees are already inspired to go beyond their formal job requirements and engage in behaviours that support their colleagues and the organisation, this will have a positive impact on the organisation's culture. That is, this enhanced OCB is likely to lead to a more collaborative and supportive organisational culture, reinforcing the values promoted by ethical leadership. As maintained by Wang et al. (2023) ethical leadership fosters trust among employees, and when such employees exhibit OCB, it can further strengthen this trust. When employees demonstrate OCB, they are essentially embodying the ethical standards set by their leaders, which can further entrench these values with the organisational culture. This is in line with the empirical research conducted by Setyowati et al. (2021) who in their analysis of the effect of organisational culture and job

satisfaction on OCB and employee performance at the University of Muhammadiyah Jember, Indonesia, concluded that OCB is positively and significantly related to organisational culture.

This alignment can lead to a stronger commitment to ethical practices across the organisation. A culture characterised by trust and mutual support can enhance overall employee satisfaction and commitment (Toor and Ofori, 2009), creating a positive feedback loop that benefits both the leadership and the organisational culture.

### **5.2.3 Mediating effects of UPB on ethical leadership and organisational culture**

The literature reviewed was silent on the mediating effects of UPB on the relationship between ethical leadership and organisational culture. The results of the statistical analysis show that the indirect effect of ethical leadership on organisational culture through UPB is 0.016, with a confidence interval ranging from -0.008 to 0.048. This indicates that the indirect effect is not statistically significant. In this regard, the third null hypothesis stating that UPB does not negatively mediate the relationship between ethical leadership and organisational culture cannot be rejected. In other words, the results imply that UPB does not have an adverse effect on the influence of ethical leadership on organisational culture.

In essence, the effect of ethical leadership on organisational culture might not be reduced by UPB. Conversely, increased UPB does not significantly influence as the relationship between weak or inconsistent ethical leadership and a negative organisational culture.

### **5.3 Chapter summary**

A statistically significant positive relationship was confirmed between ethical leadership and organisational culture. Although no relationship could be established between UPB and the relationship between ethical leadership and organisational culture, the study confirmed that OCB serves as a crucial link between ethical leadership and organisational culture, enhancing the positive effects of ethical leadership on the workplace environment and contributing to a culture that values ethical behaviour and collaboration. Accordingly, no combined mediating effect of the mediators was confirmed by the study.

Despite the above, the study affirmed the role played by ethical leadership within a financial services company in an African context in that ethical leadership in shaping a positive organisational culture, it reinforces values and promotes OCB.

The next chapter will conclude by reflecting on the results of the study and thus, share the study's contribution, practical implications, limitations, and recommendations for future research.

# CHAPTER 6

## Conclusions

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### **6.1. Introduction**

Ethical leadership is one essential way of enhancing organisational culture. When a leader demonstrates ethical behaviour, it is reasonable to assume that employees will follow suit and create a shared understanding of what constitutes proper behaviour. This study has investigated the effect of ethical leadership on organisational culture. Accordingly, this Chapter highlights the study's key findings and offers recommendations for management and future research. In conclusion, the Chapter discusses the limitations, practical implications, and contributions of the study to the body of knowledge.

### **6.2 Key findings**

The literature review in Chapter Two described the importance of ethical leadership in shaping organisational culture by affecting employees' perceptions, beliefs, and behaviour. The data analysis that was performed in Chapter Four confirmed the positive relationship between ethical leadership and organisational culture. Further analysis confirmed that OCB mediates the aforesaid relationship and thus, the study asserts that employees who exhibit a higher degree of OCB are more likely to feel a sense of belonging to the company, maintain equilibrium between themselves and the business (Lee and Allen, 2002), and consequently, are more likely to form stronger social bonds with other staff members (Hanaysha, 2023).

The above proves that ethical leadership principles instil in employees a sense of justice, fairness, trust, concern, and respect. Lastly, the study considered the mediation effects of UPB and concluded that UPB did not serve as a mediator between ethical leadership and organisational culture. In summary, when employees feel a strong sense of duty to the company, ethical leadership is likely to be associated with more positive behaviour (OCB) and will not be affected by negative behaviour (UPB) (Wang et al., 2023).

### **6.3 Recommendation for Management**

Based on the findings of this study, the researcher identified several policy considerations/recommendations that seek to enable management to effectively measure, improve, and create a more ethical and supportive workplace culture that fosters positive employee behaviours and enhances overall organisational effectiveness. These findings have practical implications for organisational leaders and managers. They underscore the importance of ethical leadership in fostering a positive organisational culture and the need to promote OCB while mitigating UPB.

#### **6.3.1 Practical implications and contribution**

Leaders decisions and behaviours can have a big social impact on workers, businesses, clients, and the community (Trevino, 1986). In supporting this, Toor and Ofori (2009) argue that organisations can further develop an ethical organisational culture by carefully choosing leaders who exhibit more ethical behaviours. In this regard, the findings of the study have the potential to advance theoretical frameworks in leadership studies by enhancing the understanding of ethical leadership dynamics, integrating key behavioural concepts, developing predictive models, and exploring contextual influences.

The study is the first to examine the combined mediating effect of OCB and UPB on the relationship between ethical leadership and organisational culture within an African and financial sector context and builds on various studies that were done on ethical leadership, organisational culture, and organisational citizenship behaviour, respectively.

The study's contribution lies in its examination of the aforesaid relationship and context, providing valuable insights into how these constructs interact. Firstly, the study confirmed the positive relationship between ethical leaders and organisational culture and thus, shows that ethical leadership is one essential way of enhancing organisational culture. It follows that when a leader demonstrates ethical behaviour, it is reasonable to assume that followers will follow suit and create a shared understanding of what constitutes proper behaviour. This relationship is crucial as it helps establish trust, collaboration, and a shared commitment to ethical standards within the

organisation. As highlighted above, leaders must be aware of the current situation within their organisations in order to communicate the value of ethical behaviour. Accordingly, future studies should examine this relationship across different industries and cultural contexts to determine whether the findings are consistent.

Secondly, the research demonstrates that OCB mediates the relationship between ethical leadership and organisational culture, and as such promoting OCB can lead to a more favourable organisational culture, which is essential for overall organisational effectiveness. This suggests that OCB can help reinforce the values and norms established by ethical leadership. Thus, when employees demonstrate OCB, they are essentially embodying the ethical standards set by their leaders, which is likely to further entrench these values within the organisational culture.

### **6.3.2 Promote ethical leadership**

Organisations should prioritise the development and promotion of ethical leadership practices. In practice, organisations should motivate leaders to set an example for others by acting morally in their day-to-day activities. This includes, *inter alia*, being open, equitable, and consistent in their decision-making procedures. Additionally, leaders are encouraged to set clear ethical standards, lead by example, and create an environment that encourages ethical behaviour and discourages unethical actions. This can be achieved through training programs, ethical guidelines, and a strong ethical culture that values integrity and accountability.

The above was supported by Ghanem and Castelli (2019) who maintained that to maintain ethical leadership behaviour in management and business, organisations must eliminate the possibility that the leader will act inappropriately by adopting mechanisms for enhancing ethical leadership behaviour. Accountability is a key concept to support ethical leadership behaviour and is essential to advancing business ethics (Petrick and Quinn, 2001). To effectively communicate the value of ethical practices, create incentive programs for accountability, and encourage ethical leadership at all organisational levels, leaders must have a thorough understanding of the current state of their organisations (Trevino and Brown, 2004).

Given the significant positive effect of ethical leadership on organisational citizenship behaviour, management is encouraged to establish a development and training programme that enhances leaders' ethical decision-making, accountability (Sikka, 2017) and integrity or moral competence (Ghanem and Castelli, 2019).

### **6.3.3 Encourage organisational citizenship behaviour**

Since OCB significantly mediates the relationship between ethical leadership and organisational culture, management is encouraged to implement initiatives that encourage employees to engage in citizenship behaviours. This could include recognition programmes that promote collaboration and support among employees, leading to work motivation and satisfaction (Ali and Ahmed, 2009). Additionally, implementing clear policies and training on ethical behaviour is likely to mitigate potential issues related to UPB. Considering the differences observed among respondents of different age and race groups with OCB and organisational culture, organisations should consider implementing diversity and inclusion initiatives. These initiatives are likely to assist to create a more inclusive environment that enhances employee engagement and promotes positive organisational behaviours. This alignment can lead to a stronger commitment to ethical practices across the organisation.

### **6.3.4 Social learning theory**

Management is encouraged to utilise social learning theory by encouraging employees to observe and model the behaviour of ethical leaders. In this sense, social modeling and observational learning would enable the employees to emulate and model the behaviour of others (Kim, Lee and Lee, 2023). This can also be achieved through mentorship programs, leadership development initiatives, and regular feedback sessions.

### **6.3.5 Intervention Strategies**

Identifying and documenting best practices in promoting ethical leadership and fostering a positive organisational culture can provide practical guidelines for organisations. In this sense, case studies and success stories can serve as valuable resources for leaders and managers. Additionally,

researching the effectiveness of training and development programs aimed at enhancing ethical leadership and promoting OCB while reducing UPB can provide evidence-based recommendations for organisations.

## **6.4 Recommendations for future research**

### **6.4.1 Limitations**

The study has some limitations that should be noted. Firstly, since the dataset on ethical leadership and organisational culture was collected from the same participants, the researcher cannot completely exclude the concern of common method bias. According to Podsakoff, MacKenzie, Lee, and Podsakoff (2003: p. 885), this arises from having a “common rater, a common measurement context, a common item context, or from the characteristics of the items themselves”. The second limitation presented in Chapter Three highlights the importance of limiting the generalisability of the results to other contexts. Thus, the findings and conclusions drawn from the research analysis may not be fully generalisable beyond the scope of the dataset (Gelman and Hill, 2007), which represents a specific financial institution.

### **6.4.2 Recommendations**

Future studies should consider replicating the present model with a wider data set i.e. from different sources, to mitigate bias. To this end, it is recommended further that such studies replicate the findings of the current study to validate whether the lack of significance regarding UPB is consistent across different samples and contexts. Understanding these dynamics in various settings can provide more generalised insights and practical recommendations.

The current study’s findings are likely due to specific conditions that do not generalise within the entire financial sector. This means that the study could serve as a foundation for future research that examines how UPB mediates the relationship between ethical leadership and organisational culture. Furthermore, this study was carried out on a particular financial institution within an African context, and as such, future works on ethical leadership and the combined mediating effects of the mediators (OCB and UPB), can include other financial institutions to validate the

outcomes of ethical leadership further. Finally, future studies can focus on the mediation effect of UPB or how UPB is associated with ethical leadership and organisational culture.

In summary, the study assessed the role of UPB in this context and emphasises the importance of focusing on positive behaviours rather than negative ones when considering leadership impacts on culture. The study contributes to the literature by clarifying the mechanisms through which ethical leadership influences organisational outcomes, particularly through the promotion of OCB, and thus, providing practical implications for organisational leaders aiming to enhance their workplace culture. This comprehensive analysis underscores the importance of ethical leadership in shaping a positive organisational culture and the need for organisations to promote ethical behaviour while mitigating unethical actions. The practical implications and future research directions provide valuable insights for leaders and scholars aiming to enhance organisational effectiveness and ethical conduct.

The financial sector is crucial for economic stability and growth. Thus, ethical leadership in this sector can assist prevent financial scandals and crises, which in turn can have widespread negative impacts on the economy and society at large (Smith, 2014). Additionally, Africa presents a unique economic and social context characterised by rapid growth, diverse cultures, including varying levels of economic development. In this sense, this diversity requires a nuanced approach to leadership that considers local ethical norms and practices. Thus, the financial sector in Africa is a critical area for the study due to its role in economic development, the unique challenges and opportunities present in the region, and the potential to influence broader societal outcomes through improved governance and ethical standards.

In conclusion, it is important to examine the sustainability of ethical leadership practices and their impact on organisational culture over extended periods. This can impact positively if implemented and provide insights into the durability of ethical initiatives and the challenges they face.

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## Appendix 1

Survey Questionnaire					
* Required					
<b>Biographical</b>					
1. Gender *					
Female					
Male					
Non-binary					
Prefer not to say					
2. Race *					
Black					
White					
Coloured					
Indian					
Other					
3. Age Group *					
25 years or less					
26 - 35 years					
36-45 years					
older than 45 years					
4. Line of business					
COO and CEO Office					
CFO Office					
Company Secretary					
Group Life Operations					
Advice and Distribution					
Group HR					
Actuarial Services					
Group IT					
Brand Marketing and Communication					
Governance					
Gemini					
Group Life Solutions					
5. Hierarchical level *					
Employee					
Team-leader					
Manager					
Head					
Executive					
6. Tenure					
2 years or less					
3 - 5 years					
6 - 8 years					
9 years and more					
7. Educational level *					
Matric or less					
Diploma					

Bachelor's Degree							
Masters' Degree							
Doctorate							
<b>Ethical Leadership</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
8. My leader listens to what employees have to say.							
9. My leader disciplines employees who violate ethical standards.							
10. My leader conducts his or her personal life in an ethical manner.							
11. My leader has the best interests of employees in mind.							
12. My leader makes fair and balanced decisions.							
13. My leader can be trusted.							
14. My leader discusses business ethics or values with employees.							
15. My leader sets an example of how to do things the right way in terms of ethics.							
16. My leader defines success not just by results but also by the way that they are obtained.							
17. When making decisions, my leader asks "what is the right thing to do?"							
<b>Organisational Culture Questionnaire</b>	Strongly agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	
18. The organisation makes it sufficiently clear to me how I should conduct myself appropriately toward others within the organisation							
19. The organisation makes it sufficiently clear to me how I should obtain proper authorisations.							
20. The organisation makes it sufficiently clear to me how I should use company equipment responsibly.							
21. The organisation makes it sufficiently clear to me how I should use my working hours responsibly.							

22. The organisation makes it sufficiently clear to me how I should handle money and other financial assets responsibly.							
23. The organisation makes it sufficiently clear to me how I should deal with conflicts of interests and sideline activities responsibly.							
24. The organisation makes it sufficiently clear to me how I should deal with confidential information responsibly.							
25. The organisation makes it sufficiently clear to me how I should deal with external persons and organisations responsibly.							
26. The organisation makes it sufficiently clear to me how I should deal with environmental issues in a responsible way.							
27. In my immediate working environment, it is sufficiently clear how we are expected to conduct ourselves in a responsible way.							
<b>Organisational Citizenship Behaviour</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
28. I attend functions that are not required but that help the organisational image.							
29. I keep up with developments in the organisation.							
30. I defend the organisation when other employees criticize it.							
31. I show pride when representing the organisation in public.							
32. I offer ideas to improve the functioning of the organisation.							
33. I express loyalty toward the organisation.							
34. I take action to protect the organisation from potential problems.							
35. I demonstrate concern about the image of the organisation.							
<b>Unethical Pro-organisational Behaviour</b>	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Strongly Disagree

36. If it would help my organisation, I would misrepresent the truth to make my organisation look good.							
37. If it would help my organisation, I would exaggerate the truth about my company's products or services to customers and clients.							
38. If it would benefit my organisation, I would withhold negative information about my company or its products from customers and clients.							
39. If my organisation needed me to, I would give a good recommendation on the behalf of an incompetent employee in the hope that the person will become another organisation's problem instead of my own.							
40. If my organisation needed me to, I would withhold issuing a refund to a customer or client accidentally overcharged.							
41. If needed, I would conceal information from the public that could be damaging to my organisation.							

## Appendix 2



**Rhodes University Human Research Ethics Committee**  
PO Box 94, Makhanda, 6140, South Africa  
t: +27 (0) 46 603 7727  
f: +27 (0) 46 603 8822  
e: [ethics-committee@ru.ac.za](mailto:ethics-committee@ru.ac.za)  
NHREC Registration number: RC-241114-045  
<https://www.ru.ac.za/researchgateway/ethics/>

14 May 2024

Mr Nicholus Pontsho Nkosi

Email: [g23n3954@campus.ru.ac.za](mailto:g23n3954@campus.ru.ac.za)

Review Reference: 2024-7704-8627

Dear Mr Nicholus Pontsho Nkosi

Re: The effect of organisational citizenship behaviour and unethical pro-organisational behaviour on the relationship between ethical leadership and organisational culture

Researcher: Mr Nicholus Pontsho Nkosi

Supervisor(s): Prof Noel Pearse, Dr Matolwandile Mtotywa

This letter confirms that the above research proposal has been reviewed by the Rhodes University Human Research Ethics Committee (RU-HREC) and

**PROVISIONALLY APPROVED PENDING PERMISSION/GATEKEEPER LETTER(S).**

Gatekeeper permission is required from: Ms Masenyane Molefe, Executive: Group HR.

Once the Gatekeeper permission letter/s has been received please forward it to the Ethics Coordinator, in order to finalize your ethics approval.

If your study also involves participants who do not need gatekeeper permission because they are participating in their individual capacity, and you would like to commence data collection with these participants, you may apply to the committee for Partial Approval to do so. Email your request to [ethics-committee@ru.ac.za](mailto:ethics-committee@ru.ac.za).

Sincerely,

Dr Janet Hayward

Chair: Rhodes University Human Research Ethics Committee, RU-HREC

cc: Ethics Coordinator

### **Appendix 3**

#### **ACCESS LETTER REQUESTING PERMISSION TO CONDUCT RESEARCH**

Rhodes University  
Drostdy Road,  
Grahamstown,  
6139

Ms Masenyane Molefe  
Executive: Group HR

Date: 20 May 2024

#### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

I am a registered Master of Business Administration candidate from the Rhodes Business School, Rhodes University. My supervisor is Prof. Noel Pearse.

The proposed topic of my research is: The effect of organisational citizenship behaviour and unethical pro- organisational behaviour on the relationship between ethical leadership and organisational culture. The objectives of the study are:

- a) To examine the relationship between ethical leadership and organisational culture.
- b) To explain the mediating effects of organisational citizenship behaviour (OCB) and unethical pro- organisational (UPB) on the relationship between ethical leadership and organisational culture.

I am hereby seeking your consent to conduct research through administering an online survey amongst a population of staff members, comprising junior up to and including senior management. To assist you in reaching a decision, I have attached to this letter:

- a) A copy of an ethical clearance certificate issued by the University
- b) A copy the research instruments that I intend to use in my research

Should you require any further information, please do not hesitate to contact me or my supervisor. Our contact details are as follows:

- a) Mr Pontsho Nkosi: 0767253633 or [g23n3954@campus.ru.ac.za](mailto:g23n3954@campus.ru.ac.za)
- b) Prof. Noel Pearse: [n.pearse@ru.ac.za](mailto:n.pearse@ru.ac.za)

Upon completion of the study, I undertake to provide you with feedback through a presentation to Senior Management.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

---

Pontsho Nkosi

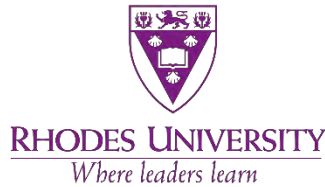
Permission to conduct research is hereby granted:

---

Masenyane Molefe

Ethics Coordinator, Rhodes University Research Office,  
Room 204, Main Admin Building, Drostdy Road, Grahamstown, 6139  
[ethics-committee@ru.ac.za](mailto:ethics-committee@ru.ac.za) t: +27 (0) 46 603 7314

## Appendix 4



### PARTICIPANT INVITATION LETTER

**Project Title:** The effect of organisational citizenship behaviour and unethical pro- organisational behaviour on the relationship between ethical leadership and organisational culture

#### Summary

I, Pontsho Nkosi, a Master of Business Administration degree candidate from the Rhodes Business School, Rhodes University received provisional ethical clearance to conduct a study on my research. This study aims to explain the mediating effects of organisational citizenship behaviour (OCB) and unethical pro- organisational (UPB) on the relationship between ethical leadership and organisational culture.

OCB within the workplace refers to conduct relating to employees voluntarily assisting others in the workplace, promoting the eminence of their organisation and leaders in the absence of an explicit or implicit promise of reward for such behaviour (Wang, Zhang, Li, and Henry, 2023). On the other hand, at the core of UPB is that it encourages actions whose intention is to advance the effectiveness of an organisation whilst transgressing ethical norms, values, and standards or adequate employee behaviour (Umphress and Bingham, 2011).

The examination of the mediation effect of the behaviours (OCB and UPB) will therefore be performed within the organisation. To this extent, the study presents an empirical analysis of the relationship, and examines and proposes a theoretical model outlining the potential mediating effects of OCB and UPB.



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### **Benefit to participants**

The organisation will benefit from the results of the research, including the recommendations. In addition to this, and in the event that the recommendations are implemented, the organisation's employees would also benefit from working in a more ethical organisation.

### **Your participation**

The examination of the relationship between ethical leadership and organisational culture, and the mediation effect of the behaviours (OCB and UPB) will therefore be performed within the organisation. Thus, you are invited to participate in this study as your contributions will be crucial to this research project's success.

It will be expected of the participant to provide honest answers, complete the entire survey, and submit the survey to the researcher within the prescribed period. Please note that participation is voluntary and to ensure that no participant's identity is compromised, no names, email address, staff number, etc. will be required and data analysis will be at a sufficiently aggregated level to preserve anonymity.

Should you require any further information, please do not hesitate to contact me Pontsho Nkosi on [g23n3954@campus.ru.ac.za](mailto:g23n3954@campus.ru.ac.za). In the alternative, please contact my supervisor, Professor Noel James Pearse in the Rhodes Business School via email at [n.pearse@ru.ac.za](mailto:n.pearse@ru.ac.za) or the Rhodes University Human Research Ethics Committee (details below).

Rhodes University, Research Office, Ethical Review  
Ethics Coordinator: [ethics-committee@ru.ac.za](mailto:ethics-committee@ru.ac.za)  
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Room 204, Main Admin Building, Drostdy Road, Makhanda, 6139

## Appendix 5



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*Where leaders learn*

### **PARTICIPANT INFORMED CONSENT DECLARATION**

**Project Title:** The effect of organisational citizenship behaviour (OCB) and unethical pro- organisational behaviour (UPB) on the relationship between ethical leadership and organisational culture .

Pontsho Nkosi from the Rhodes Business School, Rhodes University has requested my permission to participate in the above-mentioned research project.

The nature and the purpose of the research project and of this informed consent declaration have been explained to me in a language that I understand.

I am aware that:

1. The purpose of the research project is to examine the mediation effect of the behaviours (OCB and UPB) within the financial sector in an African context.
2. Rhodes University has given ethical clearance to this research project (***Ethics Approval Number 2024-7704-8627***) and I have seen the clearance certificate.
3. By participating in this research project I will be contributing towards employees' work effort and, ultimately, the organisational effectiveness within the financial sector in an African context.
4. I will participate in the project by completing the survey honestly and in full.
5. My participation is entirely voluntary and should I at any stage wish to withdraw from participating further, I may do so without any negative consequences.
6. I will not be compensated for participating in the research, but my out-of-pocket expenses will be reimbursed.
7. The following risks are associated with my participation:
  - the risk of compromising my anonymity; and
  - psychological risks i.e. unanticipated distress, creation of unfavourable emotional state,

Ethics Coordinator, Rhodes University Research Office, Room 204, Main Admin Building, Drostdy Road,  
Grahamstown, 6139 [ethics-committee@ru.ac.za](mailto:ethics-committee@ru.ac.za) t: +27 (0) 46 603 7314

including behaviour changes, guilt, shame, anxiety, depression, and low self-esteem.

The following steps will be taken to prevent and or alleviate the aforementioned risks:

- To reduce the possibility of confidentiality breaches, the researcher will only gather personal data that is necessary for the study project, and data analysis will be at a sufficiently aggregated level to preserve anonymity.

This suggests that as a participant, I will only provide information that is deemed adequate, relevant, and not excessive.

- Efforts are also made to enable me as a participant to exert control in a research context, including the ability to terminate participation at any time. This will also assist in addressing any risk associated with unanticipated distress on my part.
8. The results of the research will be available electronically on the RU library. In addition, the researcher aims to publish a conference paper or journal article. However, confidentiality and anonymity of records will be maintained, and my name and identity will not be revealed to anyone who has not been involved in the conducting of the research unless I indicate to the contrary, in which case I agree to accept the loss of anonymity.
  9. In terms of the Protection of Personal Information Act No. 4 of 2013 (the POPIA Act) it remains my right to request the Researcher to provide me with a detailed explanation of exactly how confidentiality and anonymity of the data I provide will be achieved. I may also request to know exactly how my personal information will be stored securely, and for how long it will be stored.
  10. In terms of the POPI Act, I possess the right to receive feedback about this research. This will take the form of a formal communication unless I elect not to receive this feedback.
  11. Any further questions that I might have regarding the nature of the research and/or my participation in it will be answered by Pontsho Nkosi with email address: [g23n3954@campus.ru.ac.za](mailto:g23n3954@campus.ru.ac.za).
  12. By following the survey link I confirm that I have been informed about the purposes of this study and what will be expected from me. I consent to participate in the study.

## Appendix 6

	Univariate Statistics						
	N	Mean	Std. Deviation	Missing		No. of Extremes <sup>a</sup>	
				Count	Percent	Low	High
EL1	193	4,21	,847	1	,5	8	0
EL2	186	4,04	,644	8	4,1	.	.
EL3	193	4,22	,789	1	,5	4	0
EL4	193	4,15	,797	1	,5	8	0
EL5	193	4,00	,866	1	,5	12	0
EL6	193	4,17	,864	1	,5	11	0
EL7	193	4,10	,781	1	,5	8	0
EL8	193	4,27	,722	1	,5	4	0
EL9	193	3,99	,857	1	,5	13	0
EL10	193	4,13	,786	1	,5	6	0
OC1	193	5,26	,660	1	,5	2	0
OC2	193	5,01	,820	1	,5	9	0
OC3	193	5,31	,681	1	,5	3	0
OC4	192	5,09	,791	2	1,0	7	0
OC5	192	4,72	1,080	2	1,0	12	0
OC6	192	5,14	,833	2	1,0	6	0
OC7	193	5,33	,694	1	,5	1	0
OC8	193	5,05	,776	1	,5	7	0
OC9	193	4,60	,991	1	,5	8	0
OC10	193	5,22	,665	1	,5	4	0
OCB1	193	3,19	,972	1	,5	8	0
OCB2	193	4,01	,688	1	,5	.	.
OCB3	193	4,04	,713	1	,5	4	0
OCB4	193	4,40	,570	1	,5	0	0
OCB5	193	4,15	,721	1	,5	5	0
OCB6	193	4,32	,670	1	,5	4	0
OCB7	193	4,32	,604	1	,5	1	0
OCB8	193	4,23	,685	1	,5	3	0
UPB1	179	1,74	1,050	15	7,7	0	22
UPB2	179	1,66	,965	15	7,7	0	16
UPB3	192	2,49	1,621	2	1,0	0	0
UPB4	191	1,82	1,081	3	1,5	0	20
UPB5	191	1,60	,979	3	1,5	0	15
UPB6	193	2,97	1,862	1	,5	0	0

a. Number of cases outside the range (Q1 - 1.5\*IQR, Q3 + 1.5\*IQR).















































## Appendix 8

### Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10,224	30,069	30,069	9,556	28,107	28,107
2	3,707	10,903	40,972			
3	2,944	8,659	49,631			
4	2,040	6,001	55,632			
5	1,286	3,783	59,415			
6	1,061	3,120	62,535			
7	1,048	3,083	65,619			
8	1,000	2,942	68,561			
9	,837	2,460	71,021			
10	,833	2,449	73,470			
11	,771	2,268	75,737			
12	,754	2,217	77,955			
13	,703	2,069	80,023			
14	,658	1,934	81,958			
15	,583	1,714	83,672			
16	,531	1,562	85,234			
17	,517	1,522	86,755			
18	,435	1,278	88,034			
19	,421	1,239	89,272			
20	,403	1,184	90,456			
21	,356	1,047	91,503			
22	,321	,945	92,449			
23	,308	,905	93,353			
24	,290	,853	94,206			
25	,277	,814	95,020			
26	,259	,762	95,782			
27	,246	,725	96,507			
28	,223	,655	97,162			
29	,205	,602	97,764			
30	,189	,557	98,320			
31	,177	,522	98,842			
32	,151	,443	99,285			
33	,122	,360	99,646			
34	,120	,354	100,000			

Extraction Method: Principal Axis Factoring.

## Appendix 9

	N		Mean	Median	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
	Valid	Missing							
EL1	193	1	4.21	4.00	0.847	-1.294	0.175	2.279	0.348
EL2	186	8	4.04	4.00	0.644	-0.034	0.178	-0.563	0.355
EL3	193	1	4.22	4.00	0.789	-0.869	0.175	0.746	0.348
EL4	193	1	4.15	4.00	0.797	-0.766	0.175	0.273	0.348
EL5	193	1	4.00	4.00	0.866	-0.729	0.175	0.277	0.348
EL6	193	1	4.17	4.00	0.864	-1.171	0.175	1.520	0.348
EL7	193	1	4.10	4.00	0.781	-0.903	0.175	1.290	0.348
EL8	193	1	4.27	4.00	0.722	-1.045	0.175	2.061	0.348
EL9	193	1	3.99	4.00	0.857	-0.943	0.175	1.084	0.348
EL10	193	1	4.13	4.00	0.786	-0.633	0.175	-0.050	0.348
OC1	193	1	5.26	5.00	0.660	-0.895	0.175	2.536	0.348
OC2	193	1	5.01	5.00	0.820	-1.042	0.175	1.944	0.348
OC3	193	1	5.31	5.00	0.681	-1.070	0.175	2.705	0.348
OC4	192	2	5.09	5.00	0.791	-0.993	0.175	1.815	0.349
OC5	192	2	4.72	5.00	1.080	-1.158	0.175	1.434	0.349
OC6	192	2	5.14	5.00	0.833	-1.248	0.175	2.648	0.349
OC7	193	1	5.33	5.00	0.694	-0.917	0.175	1.584	0.348
OC8	193	1	5.05	5.00	0.776	-0.767	0.175	0.996	0.348
OC9	193	1	4.60	5.00	0.991	-0.837	0.175	0.878	0.348
OC10	193	1	5.22	5.00	0.665	-0.706	0.175	1.127	0.348
OCB1	193	1	3.19	3.00	0.972	-0.176	0.175	-0.414	0.348
OCB2	193	1	4.01	4.00	0.688	-0.878	0.175	2.314	0.348
OCB3	193	1	4.04	4.00	0.713	-0.408	0.175	0.061	0.348
OCB4	193	1	4.40	4.00	0.570	-0.297	0.175	-0.785	0.348
OCB5	193	1	4.15	4.00	0.721	-0.898	0.175	1.881	0.348
OCB6	193	1	4.32	4.00	0.670	-0.900	0.175	1.354	0.348
OCB7	193	1	4.32	4.00	0.604	-0.858	0.175	3.516	0.348
OCB8	193	1	4.23	4.00	0.685	-0.621	0.175	0.426	0.348
UPB1	179	15	1.74	1.00	1.050	1.622	0.182	1.890	0.361
UPB2	179	15	1.66	1.00	0.965	1.892	0.182	3.408	0.361
UPB3	192	2	2.49	2.00	1.621	1.019	0.175	0.078	0.349
UPB4	191	3	1.82	2.00	1.081	1.624	0.176	2.510	0.350
UPB5	191	3	1.60	1.00	0.979	2.211	0.176	5.331	0.350
UPB6	193	1	2.97	2.00	1.862	0.657	0.175	-0.728	0.348

Appendix 10

