



## The Urgency of the Role of Ethical Leadership and Organizational Citizenship Behavior in Building the Performance of Village Consultative Body Members in Pamekasan Regency, Indonesia

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### **Abstract**

The purpose of this study was to determine the effect of Ethical Leadership and Organizational Citizenship Behavior (OCB) in building the Performance of Village Consultative Body Members. This research is classified as explanatory research with a quantitative approach. The sample used was 150 respondents. The sample consisted of Village Consultative Body Members in Pamekasan Regency. This research used saturated sampling technique. The type of data used is primary data, namely collecting data using questionnaires. Analysis of the data used is Multiple Linear Regression Analysis and Sobel test with SPSS version. The result of this research shows that Ethical Leadership has positive effect on Organizational Citizenship Behavior, Organizational Citizenship Behavior has positive effect on Performance of Village Consultative Body Members and Ethical Leadership has positive effect on Performance of Village Consultative Body Members with Organizational Citizenship Behavior as investing variable.

**Keywords:** *Ethical Leadership; Organizational Citizenship Behavior; Performance of Village Consultative Body Members*

### **Introduction**

Ethics has been a part of leadership study and debate for centuries. The majority of these dialogues have been normative in nature. These discussions prescribe leadership standards of behavior and are largely anecdotal. Notwithstanding a long history of discourse, there is a need for more social scientific inquiry on ethical leadership (Tanner et al., 2010). Indeed, a great deal has been written about ethical leadership from a prescriptive point of view, often in the form of a philosophical discussion about what leaders ought to do (Avey et al., 2011). The concept of ethical leadership is a timely and significant topic for study. In a comprehensive literature review on leadership ethics, Ciulla (1995) concluded that ethics should be at the center of leadership studies. According to Ciulla (1995), it is the ethics of leadership that may help us answer the question of what differentiates effective from ineffective leadership. Northouse (2010) also described ethics as central to leadership, citing the impact of leader influence, relationship with followers, and establishment of organizational values. A definition of ethical leadership based on empirical study has been offered by Brown et al., (2005). Ethical leadership is 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.

Ethical leadership is an appropriate normative behavior seen from personal behavior or interpersonal relationships and promotion of other employees with two-way communication, reinforcement, and decision making. Personal traits such as honesty, integrity, and shared trust are critical to leadership effectiveness. Leaders are considered ethical in their professional and personal lives if they have the principle of caring and caring for the community in their decision making and leadership style (Malik et al., 2016). Ethical leadership may present a style of leadership that can address the issue of enhanced employee outcomes (Brown & Mitchell, 2010). Corporate executives are continually pressed to make organizational improvements, measured by both internal process advances and external performance measures. Executives endeavor to fulfill organizational goals through improved effectiveness and efficiency (Burton & Obel, 2001). The success and viability of an organization are important responsibilities of the organization's leaders. Because leadership is an influential process (Yukl, 2002), organizational goals are partly dependent on leaders' abilities to inspire organizational members to work towards those goals through increased performance.

As stated by Evans and Lindsay (2011), an organization's value lies in its human resources, especially employee performance in carrying out tasks and work. Kiruja and Mukuru (2013) also state that the success of an organization in achieving strategic goals is highly dependent on the level of individual performance. One of the factors that influence employee performance is leadership. According to Bass et al., (2003), an important determinant of employee performance and adaptability to change is leadership. Leaders describe the relationship between leaders and subordinates and how the leader's goals direct them in achieving organizational goals (Locander et al., 2002). According to Zohar (2005), a leader must act with high motivation and good spiritual change to run a good leadership model. The role of leadership in improving employee performance cannot be separated from the culture in each region. a number of studies related to decisions about the assessment of employee performance have been carried out by several researchers. Many of them found a positive relationship between the two variables (Walumbwa & Schaubroeck, 2009; Zehir and Erdogan, 2011; Sabir et al., 2012). This shows that ethical leadership is applied by a leader to overcome problems that arise in improving employee performance (Brown and Mitchell, 2010). But on the other hand, Ekaningtias (2016), found different results that ethical leadership did not have a positive effect on employee performance in government offices in East Java.

Organizational citizenship behavior is an individual action that exceeds the required role, is not explicitly or directly recognized by the company, and improves the functioning of the organization efficiently and effectively. This employee behavior can be considered as an option that the employee chooses and exercises, but it is outside the description of the position held and has a positive impact on the organization. Organizational Citizenship Behavior is a voluntary behavior that benefits the company (Bagyo, 2018). Organizational Citizenship Behavior variable in some studies can act as a mediator. Baron and Kenny (1986) explain that leadership affects Organizational Citizenship Behavior, and vice versa Organizational Citizenship Behavior affects employee performance, so that in that position, Organizational Citizenship Behavior can act as a mediator. Findings that reveal the influence of ethical leadership on Organizational Citizenship Behavior are the results of research from Polat (2009), Kacmar et al., (2011) and Silke (2012), which state that ethical leadership affects Organizational Citizenship Behavior. Related to several leadership factors, employees need ethical leadership in their organization which refers to leaders who are responsible, trustworthy, fair, moral, respectful and aware of humanity and attract attention. With these characteristics, employees will trust their leaders and feel safe (Shukurat, 2012). Employees will voluntarily work to support their organization (Silke, 2012) and value a strong and responsible work environment (Michael, 2005). In some organizations, only a few employees have Organizational Citizenship Behavior because each employee has a job description that is strict enough to

cause low Organizational Citizenship Behavior behavior. A number of studies have found that Organizational Citizenship Behavior affects employee performance. Chien (2003) in his research found that Organizational Citizenship Behavior has a positive effect on individual, group and organizational performance. Azmi (2010) also state that Organizational Citizenship Behavior has a significant effect on performance. Research from Luthans (2011) and Kilinc and Ulusoy (2014) also prove that there is a significant positive relationship between Organizational Citizenship Behavior and employee performance. Several previous studies have identified the effect of ethical leadership and Organizational Citizenship Behavior in improving employee performance in separate research models, so there are still gaps for further research. The relationship between leadership ethics and employee performance in village numbers in Pamekasan Regency. The role of employee involvement and Organizational Citizenship Behavior are involved as mediators to describe alternative explanations for the influence of leadership on employee performance.

Companies should always adopt effective ways to motivate employees to provide higher work performance which directly increases the competitiveness of the organization. Employee performance has always been the most important thing to be considered by company management. Employees are the main resources that carry out daily operational activities (Inuwa, 2016). Siddiqui (2019) states that the elements of organizational performance are not only capital and financial resources that contribute to achieving goals, but human resources are also elements that must be considered. Companies must motivate employees to improve their performance. Skilled, experienced, and reliable employees must be retained by the organization because they are the assets of the organization.

### ***Theory and Hypothesis***

#### **Ethical Leadership and Organizational Citizenship Behavior**

The success of an organization in achieving the strategic goals depends greatly on the performance of the employees. Leaders as role models become an important source of ethical guidance for employees and, at the same time, must be responsible for the moral development of an organization. Consequently, the ethical and moral conducts of leaders are increasingly needed. The effect of ethical leadership on Organizational Citizenship Behavior is from Poohongthong et al. (2014). Since employee Organizational Citizenship Behavior is emphasized as proactive behaviors that are primarily motivated by employees' willingness to voluntarily contribute to the organization (Lavelle, 2010), organizational concern should be one of the important mechanisms through which ethical leadership manifests its effects on employee Organizational Citizenship Behavior.

Ethical leadership has recently been considered as a key predictor influencing employees' moral attitude and behavior toward organizations (Mo et al., 2012). It places great emphasis on the role modeling effect of leader's moral behaviors in the workplace (Brown 2007). Drawing on social learning theory (Bandura, 1977), previous research showed that employees working with ethical leaders are more likely to go "above and beyond" the official call of duty to help organizations achieve long-term goals (Kalshoven et al., 2011; Zoghbi-Manrique-Lara and Suarez-Acosta, 2013; Boehm and Dwertmann, 2015). However, little was known regarding the underlying mechanisms through which ethical leadership enhances employees' organizational citizenship behavior (OCB) (Brown and Trevino 2006; Kirkman et al., 2009). Neubert and Roberts (2013) revealed that ethical leadership positively leads to employees' Organizational Citizenship Behavior.

Organizational Citizenship Behavior is related to several leadership factors and employees require having ethical leadership in their organizations. This refers to a leader who has characteristics of responsibility and trustworthiness (Shukurat, 2012), equitability, morality, respect paid others and awareness of human rights and equality. With these characteristics, the employees will trust their leaders and feel safety. They will voluntarily work for and support their organizations (Silke, 2012) and promote

the responsible and strong working environment (Michael, 2005). Thus, ethical leadership affects Organizational Citizenship Behavior directly (Cyril & Girindra, 2009; Michael & Linda, 2006; Silke, 2012). Polat (2009) found that high school teachers' perception of ethical leadership in their leaders affected their Organizational Citizenship Behavior. At the group level, supervisory ethical leadership is positively related to Organizational Citizenship Behavior (Mayer et al., 2009; Walumbwa & Schaubroeck, 2009). Similarly, Jofreh et al., (2012) studied teachers' leadership and Organizational Citizenship Behavior in schools. They found that there were significant positive correlations between distribution of leadership and organizational citizenship behavior dimensions. The results of regression analysis also showed that the dimensions of distributed leadership could significantly predict all of the organizational citizenship behavior dimensions. Ethical leaders establish and reinforce ethical standards. They guide the conduct and behavior of employees by making ethics a part of organizational life. Ethical leadership encourages positive behavior and discourages misconduct, theoretically supporting an environment that is conducive to organizational citizenship behavior (Avey et al., 2011). Based on this explanation, this study makes the following hypotheses:

Hypothesis 1: Ethical Leadership has a significant effect on Organizational Citizenship Behavior.

### **Organizational Citizenship Behavior and Performance of Village Consultative Body Members**

According to Organizational Citizenship Behavior motives theory, Organ and Ryan (1995) concluded that motives play an important role in facilitating Organizational Citizenship Behavior because they affect individuals' thoughts and feelings about a job and an organization. Organizational citizenship behavior is a form of employee performance which exceeds task performance (Piccolo et al., 2010). It has been positively related to higher levels of employee performance (Podsakoff et al., 2009), making it an important employee behavior to measure. A review of the literature suggests that, in addition to extrinsic compensation, intrinsic rewards motivate employees to improve their performance to a great extent (Deckop et al., 1999). However, performance is not always limited to in-role performance, as specified in the job description. Indeed, organizations often require employees to shoulder responsibilities over and above their in-role activities, in an effort to improve overall efficiency and effectiveness (Smith et al., 1983). For example, a software engineer can be asked to spend time with a new hire, helping him/her understand the departmental structure and practices. Clearly, this is not part of a typical software engineer's job. On the other hand, there are numerous such activities that organizations need their employees to do in order for the business to run smoothly and effectively. These extra-role activities may be termed "citizenship behavior (Netemeyer et al., 1997). Normally, such behaviors are not specifically rewarded by organizations, yet individuals who demonstrate such behaviors are often seen as having a favorable attitude towards overall business efficacy (Deckop et al., 1999). In this connection, Pattnaik and Biswas (2005) found that Organizational Citizenship Behavior had a positive impact on individual performance, and in turn, upon organizational effectiveness. Overall, Organizational Citizenship Behavior refers to informal responsibilities undertaken by individuals, from which they can derive intrinsic motivation, though often there may be no additional compensation. However, individual Organizational Citizenship Behavior can have a significant positive impact on overall organizational performance. As such, organizations looking to improve overall efficiency would do well to create a climate wherein employees are motivated to go over and above their in-role responsibilities and duties. With reference to Indian organizations, a review of the literature suggests that several dimensions of Organizational Citizenship Behavior, such as altruism, conscientiousness, and civic virtue, match the norms of a collectivistic society such as India, and would thus have a positive impact on individual performance (Hofstede, 2001).

Babin and Boles (1996) investigated individual employee perceptions of job performance, where job performance refers to job related behavioral outcomes, employee personal productivity comparisons, job performance directs toward organizational expectations and requirements, and work behavior in

accordance with organizational requirements like work quality, efficiency, and awareness. In the study of Yoon and Suh's (2003), a positive correlation between Organizational Citizenship Behavior and customers' perceived quality of service was validated by tourism employees. The latter involved employee job performance in the tourist industry; Organizational Citizenship Behavior positively influenced employee job performance. Accordingly, employees' Organizational Citizenship Behavior corresponded with increased cooperation among employees, proactive assistance in resolving problems for others, and willingness to attend and participate in organizational activities and meetings. This changed the overall state of mind and social atmosphere of the organization, further enhancing the overall employee job performance.

Luthans (2011) state that organization citizenship behavior positively relates to individual performance, group performance and organizational performance. Some study results found a relationship between Organizational Citizenship Behavior with such performance (Soumendu & Arup, 2007). They found that individual Organizational Citizenship Behavior level will have positive and significant effect on employee performance. Likewise, Boerner, Eisenbeiss, Griesser (2007); Chiang Hsieh (2012) states that Organizational Citizenship Behavior affects on employee performance. Little studies that examining the association of Organizational Citizenship Behavior with performance provide opportunities to develop this research. Another major factor concerned in this research is how to measure Organizational Citizenship Behavior role on employee performance. Employees who have good work habits (Organizational Citizenship Behavior) will have great expectations for high achievement. Other results also showed that Organizational Citizenship Behavior has an effect on employee performance. This is indicated by the results of research conducted by Sriboonlue and Jindarat (2013), Maharani et al. (2013) and Kilinc and Ulusoy (2014). Based on this explanation, this research makes the following hypothesis:

Hypothesis 2: Organizational Citizenship Behavior has a significant effect on Performance of Village Consultative Body Members.

### **Ethical Leadership, Organizational Citizenship Behavior and Performance of Village Consultative Body Members**

With regard to a number of research results showing a partial relationship on each variable that is ethical leadership with Organizational Citizenship Behavior and Organizational Citizenship Behavior with employee performance, it indicates that Organizational Citizenship Behavior is able to be a mediating variable between ethical leadership and employee performance. Furthermore, ethical leadership influences Organizational Citizenship Behavior according to several studies from Cyril and Girindra (2009) and Silke (2012). A number of research results assert that Organizational Citizenship Behavior is able to improve employee performance, including the results of research conducted by Podsakoff et al. (2000), Kilinc and Ulusoy (2014), so the role of Organizational Citizenship Behavior serially mediate can be used. Based on this explanation, this study makes the following hypotheses:

Hypothesis 3: Ethical Leadership has a significant effect on Performance of Village Consultative Body Members with Organizational Citizenship Behavior as an intervening variable.

### **Research Methods**

#### **Research Framework**

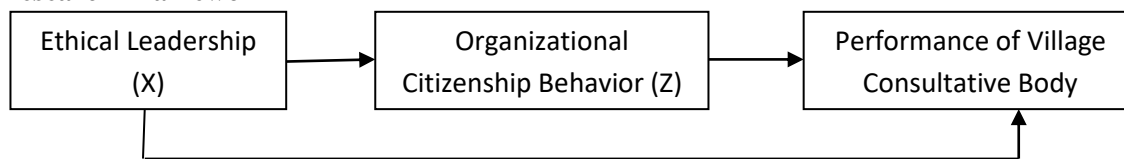


Figure 1 Conceptual Framework

## ***Measurement***

Ethical Leadership is defined as a leadership reflecting the moral values, which become the role models for the employees. Ethical Leadership variable is measured by seven dimensions, i.e. fairness, power sharing, role clarification, people-oriented behavior, integrity, ethical guidance and concern for sustainability adopted from Hendler (2011). Organizational Citizenship Behavior is the behavior of employees who are willing to do work outside the job description and do not expect rewards for the work. Organizational Citizenship Behavior variable is measured by Five dimensions, i.e. altruism, sportsmanship, courtesy, conscientiousness and civic virtue adopted from Organ (1988) and Performance of Village Consultative Body Members is the employee work results which contribute and are related to the type of work performed to achieve organizational goals effectively and efficiently. Performance of Village Consultative Body Members Variable as measured by three dimensions, i.e. task performance, adaptive performance and contextual performance adopted from Koopmans (2014) and Pradhan and Jena (2017).

## ***Research Type***

This research is classified as explanatory research with a quantitative approach.

## ***Sample***

The sample used was 150 respondents. The sample consisted of Village Consultative Body Members in Pamekasan Regency.

## ***Data Type***

The type of data used is primary data, namely collecting data using a questionnaire.

## ***Data Analysis***

The data analysis used is Multiple Linear Regression Analysis and Sobel test with SPSS version.

## ***Result and Discussion***

### ***Result***

#### ***Hypothesis Test***

#### **The effect Ethical Leadership (X) on Organizational Citizenship Behavior (Z)**

Based on Table 1, the Ethical Leadership variable has a significance value of 0.000 which means below 0.05 and has a positive coefficient value of 0.745 for Organizational Citizenship Behavior. It can be concluded that the Ethical Leadership variable has a positive and significant relationship to Organizational Citizenship Behavior.

Table 1 Results of Regression Analysis of Ethical Leadership on Organizational Citizenship Behavior

Model	Standartdized Coefficients Beta	t-test	Sig.	Explanation
X	0.745	82.671	0,000	Significant
Std.error	0,002			
Dependent Variabel			:Y	

Source: Processed data (2022)

The effect of Organizational Citizenship Behavior (Z) on Performance of Village Consultative Body Members (Y)

Table 2 Results of Regression Analysis of Organizational Citizenship Behavior on Performance of Village Consultative Body Members

Model	Standartdized Coefficients Beta	t-test	Sig.	Explanation
Z	0.642	96.812	0,001	Significant
Std.error	0.003			
Dependent Variabel			:Y	

Source: Processed data (2022)

Based on Table 2, the Organizational Citizenship Behavior variable has a significance value of 0.001 which means below 0.05 and has a positive coefficient value of 0.642 on Performance of Village Consultative Body Members. It can be concluded that the Organizational Citizenship Behavior variable has a positive and significant relationship with Performance of Village Consultative Body Members.

### The Effect of Ethical Leadership (X) on Performance of Village Consultative Body Members (Y) with Organizational Citizenship Behavior (Z) as Intervening Variable.

#### Sobel Test

This mediation test was conducted to determine the level of position of the intervening variables in this study. The following are the results of the mediation test (sobel test).

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Based on the results of the Sobel calculation above, it can be seen that the Sobel test statistic value is 66,531 which means it is greater than 1.96. It can be concluded that the Organizational Citizenship Behavior variable is the intervening variable between the Ethical Leadership variable and Performance of Village Consultative Body Members.

#### Discussion

#### Ethical Leadership Has a Significant Effect on Organizational Citizenship Behavior

These results indicate that ethical leadership has a positive and significant effect on organizational citizenship behavior. According to Yang & Wei, (2018), ethical leaders will treat all subordinates with mutual respect and attention so that it can lead to quality relationships between leaders

and subordinates, which in turn will lead to Organizational Citizenship Behavior. Engelbrecht et al., (2017) in their research say that a leader who has a sense of orientation, justice, power-sharing, concern for sustainability, ethical guidelines, role clarification, and integrity will produce employees who have a high sense of Organizational Citizenship Behavior. This is reinforced by research conducted by El Khouly et al., (2015), Engelbrecht et al., (2017), Yang & Wei, (2018), Jagat et al., (2019), Tan et al., (2019), Shareef & Atan, (2019), Gerpott et al., (2019), & Theriou & Chatzoudes, (2020) which concluded that ethical leadership has a significant positive influence on organizational citizenship behavior.

### **Organizational Citizenship Behavior Has a Significant Effect on Performance of Village Consultative Body Members**

The findings of this study highlight that Organizational Citizenship Behavior is a strong predictor of Performance of Village Consultative Body Members. The test results show that the Organizational Citizenship Behavior relationship has a significant positive effect on Performance of Village Consultative Body Members. This indicates that the higher the Organizational Citizenship Behavior owned by Performance of Village Consultative Body Members is, the better the Performance of Village Consultative Body Members will be. The higher Organizational Citizenship Behavior, the higher employee performance. This study result support previous research from Organ (1998), Podsakoff MacKenzei (2000) that helping behavior can improve performance. Research findings support Boerner et al., (2007), Podsakoff et al., (2009). They stated that Organizational Citizenship Behavior increase work productivity and performance stability. In research conducted by Rita et al., (2018), it is said that 3 important factors influence a person's work, namely: firstly, one's ability to work, secondly the level of effort made, and thirdly support from the company. If these three factors are owned by the employee, it will have an impact on increasing the employee's performance, and if one of these factors is not met, the employee's performance will decrease. Research from Shahin et al., (2013), Andrew & Cazares, (2015), organizational citizenship behavior and employee performance have a significant positive effect. A display of high levels of Organizational Citizenship Behavior indicates that individuals identify themselves with their organization (Pattnaik and Biswas, 2005) and hold favorable affective commitment towards their organization (Biswas, 2006). Thus, manifestation of Organizational Citizenship Behavior by individuals indicates their affective attachment to their work and their workplace. This, in turn, leads to enhanced performance level by individual employees. In fact, psychological attachment of an employee to his/her job would make him/her contribute more and more towards his/her in-role requirements. At the same time, the escalation of involvement with the organization would make the individual employee exhibit higher levels of extra-role performance.

As in Tsai et al. (2007), this study considered other manifestations of job performance improvement, including proactive assistance from individuals to their coworkers and sustained excellence. Yoon and Suh (2003) considered that customers' perceived service quality can reflect employees' job performance in the hotel industry. This study confirmed that employees' Organizational Citizenship Behavior correlate positively to job performance. Employees with high Organizational Citizenship Behavior develop and further contribute to job performance. Thus, to encourage good job performance, employers must first induce employees' Organizational Citizenship Behavior. Additionally, organizational care and emphasis on employees help encourage Organizational Citizenship Behavior. Employees' willingness to show more Organizational Citizenship Behavior helps employees to improve job performance. The study noted that employees with more Organizational Citizenship Behavior can effectively accomplish their tasks.

### **Ethical Leadership Has a Significant Effect on Performance of Village Consultative Body Members with Organizational Citizenship Behavior as an Intervening Variable**

The ethical leadership variable mediated by organizational citizenship behavior shows a significant positive effect on employee performance. According to Chelagat et al., (2015) elements of



Organizational Citizenship Behavior that can improve performance such as elements that increase social performance, elements of helping people, elements generated by saving time or solving problems, and other elements that provide social and emotional support by improving morale or develop a nurturing culture. Chelagat et al., (2015) added that employees are a key to increasing organizational effectiveness and productivity. Organizational Citizenship Behavior is very important in encouraging the achievement of organizational success; therefore, organizations improve and facilitate Organizational Citizenship Behavior to produce effectiveness and efficiency in organizational functions. Widiani et al., (2019), and Supriyanto et al., (2020) are researchers who have research results that are in line with researchers. Ethical leadership influences Organizational Citizenship Behavior according to several studies such as Cyril and Girindra (2009) and Silke (2012). Furthermore, many studies mentioned that Organizational Citizenship Behavior is also able to improve employee performance such as research from Kilinc and Ulusoy (2014). The results of model testing prove that ethical leadership owned by village chief is able to increase Organizational Citizenship Behavior of the Village Consultative Body Members. The existence of this significant partial relationship indicates that Organizational Citizenship Behavior is automatically able to mediate the relationship between Ethical Leadership and Performance of Village Consultative Body Members. Leaders who can treat workers fairly, maintain moral behavior, and supervise workers are a positive moral approach to improve employee performance. Companies that have a code of ethical behavior that is forced on employees will have an impact on unethical behavior (Malik et al., 2016).

### **Conclusion**

The results show a strong causal relationship between Ethical Leadership, Organizational Citizenship Behavior and Performance of Village Consultative Body Members. In short, Ethical Leadership was found to be a predictor of Organizational Citizenship Behavior, and Organizational Citizenship Behavior has a Positive impact on Performance of Village Consultative Body Members. Furthermore, Organizational Citizenship Behavior is proven to be a mediator between Ethical Leadership and Performance of Village Consultative Body Members.

### **Suggestions**

Future research can use other variables to predict Organizational Citizenship Behavior and Performance of Village Consultative Body Members, with different samples in different districts.

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