

Linking Leaders' Political Skill and Ethical Leadership to Organizational Citizenship Behavior: The Roles of Self-Efficacy, Respect, and Leader–Member Exchange

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ABSTRACT

The present study aims to analyze the relationship between the political skill of leaders, ethical leadership, and employees' attitude and behavior. Ethical leaders and their political skill may affect employees' attitude as well as the close relationship between leaders and employees. In turn, an ethical leadership will positively impact organization. This study used a questionnaire and was conducted in local government offices in Klaten and Surakarta, Indonesia. Out of 330 distributed questionnaires, 309 were returned, but only 300 questionnaires were properly filled and fit to be used in the study. The results showed that leader political skill positively affected ethical leadership. Also, the present study found that ethical leadership affected employees' organizational citizenship behavior through leader–member exchange and self-efficacy. The results of the study indicate that high-quality leader–member exchange may affect the managerial effectiveness to motivate and encourage employees to show organizational citizenship behavior.

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Keywords: leader political skill, ethical leadership, self-efficacy, respect, leader–member exchange, organizational citizenship behavior

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I. INTRODUCTION

Ethics scandals faced by various organizations including business, government, and even religious organizations eventually raise questions regarding the role of leaders. Many researchers point to the importance of ethical leadership in managing an organization, either a profit or non-profit one. Ethical leadership emerges as one of the attention-drawing research topics in order to understand how ethical leadership occurs and impacts an organization. Ethical leadership refers to “the demonstration of normative appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown, Trevino, and Harrison, 2005). Eubanks, Brown, and Ybema (2012) stated that ethical leadership emphasizes integrity and honesty.

One of the factors considered to affect ethical leadership in an organization is the leaders’ political skill. Ferris, Treadway, Kolodinsky, Hochwarter, Kacmar, Douglas, and Frink (2005) defined leader political skill as the ability to effectively understand other people in the workplace and utilize such understanding to influence other people to act in ways that benefit personal and/or organizational purposes. Harvey, Harris, Kacmar, Buckless, and Pescosolido (2014) stated that political skill refers to a set of abilities in displaying social interest, interaction, and influence. Mintzberg (1985) suggested that an organization is a political arena in which a person is politically involved, thus requiring political skill to effectively show political behavior. Political skill expresses the ability to influence others through persuasion, manipulation, and negotiation (Mintzberg, 1985).

Political skill is often associated with the skills attached to a leader. Harvey et al. (2014) concluded that politically skilled leaders get benefits associated with perceptions of ethicality, including less deviance among employees and higher level of employee commitment. Thus, a leader’s political skill determines the leadership style, for instance, ethical leadership. Currently, the ethics aspect of a leader is taken into consideration to understand leaders’ behavior. Ethical leadership and its development at all management levels become the priority agenda of many organizations since such leadership is expected to bring a positive impact to employee behavior (Kalshoven, Den Hartog, and De Hoogh, 2011).

Based on a number of studies, Kalshoven et al. (2011) concluded that leaders’ ethical behavior is associated with and positively affects the subordinates’ attitude and behavior, such as commitment, satisfaction toward the leaders, trust, and organizational citizenship behavior (OCB). Yang, Ding, and Lo (2015) stated that there are only a few studies that explain how an ethical leadership affects the employees’ OCB. Therefore, the present study aimed to extend our understanding of the impact of ethical leadership in the organizational context.

According to Kanungo and Mendonca (2001), an ethical leader is driven by a system of beliefs and appropriate judgments instead of self-interest, which is beneficial for employees, organizations, as well as society. Brown et al. (2005) stated that ethical leaders tend to have a quality interpersonal approach and promote fair decision-making by considering and prioritizing the subordinates’ interests. Tyler and Blader (2002) stated that employees can assess their leaders’ quality in such a way that leaders’ positive behavior will influence employees’ discretionary cooperative behavior, such as OCB. According to Yang et al. (2015), the effect of ethical leadership on OCB can be better

explained by mediating variables, such as self-efficacy, leader–member exchange (LMX), and respect among others.

Also, an ethical leader may enhance employees' evaluation of self-concept, increase their sense of competence, and help build their perceptions of identity and status judgment within the group (Yang et al., 2015). Leaders may use their moral-based managerial skills by treating their subordinates fairly, which in turn leads to subordinates' respect toward the leader. This leads to a good quality of LMX. Leaders who build high-quality LMX with their subordinates are indicated by trust, respect, loyalty, and responsibility in the relationship (Graen and Uhl-Bien, 1995).

The present study develops Yang et al.'s model (2015) regarding the mechanisms underlying the relationship between ethical leadership and multidimensional OCB, further investigating the influence of leader political skill on ethical leadership. Harvey et al. (2014) indicated a positive relationship between leader political skill and ethical leadership; that is, politically-skilled leaders are perceived to be more ethical than politically unskilled leaders. In addition, previous studies were conducted on developed countries in various industrial sectors, which have different cultures from developing countries, such as Indonesia. This study was conducted in the context of Indonesia in government institutions, which face bureaucratic reform issues including leadership issues. Bureaucracy and governance reform became important agenda for local governments in Indonesia following the reformation era since 1998. However, local governments still face some serious bureaucracy problems. According to the Ministry of National Development Planning/National Development Planning Agency of The Republic of Indonesia (2013), there are some main challenges in bureaucracy reform, namely (1) the low corruption perception index (3,0); (2) the national public integrity index (5,42); and 3) the government effectiveness (-0,29).

Various problems within the implementation of the bureaucracy reform and governance are closely related to ethical leadership, which will have impacts on the organization. Accordingly, it is necessary to develop a model of ethical leadership. The present study aims to analyze the relationship between political skill and ethical leadership, which determines the employees' behavior in the local government context.

II. LITERATURE REVIEW

A. Leader Political Skill and Ethical Leadership

Mintzberg (1985) stated that political skill refers to using influence through persuasion, manipulation, and negotiation. Ahearn, Ferris, Hochwarter, Douglas, and Ammeter (2004) defined political skill as the ability to effectively understand people in the workplace and utilize such understanding to influence them to act in ways that benefit personal and/or organizational purpose. People with political skill use their ability to adjust their behavior to appear sincere, inspire support and trust, and effectively affect and control others' perceptions (Ferris et al., 2005). Ferris et al. (2005) also stated that individuals with high political skill do not only know what they should do in a different social situation but also understand how to conceal their motives and prioritize their interests and still look sincere.

Harvey et al. (2014) stated that the political skill of leaders may influence their subordinates' perception of leaders. Political skill is associated with reputation, which can

mediate the relationship between political skill and performance assessment. In turn, the effect of political skill on organizational reputation is encouraged by organizational support, and political skill enhances the quality of the superior–subordinate relationship. This is understandable because political skill allows leaders to show that they can be trusted and are committed to their subordinates. Social Exchange Theory states that impression is a crucial antecedent in a high-quality relationship and, accordingly, can drive perceived organizational support.

Political skill allows individuals to give the impression that they are aware of social norms and that their behavior is consistent with the norms (Liu, Ferris, Zinko, Perrewé, Weitz, and Xu, 2007). Showing normative compliant behavior is a key component of employees' perception of ethical leadership. Referring to the concept proposed by Ferris et al. (2005) and Harvey et al. (2014), people with high political skill not only certainly know what they should do in a different social context but also know how to do it in a seemingly sincere way. Harvey et al. (2014) predicted that political skill could help leaders to appear more ethical than they really are and to prevent ethical leaders from being mistakenly viewed as unethical by showing socially accepted behavior and impression. Based on the descriptions above, we expect that:

Hypothesis 1: Leader political skill affects ethical leadership.

B. Ethical Leadership and Organizational Citizenship Behavior

Leadership is the demonstration of a normative suitable behavior through personal action and interpersonal relationship and the promotion of such behavior toward the followers through a two-way communication, reinforcement, and decision-making (Brown, et al., 2005). Ethical leaders teach ethical behavior through daily modeling. Ethical behavior is a model sitting in a strong position of an organization and is visible within the organization hierarchy, which allows drawing the employees' attention. Ethical leaders can also demonstrate ethical behavior through the formal process such as policy and procedure of giving rewards to employees who behave ethically. However, Brown et al. (2005) asserted that the strongest ethical modeling is when a role model is capable of exhibiting ethical behavior that is consistent with his/her narrative. In addition, Eubanks et.al (2012) stated that ethical leadership emphasizes integrity and honesty. Moreover, ethical leaders treat others fairly, honestly, and considerately. In turn, ethical leaders will affect employees' behavior, such as OCB.

According to Organ (1988), OCB is an individual's optional behavior that does not directly affect formal reward, yet indicates that an organization runs effectively and efficiently. OCB is categorized into two dimensions, namely OCB directed toward the individual (OCBI) and OCB directed toward the organization (OCBO). OCBI covers behavior that is beneficial to other members of the organization, such as helping others with their work, helping new employees learn their tasks, and caring about other employees. OCBO is seen in behavior that is beneficial to the organization in general, such as asking for permission when absent from work and following the informal rules of the workplace.

In the context of ethical leadership and OCB, there are two main theories that can be used to explain the effect of ethical leaders on subordinates, namely the Social Learning Theory (SLT) and the Social Exchange Theory (SET). SLT states that an

individual will learn by watching his/her surroundings and will attempt to duplicate values and behavior he/she considers credible and interesting (Bandura, 1977; 1986). In an organization, leaders hold a modeling role for their followers in determining acceptable behavior. The leaders' modeling role also applies to the effect of ethical leadership on OCB. Mayer, Kuenzi, Greenbaum, Bardes, and Salvador (2009) stated that ethical leaders exemplify how to behave and exhibit awareness of the members of the work group. Besides, ethical leaders also tend to respect positive behavior, such as being involved in helping fellow employees. Thus, the employees will tend to assist other work group members when needed. By seeing the leaders' exemplary behavior, employees will also help their colleagues with pleasure.

According to SET (Blau, 1964), an individual's behavior depends on the reward he/she obtains from others. This reciprocal relationship is the most well-known key rule in SET. Employees rely on ethical leaders because they treat them fairly, prioritize their interests, and care about their situation in the company (Mayer et al., 2009; Lu, 2014). Employees tend to respond to such treatment by exhibiting behavior that is beneficial to the group and by avoiding behavior that brings negative effects to the supervisor, group, and/or the organization (Mayer et al., 2009). Accordingly, we propose the following hypothesis:

Hypothesis 2a: Ethical leadership affects OCBI

Hypothesis 2b: Ethical leadership affects OCBO

C. Ethical Leadership, Self-Efficacy, and OCB

Bandura and Wood (1989) stated that self-efficacy refers to an individual's perception of his/her own confidence to make a change creatively. Ethical leaders encourage subordinates to try different approaches and learn from the result they obtain (Piccolo, Greenbaum, Den Hartog, and Folger, 2010). One of the key aspects of ethical leadership is that leaders care about the subordinates' well-being. Ethical leaders also develop the subordinates' skills and duties, thus increasing their self-confidence on their skills in carrying out the work properly (Sousa, Coelho, and Guillamon-Saorin, 2012). Yukl (2013) stated that ethical leadership also covers an expression of awareness of the subordinates' needs and supportive communication for them. Ethical leaders also help employees to cope with psychological stress by creating conditions that reduce or remove emotional tension, which in turn enhances employees' self-efficacy. Thus, ethical leaders have a positive impact to employees' outcomes and assure employees of their ability to accomplish their tasks (Wang, Feng, and Lawton, 2015). Based on this argument, we proposed the following hypothesis:

Hypothesis 3: Ethical leadership positively affects self-efficacy

Subordinates with high self-efficacy, in turn, will be able to invest more in self-values, building a high level of self-esteem, and enhance social identity that leads to OCBO and OCBI (Yang et al., 2015). Morrison and Phelps (1999) found that compared to employees with low self-efficacy, those with high self-efficacy exhibit higher propensity to control their jobs, and thus are more likely to exhibit OCBO. Ethical leaders, who tend to promote the followers' self-efficacy (Walumbwa, Mayer, Wang, and Salem,

2011), are more likely to encourage their subordinates to be volunteers to achieve an organizational collective goal, thus increasing their OCBI and OCBO (Yang et al., 2015). Thus, the following hypotheses are proposed:

Hypothesis 4a: Self-efficacy mediates the relationship between ethical leadership and OCBI

Hypothesis 4b: Self-efficacy mediates the relationship between ethical leadership and OCBO

D. Ethical Leadership, Respect, and OCB

Blader and Yu (2017) stated that respect reflects values and is given to individuals as well as groups. In addition, Rogers and Ashforth (2014) stated that respect is considered more as a characteristic of behavior toward others. Ethical leaders who exhibit ethical behavior in the work environment consistently make fair decisions and treat others unbiasedly, expressing their orientation of impartiality (Eisenbeiss and Giessner, 2012). Ethical leaders, whose fair and impartial decision-making is a symbol of the organization (Brown et.al, 2005), may encourage their followers to participate in the decision-making process and provide opportunities for growth, thereby increasing the subordinates' perceived respect (Fuller, Hester, Barnett, Frey, Relyea, Beu, 2006). Based on this argument, the following hypothesis is proposed.

Hypothesis 5: Ethical leadership positively affects subordinates' respect

The more the members respect their leaders, the more they give attention to the group's well-being. Therefore, they are intrinsically motivated to make efforts in the group's interest and assist the group by expressing behavior that supports the organization such as voluntarily helping other members (OCBI) and engaging in helpful actions for the organization without being asked to do so (OCBO) (Blader and Tyler, 2009). Empirical evidence also shows that perceived respect affects subordinates' performance by increasing benefits for the organization and group members (Tyler and Blader, 2002). Accordingly, the following hypotheses are proposed:

Hypothesis 6a: Subordinates' respect mediates the relationship between ethical leadership and OCBI

Hypothesis 6b: Subordinates' respect mediates the relationship between ethical leadership and OCBO

E. Ethical Leadership, LMX, and OCB

LMX is defined as the quality of the LMX relationship (Graen and Scandura, 1987). Graen and Cashman (1975) stated that leaders have high-quality exchanges with some subordinates while low-quality relationships with others. High-quality exchange can be seen from a high level of trust, loyalty, and reciprocal effect. On the other hand, low-quality relationships can be indicated by a low level of trust, support, and reward.

Leaders apply ethical patterns in the organization through the practical provision, policy, and procedure that support employees in displaying ethical behavior.

Subordinates may intensively interact with their leaders and feel equal treatment and reward from their leaders. This may lead them to be willing to form and maintain high-quality LMX with their leaders (Burton, Crish, and Tomoki, 2008). Thus, high-quality LMX may occur more through interaction between ethical leaders and subordinates. Besides, ethical leaders' authority distribution, which includes involving subordinates in the decision-making process, allowing them to express their statement, and giving them individual support (Den Hartog and De Hoogh, 2009), could be beneficial for the quality of LMX. Considering the literature above, we proposed the following hypothesis:

Hypothesis 7: Ethical leadership positively affects LMX

Subordinates who are equally treated by their leaders tend to maintain high-quality LMX with their leaders (Burton et al., 2008). They feel necessary to reciprocate by exhibiting OCB targeted by either their leaders or their colleagues. When subordinates receive treatment that is inter-personally fair, they exhibit high-quality LMX, making them intend to show OCB (Burton et al., 2008). Thus, subordinates who view themselves in a reciprocal relationship due to their ethical leaders' treatment, attention, and trust (Campbell-Sills, Barlow, Brown, and Hoffman, 2006), intend to exhibit OCB, either toward the organization or individuals. Accordingly, we expect the following:

Hypothesis 8a: LMX mediates the relationship between ethical leadership and OCBI

Hypothesis 8b: LMX mediates the relationship between ethical leadership and OCBO

III. RESEARCH METHODOLOGY

A. Data Collection and Sample

This study is a cross-sectional survey. The population included employees in the local governments of Klaten Regency and Surakarta City, Indonesia. To select the respondents, purposive sampling was used for this study. The respondents were employees who worked three or more months with their leaders so that they knew the leaders well enough to be able to answer the questionnaire. Survey has been conducted in 2018 and data had been collected for 2 months. Out of the 330 questionnaires that were distributed, 309 were returned; however, only 300 could be used because 9 were excluded due to incomplete data. The response rate was 90%. To test the hypotheses, partial least square regression with Smart PLS 3.0 was used in this study.

Of the 300 participants, female employees comprised 55.3% while male employees comprised 44.7%. Employees' of 35–44 years composed the majority of the participants (31.7%), followed by 29.3% participants in the age range of 25–34 years. Of the 300 participants, 53.7% were under graduates, 22.7% were post graduates, 12% had diploma-level education, and 11.7% were senior high school graduates.

B. Measures

Leader political skill was measured by using a questionnaire adapted from Ferris et al., (as cited in Perrewé, Zellars, Ferris, Rossi, Kacmar, and Ralston, 2004), which consists of six items. The example of statement regarding leader political skills is, "My supervisor

is able to make most people feel comfortable and at ease around him/her.” Ethical leadership was measured by adopting the questionnaire from Brown et al. (2005), which consists of 10 items. Sample items are “My supervisor disciplines employees who violate ethical standards,” and “My supervisor discusses business ethics or values with the employees.” OCB was measured by using items developed by Lee and Allen (2002), consisting of eight questions measuring OCBO and eight questions measuring OCBI. Examples of statements about OCBO are as follows: “I keep up with the developments in the organization,” “I express loyalty toward the organization,” and “I demonstrate concern about the image of the organization.” Examples of statements on OCBI are as follows: “I adjust my work schedule to accommodate other employees’ requests for taking leave,” “I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations,” and “I sacrifice my time to help others who have work or non-work problems.” Self-efficacy was measured using three statements proposed by Spreitzer (1995). The examples of statements about self-efficacy are “I am confident about my ability to do my job” and “I am self-assured about my capabilities to perform my work activities.” Respect was measured by adapting Tyler and Blader’s (2002) questionnaire consisting of six statements. Examples of statements measuring respect are as follows: “My manager respects the work I do,” “My manager values what I contribute at work,” and “My manager approves of how I do my job.” LMX was measured using seven items developed by Scandura and Graen (1984). Examples of statements about LMX are “My manager has enough confidence in me that he/she will defend and justify my decisions if I am not present to do so,” “My manager understands my problems and needs,” and “My manager recognizes my potential.”

C. Results

Before conducting partial least square (PLS) analysis, validity and reliability tests were conducted. The validity was tested by examining the convergent validity and discriminant validity. The reliability was tested by examining the composite reliability. The result of the first convergent validity test shows that there was one indicator with an outer loading < 0.5 and t -statistic ≤ 1.96 . Accordingly, this indicator was removed, and the test was repeated. The second convergent validity showed that all indicators had an outer loading > 0.5 and t -statistic ≥ 1.96 . Thus, it was concluded that all indicators were valid. The results of the convergent validity test are shown in Table 1.

Table 1
Results of the Convergent Validity Test

Indicators ← Variables	Original Sample (O)	<i>t</i> -Statistic (O/STERR)	Result
e11 ← EL	0.836862	39.04469	Valid
e110 ← EL	0.82587	25.78567	Valid
e12 ← EL	0.83765	35.25757	Valid
e13 ← EL	0.845243	40.44211	Valid
e14 ← EL	0.705861	17.55698	Valid

el5 ← EL	0.873401	32.07202	Valid
el6 ← EL	0.839203	32.76777	Valid
el7 ← EL	0.803622	23.95898	Valid
el8 ← EL	0.882307	53.19435	Valid
el9 ← EL	0.868769	45.35455	Valid
lmx1 ← LMX	0.654942	13.75493	Valid
lmx 2 ← LMX	0.720039	16.19105	Valid
lmx 3 ← LMX	0.813624	32.38837	Valid
lmx 4 ← LMX	0.790861	22.68984	Valid
lmx 5 ← LMX	0.676556	15.63339	Valid
lmx 6 ← LMX	0.825235	43.68089	Valid
lmx 7 ← LMX	0.718485	16.50184	Valid
lps1 ← LPS	0.743283	14.58858	Valid
lps 2 ← LPS	0.877739	42.6998	Valid
lps 3 ← LPS	0.881303	57.29479	Valid
lps 4 ← LPS	0.905462	62.33349	Valid
lps 5 ← LPS	0.902781	67.10765	Valid
ocbi1 ← OCBI	0.65722	12.36619	Valid
ocbi2 ← OCBI	0.88574	61.69026	Valid
ocbi3 ← OCBI	0.739486	17.01429	Valid
ocbi4 ← OCBI	0.815645	21.76436	Valid
ocbi5 ← OCBI	0.833484	33.63719	Valid
ocbi6 ← OCBI	0.867619	42.1348	Valid
ocbi7 ← OCBI	0.883314	69.44234	Valid
ocbi8 ← OCBI	0.858318	34.88526	Valid
ocbo1 ← OCBO	0.593146	8.955524	Valid
ocbo2 ← OCBO	0.823761	36.6089	Valid
ocbo3 ← OCBO	0.707375	13.24554	Valid
ocbo4 ← OCBO	0.648135	11.76812	Valid
ocbo5 ← OCBO	0.77584	21.65193	Valid
ocbo6 ← OCBO	0.827821	29.88929	Valid
ocbo7 ← OCBO	0.853019	52.08479	Valid
ocbo8 ← OCBO	0.783592	21.18203	Valid
sr1 ← SR	0.865133	45.91687	Valid
sr2 ← SR	0.91269	64.86062	Valid

sr3 ← SR	0.847883	24.39892	Valid
sr4 ← SR	0.847886	23.93213	Valid
sr5 ← SR	0.860797	37.11134	Valid
sr6 ← SR	0.873922	49.22654	Valid
se1 ← SE	0.843297	21.89397	Valid
se2 ← SE	0.932185	110.2373	Valid
se3 ← SE	0.812926	19.21957	Valid

Once all items were considered valid, a discriminant validity test was conducted. Based on the discriminant validity test, we found that all indicators of each variable exhibited better measurement on the measured variable than measuring other variables. All indicators were valid. The results of the discriminant validity test are shown in Table 2.

Table 2
Results of the Discriminant Validity Test

	SE	EL	LPS	LMX	OCBI	OCBO	SR
se1	0.843297	0.435196	0.460559	0.479104	0.432481	0.328504	0.514304
se2	0.932185	0.478965	0.473841	0.528131	0.524253	0.456331	0.582445
se3	0.812926	0.308659	0.383719	0.475832	0.422561	0.351098	0.434137
el1	0.4329	0.836862	0.722654	0.556848	0.468294	0.307261	0.679177
el10	0.417643	0.82587	0.643957	0.593842	0.423537	0.36478	0.651989
el2	0.362493	0.83765	0.743669	0.549689	0.423425	0.254568	0.631136
el3	0.31757	0.845243	0.686981	0.5312	0.369241	0.268803	0.64188
el4	0.309974	0.705861	0.518678	0.44117	0.360699	0.342908	0.514228
el5	0.410761	0.873401	0.699491	0.611839	0.467956	0.341818	0.717992
el6	0.471224	0.839203	0.676139	0.572135	0.493033	0.327901	0.681003
el7	0.37833	0.803622	0.606279	0.529595	0.406395	0.388506	0.619787
el8	0.463296	0.882307	0.718002	0.643217	0.485158	0.407303	0.717291
el9	0.394262	0.868769	0.706169	0.638166	0.463041	0.354614	0.670899
lps1	0.393316	0.542759	0.743283	0.554831	0.410641	0.293914	0.513736
lps2	0.438674	0.711584	0.877739	0.60492	0.398441	0.34103	0.638213
lps3	0.454984	0.719532	0.881303	0.562643	0.414167	0.335375	0.644017
lps4	0.444331	0.747952	0.905462	0.595215	0.411611	0.297336	0.646822
lps5	0.471648	0.752233	0.902781	0.624055	0.45228	0.349957	0.678232
lmx1	0.562087	0.50532	0.456261	0.654942	0.507927	0.420071	0.578121
lmx2	0.356835	0.348798	0.362412	0.720039	0.377828	0.337534	0.484827

lmx3	0.503498	0.690929	0.674694	0.813624	0.601615	0.425737	0.733626
lmx4	0.446822	0.517269	0.563347	0.790861	0.42269	0.450042	0.605882
lmx5	0.232853	0.277217	0.299092	0.676556	0.342123	0.44701	0.393349
lmx6	0.530641	0.651029	0.664309	0.825235	0.566509	0.500803	0.686801
lmx7	0.245412	0.422243	0.377337	0.718485	0.392703	0.443841	0.490862
ocbi1	0.29301	0.256893	0.240259	0.443259	0.65722	0.572785	0.356536
ocbi2	0.436854	0.445608	0.426348	0.547595	0.88574	0.56295	0.501907
ocbi3	0.25984	0.33161	0.319222	0.405361	0.739486	0.434759	0.374567
ocbi4	0.38298	0.374815	0.376203	0.50569	0.815645	0.506803	0.450468
ocbi5	0.55009	0.48979	0.447906	0.542502	0.833484	0.605854	0.58016
ocbi6	0.503542	0.503005	0.441612	0.573699	0.867619	0.552094	0.569554
ocbi7	0.511957	0.487746	0.436707	0.562597	0.883314	0.540643	0.561632
ocbi8	0.480349	0.486674	0.415154	0.5445	0.858318	0.524083	0.536588
ocbo1	0.120457	0.169036	0.117076	0.317144	0.349811	0.593146	0.153642
ocbo2	0.432844	0.359733	0.356362	0.485839	0.584715	0.823761	0.437293
ocbo3	0.275839	0.222182	0.168134	0.398468	0.420567	0.707375	0.295163
ocbo4	0.258415	0.160507	0.160552	0.345609	0.356822	0.648135	0.255946
ocbo5	0.355628	0.340503	0.329874	0.464973	0.528727	0.77584	0.405625
ocbo6	0.363175	0.376923	0.368449	0.46633	0.515657	0.827821	0.387389
ocbo7	0.428065	0.380511	0.385371	0.508492	0.590507	0.853019	0.460123
ocbo8	0.325624	0.322543	0.246568	0.479763	0.523149	0.783592	0.409091
sr1	0.544525	0.741557	0.695358	0.693946	0.472362	0.380689	0.865133
sr2	0.522341	0.757231	0.696056	0.692882	0.534986	0.393663	0.91269
sr3	0.415609	0.647434	0.594434	0.648058	0.508444	0.40964	0.847883
sr4	0.546762	0.619263	0.599785	0.683983	0.535882	0.440747	0.847886
sr5	0.509359	0.603306	0.545194	0.663909	0.503428	0.481572	0.860797
sr6	0.559033	0.717462	0.641868	0.692451	0.61374	0.421006	0.873922

To test the reliability, the composite reliability was measured. The composite reliability test indicated that the reliability value of all variables was >0.6. Accordingly, all variables were reliable. Thus, the measurement items used in this study are capable of providing consistent results in different conditions. The results of the reliability test are shown in Table 3.

Table 3
Results of the Reliability Test with Composite Reliability

Variables	Composite Reliability	Result
SE	0.898238	Reliable
EL	0.957692	Reliable
LPS	0.936234	Reliable
LMX	0.896834	Reliable
OCBI	0.942564	Reliable
OCBO	0.91357	Reliable
SR	0.948396	Reliable

Once the instrument was considered valid, path analysis was conducted to test the hypotheses. The results of the path analysis are shown in Table 4.

Table 4
Path Analysis Results

Hypothesis	Path	Original Sample (O)	t-Statistic (O/STERR)	Result
1	Leader Political Skill → Ethical Leadership	0.809664	31.57773	Significant
2a	Ethical Leadership → Organizational Citizenship Behavior - Individual	0.056572	1.014121	Not Significant
2b	Ethical Leadership → Organizational Citizenship Behavior - Organization	-0.03234	0.624453	Not Significant
3	Ethical Leadership → Self Efficacy	0.478152	8.286656	Significant
5	Ethical Leadership → Subordinates Respect	0.786376	30.630915	Significant
7	Ethical Leadership → Leader-Member Exchange	0.6837	18.290202	Significant

Based on Table 4, leader political skill positively affects ethical leadership (O = 0.809664, t-statistic = 31.57773), supporting hypothesis 1. It means that leaders who

possess political skill hold social ingenuity and the ability to influence other people. They want to give an impression that they are concerned with social norms and that their behavior is consistent with the norms. This normative behavior is a key component of the employees' perception of ethical leadership. This is consistent with previous studies conducted by Harvey et al. (2014) and Sawitri, Suyono, Sunaryo, and Tamara (2018). Leaders with high political skill understand how to direct their behavior to fit a specific situation so that they seem to be sincere and be ethical in the employees' perspective. Through such ability, politically-skilled leaders will, either consciously or unconsciously, direct behavior in accordance with social norms in the work environment, so they seem to be ethical in the eye of their subordinates.

The results show that the leader political skill did not affect OCBI ($O = 0.056572$, t -statistic = 0.624453). Furthermore, ethical leadership did not affect OCBO either ($O = -0.03234$, t -statistic = 0.624453). Hence, hypotheses 2a and 2b were not supported. This finding differs from those of Yang et al. (2015). The authors found that ethical leadership will give signals to the subordinates to do something beneficial, not only for themselves but also for OCBI. Besides, this study also did not find any effect of ethical leadership on OCBO. This might be due to ethical leaders in the local governments who showed less OCB, either OCBI or OCBO, so that they did not become a model for their subordinates. This phenomenon may be caused by social exchange between leaders and their subordinates, including how leaders treat and interact with their subordinates, which might not be enough to encourage subordinates to do something more for their colleagues and the organization. Another finding of the present study was that ethical leadership positively affected self-efficacy ($O = 0.478152$, t -statistic = 8.286656). Thus, this finding supports hypothesis 3. This result shows that ethical leadership motivates employees to learn and develop their tasks and skills, which will improve subordinates' self-confidence to perform properly. Besides, ethical leadership also positively affects respect ($O = 0.786376$, t -statistic = 30.630915). Thus, this finding supports hypothesis 5. A norm-compliant behavior, fair decision-making that is consistently shown by ethical leaders will result in subordinates' respect. Ethical leadership also positively affects LMX ($O = 0.6837$, t -statistic = 18.290202). Thus, this finding supports hypothesis 7. The test result shows that ethical leadership positively affects LMX. A leader applies ethical values for the organization through practical provision, policy, and procedure helping to exhibit ethical behavior, which will lead subordinates to be willing to interact more intensely and to form and maintain LMX quality.

To test mediation effect, this study applied the Sobel test, whose results are shown in Table 5.

Table 5
Sobel Test Result

Hypothesis	Path coefficient and standard error	Value	Sobel test statistic	Result
4a	Ethical Leadership → Organizational Citizenship Behavior-Individual	0.528	2.62094571	Significant
	Ethical Leadership → Self-Efficacy → Organizational Citizenship Behavior-Individual	0.352		
	Ethical Leadership → Self-Efficacy	0.478		
	Self-Efficacy → Organization Citizenship Behavior-Individual	0.211		

	Ethical Leadership → Self-Efficacy	0.057701		
	Self-Efficacy → Organization Citizenship Behavior-Individual	0.076378		
	Ethical Leadership → Organization Citizenship Behavior-Organization	0.408		
	Ethical Leadership → Self-Efficacy → Organization Citizenship Behavior-Organization	0.250		
4b	Ethical Leadership → Self-Efficacy	0.478	1.77379719	Not Significant
	Self-Efficacy → Organization Citizenship Behavior-Organization	0.160		
	Ethical Leadership → Self-Efficacy	0.057701		
	Self-Efficacy → Organization Citizenship Behavior-Organization	0.0881		
	Ethical Leadership → Organization Citizenship Behavior-Individual	0.528		
	Ethical Leadership → Subordinates' Respect → Organization Citizenship Behavior-Individual	0.123		
6a	Ethical Leadership → Subordinates' Respect	0.786	1.53905855	Not Significant
	Self-Efficacy → Organization Citizenship Behavior-Individual	0.177		
	Ethical Leadership → Subordinates' Respect	0.025673		
	Subordinates' Respect → Organization Citizenship Behavior-Individual	0.114861		
	Ethical Leadership → Organization Citizenship Behavior-Organization	0.408		
	Ethical Leadership → Subordinates' Respect → Organization Citizenship Behavior-Organization	0.060		
6b	Ethical Leadership → Subordinates' Respect	0.786	0.45022792	Not Significant
	Self-Efficacy → Organization Citizenship Behavior-Organization	0.035		
	Ethical Leadership → Subordinates' Respect	0.025673		
	Subordinates' Respect → Organization Citizenship Behavior-Organization	0.07773		
	Ethical Leadership → Organization Citizenship Behavior-Organization	0.528		
	Ethical Leadership → Leader-Member Exchange → Organization Citizenship Behavior-Individual	0.0173		
8a	Ethical Leadership → Leader-Member Exchange	0.684	5.70625493	Significant
	Self-Efficacy → Organization Citizenship Behavior-Individual	0.335		
	Ethical Leadership → Leader-Member Exchange	0.037381		
	Leader-Member Exchange → Organization Citizenship Behavior-Individual	0.055785		
	Ethical Leadership → Organization Citizenship Behavior-Organization	0.408		
	Ethical Leadership → Leader-Member Exchange → Organization Citizenship Behavior-Organization	0.008		
8b	Ethical Leadership → Leader-Member Exchange	0.684	8.32281770	Significant
	Self-Efficacy → Organization Citizenship Behavior-Organization	0.484		

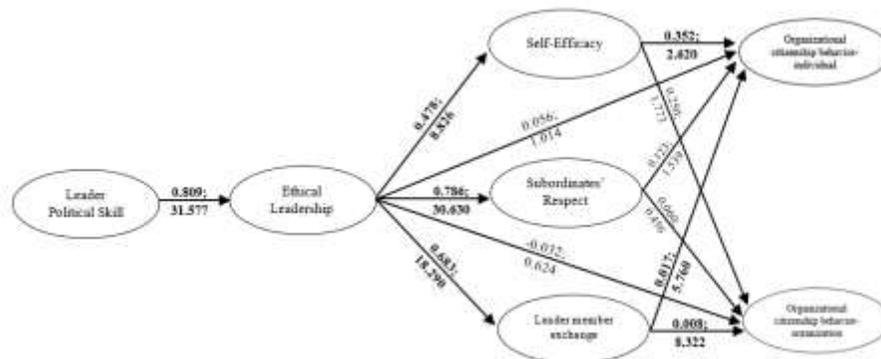
Ethical Leadership Exchange	→ Leader-Member Exchange	0.037381
Leader-Member Exchange	→ Organization Citizenship Behavior-Organization	0.051794

As shown in Table 5, the Sobel test statistic was 2.620 (≥ 1.96 with a 5% significance level). It could be concluded that self-efficacy mediates the effect of ethical leadership on OCBI. Thus, the present study support hypothesis 4a. The Sobel test also showed a statistic test of 1.773 (≤ 1.96 with a 5% significance level). It could be concluded that self-efficacy does not mediate the effect of ethical leadership on OCBO. Thus, this finding does not support hypothesis 4b. However, this study also found that self-efficacy mediates the relationship between ethical leadership and OCBI.

The Sobel test statistic for the mediating role of respect on the effect of ethical leadership on OCBI was 1.539 (≤ 1.96 with a 5% significance level). Thus, it could be concluded that respect did not mediate the effect of ethical leadership on OCBI. The Sobel test statistic for the mediating role of respect on the effect of ethical leadership on OCBO was 0.450 (≤ 1.96 with a 5% significance level). It means that respect does not mediate the effect of ethical leadership on OCBO. Thus, the present study does not support hypotheses 6a and 6b. This result is different from those of Yang et al. (2015), which found that respect mediates the effect of ethical leadership on both OCBI and OCBO. This finding indicates that respect is not enough to drive subordinates to exhibit OCB toward colleagues as well as the organization.

The Sobel test statistic for the mediating role of LMX on the effect of ethical leadership on OCBI was 5.706 (≥ 1.96 with a 5% significance level). Accordingly, it could be concluded that LMX mediates the effect of ethical leadership on OCBI. Meanwhile, Sobel test statistic for the mediating role of LMX on the effect of ethical leadership on OCBO was 8.322 (≥ 1.96 with 5% significance level). Based on this result, it could be concluded that respect mediates the effect of ethical leadership on OCBO. In other words, hypotheses 8a and 8b are accepted. This is consistent with Yang et al. (2015), who found that the interpersonal relationship quality between superiors and subordinates tends to affect the managerial effectiveness to motivate and encourage the employees to make more effort to other employees or organizations.

Figure 1
Model of relationships among leader political skill, ethical leadership, self-efficacy, subordinates' respect, LMX, and OCB



IV. CONCLUSION

Our results indicated that not all proposed hypotheses were supported in this study. We found that leader political skill did not affect OCBI ($O = 0.056$, t -statistic = 1.014). Also, there was no significant relationship between ethical leadership and OCBO ($O = -0.032$, t -statistic = 0.624). Thus, hypotheses 2a and 2b were not supported in this study. These findings confirmed Yates (2011), who indicated that ethical leadership did not affect OCB. OCB consists of altruistic and compliant behavior toward coworkers and the organization (Smith, Organ, and Near, 1983). Motivation for altruistic and compliance could be based on intrinsic and extrinsic factors that might play more important roles than the values showed by the leader (Yates, 2011). Previous research also showed unclear mechanisms of how a leader's moral affects employees' OCB (Den Hartog 2015; Ng and Feldman 2015). In addition, Avey, Palanski, and Walumba (2011) stated that there were inconsistencies in findings relating with how ethical leadership affects organizations, which might be due to differences in the type of organizations, cultures, relationships, teams, and tasks. In turn, these differences determine the effectiveness of ethical leadership within the organization. This study also showed that ethical leadership had no significant effect on OCBO. This could be because of social exchanges between leaders and their subordinates including the interaction between leaders and subordinates that are not enough to encourage them to show extra role behavior for their colleagues and organizations.

Another finding of this study was the significant effect of ethical leadership on self-efficacy, thus supporting hypothesis 3. It means that ethical leadership motivates employees to develop their skills, which in turn increases employees' self-efficacy. In addition, this study showed that there was a significant relationship between ethical leadership and subordinates' respect, therefore supporting hypothesis 5. Behavior that emphasizes moral values as well as fair decision-making that is consistently shown by ethical leaders will lead to subordinates' respect. Supporting hypothesis 7, there was a significant relationship between ethical leadership and LMX. Leaders with high ethical values implement practical provisions, policies, and procedures, thereby demonstrating their ethical behavior, which will make subordinates willing to interact more intensely and maintain high-quality LMX. Ethical leaders emphasize the principle of respecting subordinates, serving subordinates, being fair to subordinates, being honest, and building a community with the subordinates (DuBrin, 2010; Northouse, 2013).

This study also found that ethical leadership affected OCBI and OCBO indirectly; in particular self-efficacy mediated the relationship between ethical leadership and OCBI, while LMX mediated the relationship between ethical leadership and OCBO. These findings indicated that subordinates could express extra role behavior toward colleagues (OCBI) inspired by ethical leaders that stimulate subordinates' self-efficacy. Meanwhile, high-quality relationship with leaders plays an important role in encouraging subordinates' extra role behavior toward organization (OCBO).

A. Implications

The results of this study have some implications for leaders and organizations. First, the results indicate that leader political skill may enhance the employees' perceived ethical

leadership. This perceived ethical leadership may lead to employees' OCB through the improvement of quality of LMX and self-efficacy. Although we found that ethical leadership indirectly enhances employees' OCB through LMX and self-efficacy, this finding shows that ethical leadership plays an important role in enhancing employees' OCB. Based on these results, it is better for the organization to consider ethical behavior as one of the special aspects of employees' promotion. A high-quality relationship between leader and subordinates has been proven to be more effective in motivating employees' OCBI and OCBO. Therefore, it is better for leaders to develop a good relationship with their subordinates inasmuch as it will make it easier for leaders to motivate and drive subordinates to achieve the organizational goals.

B. Limitations and Future Studies

Although this study has achieved some meaningful conclusions, there are inevitably some shortcomings. First, this study had a cross-sectional design. This is not an optimal way to explain cause and effect, although there was a short interval between the collection of the subordinate and supervisor data. In the future, a longitudinal design should be adopted with two different periods of time to minimize the bias as follows: researchers could collect employee data first, and then gather data from their immediate supervisors two or three months later.

Second, the scales we used to assess the variables in this study were developed in the context of developed countries. Cultural diversity may affect the study's validity, especially in the field of leadership. More attention should be paid to cultural diversity because the employee's perception of ethical leadership varies between cultures (Gerstner and Day, 1994). Hence, the effectiveness of the measuring instrument still needs to be tested in developing countries, such as Indonesia.

Third, the present study was conducted in the context of regional government, so we should be careful in generalizing the results. It is expected that future studies can be conducted by extending the scope on different organizations, including comparing the phenomena between the private and public sectors. Also, this study only used questionnaires to gather data from the respondents. Future studies might combine quantitative and qualitative methods through an in-depth interview so the information will be more comprehensive.

In conclusion, the present study enriches our understanding of leader political skill and ethical leadership in influencing OCB by considering self-efficacy, subordinates' respect, and LMX. However, there are some problems that still need to be explored. For instance, the extant studies mainly focus on the impact of leadership on employees, while few research works focus on the impact of the employees' characteristics on the leadership. Future research should emphasize the effect of employee's characteristics on leadership. This is not only important in theory but also has great practical significance to guide leaders in choosing more suitable leadership styles.

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