

**How to Cite:**

Smail, M., & Moussa, T. (2024). The mediating role of corporate social responsibility in the impact of ethical leadership on organizational citizenship behavior. *International Journal of Economic Perspectives*, 18(12), 2269–2282. Retrieved from <https://ijeponline.org/index.php/journal/article/view/773>

# The mediating role of corporate social responsibility in the impact of ethical leadership on organizational citizenship behavior

**Mosbah Smail**

Laboratory for Administrative Development for the Advancement of Economic Institutions, University of Ghardaia, Algeria.

Email: [mosbah.smail@univ-ghardaia.dz](mailto:mosbah.smail@univ-ghardaia.dz)

**Telli Moussa**

MQEMADD Laboratory, University of Djelfa, Algeria.

Email: [moussatelli@univ-djelfa.dz](mailto:moussatelli@univ-djelfa.dz)

**Abstract**---This study aims to examine the mediating role of corporate social responsibility (CSR) in the impact of ethical leadership on organizational citizenship behavior. To address this objective, a descriptive approach was adopted, presenting a theoretical framework related to corporate social responsibility, ethical leadership, and organizational citizenship behavior. For the empirical part of the study, a questionnaire was distributed to a sample of 118 employees in economic institutions. Partial least squares structural equation modeling (PLS-SEM) using Smart PLS4 was employed to analyze the data. The results revealed a significant mediating effect of corporate social responsibility on the relationship between ethical leadership and organizational citizenship behavior.

**Keywords**---Ethical leadership, ethical behavior provision, ethical behavior practice, ethical behavior enhancement, corporate social responsibility, organizational citizenship behavior.

**Introduction**

Numerous organizations seek to address the challenges posed by environmental changes through leadership, which serves as the primary driving force behind organizational activities. An organization's success is contingent upon the behaviors adopted by its leaders (Diab et al., 2022). Ethical leadership is one of

the most significant leadership styles that contribute to fostering strong relationships among employees within an organization. By encouraging employees to adhere to ethical principles such as integrity, honesty, and fair treatment (Huang et al., 2021), ethical leaders demonstrate moral conduct in their personal actions and interpersonal relationships (Ahmed, 2020), respecting the rights and dignity of others (Abdul Hassan & Ismail, 2023). This ethical leadership style promotes participation, integrity, justice, and mutual respect (Tamimi & Al-Jundi, 2023).

Corporate social responsibility (CSR) refers to an organization's ongoing commitment to behaving ethically (Badi'a & Hamdi, 2024) through a series of interconnected influences between society and the organization (Faeq & Hadi, 2023). This is manifested in decisions and actions based on ethical conduct (Arzouqi, 2007) that benefit all segments of society (Rafah et al., 2019). An organization's CSR is embodied in various decisions and policies that govern its interactions with stakeholders, including society, employees, government, businesses, and customers (Al-Sayed, 2019).

Organizational Citizenship Behavior (OCB) is one of the most important organizational assets that influences employee performance and contributes to identifying and solving problems, as well as driving change (Bashir, 2022). OCB refers to voluntary behaviors that employees engage in that go beyond what is officially expected of them (Hassan & Sid Ibrahim, 2021). This includes engaging in voluntary activities, offering suggestions to improve organizational performance, and refraining from negative behaviors (Mehrran, 2022).

Ethical leadership has become a focus for many organizations as a means of promoting ethical values within the organization. Ethical leadership creates a context for enhancing the organization's responsibility towards its various stakeholders, positioning it as a good corporate citizen. OCB is an administrative topic that requires a suitable leadership context to motivate employees to engage in voluntary and discretionary behaviors. Numerous studies indicate that ethical leadership is one of the most important tools for promoting OCB, while others suggest that OCB is prevalent in organizations characterized by social responsibility.

Therefore, this study aims to contribute to the understanding of how corporate social responsibility mediates the impact of ethical leadership on OCB in Algerian economic institutions. Specifically, the study seeks to determine the impact of ethical leadership on OCB in Algerian economic institutions and to confirm the mediating role of corporate social responsibility between the study variables.

### **Development of Hypotheses:**

A study conducted in Egypt (Al-Tablawi, 2019) found a positive and significant relationship between ethical leadership and corporate social responsibility. A study by El-Hazam and Eisawi (2022) in Algeria examined the dimensions of ethical leadership, including the provision, practice, and enhancement of ethical behavior, and found an impact of ethical leadership on corporate social responsibility. Similar findings were reported in studies by Amal Kazem (2022) in

Iraq and ElQassaby (2021). Based on these findings, the following hypothesis is proposed:

**H1: Ethical leadership has an impact on corporate social responsibility.**

A study conducted in Egypt found a positive correlation between organizational leadership and OCB (Hannan & Marwa, 2022). Another study in Algeria found a significant impact of ethical leadership on OCB (Lamouri & Abbasi, 2022), while a study in Jordan demonstrated a strong impact of ethical leadership on OCB (Taamneh et al., 2024). Based on these findings, the following hypothesis is proposed:

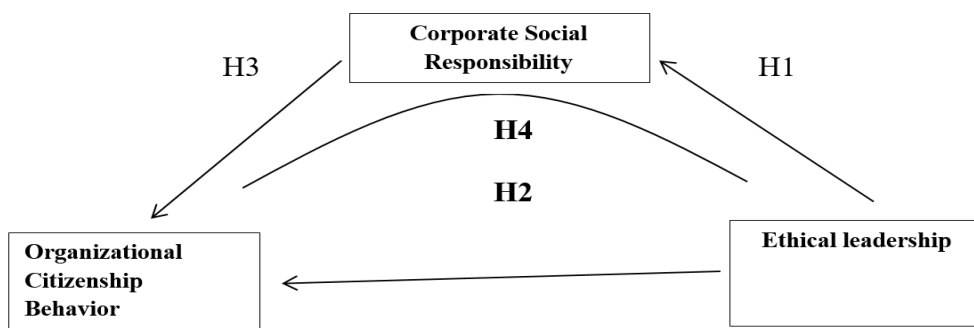
**H2: Ethical leadership has an impact on organizational citizenship behavior.**

A study by Al-Sayed (2019) found a significant difference in employees' perceptions of both corporate social responsibility and organizational citizenship behavior based on age and years of service. The study indicated a positive impact of corporate social responsibility on organizational citizenship behavior. Additionally, a study by Boudmagh and Qarine (2021) in Algeria found a positive impact of corporate social responsibility on organizational citizenship behavior. Abdi et al. (2024) in Indonesia discussed the mediating role of corporate social responsibility in the relationship between responsible leadership and organizational citizenship behavior. This study is similar to the current research in testing the mediating variable and the dependent variable, and found that corporate social responsibility has an impact on organizational citizenship behavior. In light of the results obtained from previous studies, the following hypothesis is proposed:

**H3: Ethical leadership has a positive impact on organizational citizenship behavior.**

Numerous studies have discussed the impact of ethical leadership on organizational citizenship behavior either directly or indirectly, i.e., through a mediating variable. However, they have not addressed corporate social responsibility as a mediating variable. Therefore, the study proposes the following hypothesis and model:

**H4: There is a significant statistical effect of ethical leadership on organizational citizenship behavior in the presence of corporate social responsibility as a mediating variable.**



## Research Methodology

### Research Approach:

A descriptive approach was adopted to address the research problem, as it is suitable for such topics. The theoretical framework of the study was developed based on articles, books, and internet references to try to grasp the aspects of the study topic and extract the research gap. The data collected through the questionnaire was analyzed using the Statistical Package for the Social Sciences (SPSS) and SmartPLS4 to model the relationship between the study variables.

### Research Instrument:

The primary objective of this research is to determine the extent to which ethical leadership influences organizational citizenship behavior in the presence of corporate social responsibility. To empirically test this, a questionnaire was used as it is the best tool for data collection. The questionnaire was designed with four sections. The first section related to personal and job-related data. The second section pertained to the variable of ethical leadership, which was measured using dimensions from studies by (Hannan & Marwa, 2022), (Ghafouri & Awda, 2022), (Al-Hazam & Issaoui, 2022), and (Gharbi & Maamri, 2022). These dimensions included ethical behavior (5 items), ethical behavior practices (5 items), and ethical behavior enhancement (4 items). The third section related to the variable of corporate social responsibility, consisting of 10 items. The fourth section related to the variable of organizational citizenship behavior, consisting of 6 items. A 5-point Likert scale was used to answer the questionnaire items.

### Study Population:

The study was limited to a sample of economic institutions in Algeria, specifically SONALGAZ (Electricity and Gas Production Company), ENAC (Pipeline Construction Company), and ALFAPIP (Helical Pipe Manufacturing Company). A questionnaire was distributed to a sample of 118 employees. The total population size was 170, and the appropriate sample size was calculated using the Stephen Thompson formula.

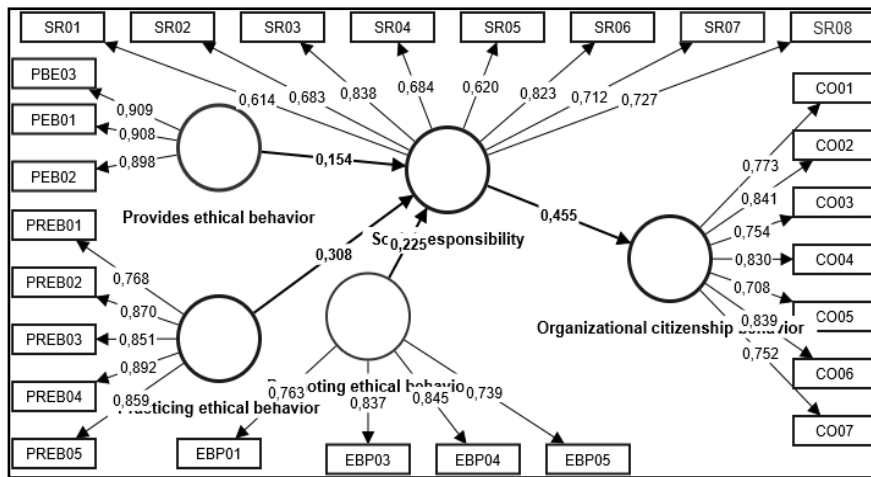
### Reliability of the study

**Table (1) Reliability of the study**

	<b>Number of Items</b>	<b>Composite Reliability</b>	CV	AVE
Ethical Behavior	04	0,890	0.828	0.517
Ethical Behavior Practice	05	0,903	0.932	0.819
Ethical Behavior Enhancement	05	0,735	0.735	0.721
Dimension 2: Corporate Social Responsibility	08	0.862	0.893	0.514
Dimension 3: Organizational Citizenship Behavior	08	0.897	0.919	0.619

**Source: Prepared by researchers based on Smart SPSS**

Table 1 reveals that Cronbach's alpha and composite reliability values for all study dimensions exceed 70%. This indicates that the research instrument possesses high reliability. Additionally, the average variance extracted (AVE) values for all study dimensions surpass 50%, suggesting that each dimension explains more than 50% of the variance in its indicators. The research model, after establishing both convergent and discriminant validity, is presented in:"



**Figure 1: Research Model**

**Source: Prepared by researchers based on Smart PLS**

**Table 2:**

	<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Dependent Variable</b>	<b>p-value</b>	<b>Decision</b>
Ethical Leadership > Social Responsibility	0.650	0.080	7,948	0.000	accepted
Ethical Behavior Provision > Social Responsibility	0.276	0.037	7.476	0.000	accepted
Ethical Behavior Practices > Social Responsibility	0.232	0.033	6.746	0.000	accepted
Ethical Behavior Enhancement > Social Responsibility	0,190	0.026	7.193	0.000	accepted
Ethical Leadership Ethical > Behavior enhancement	0,305	0.067	4.305	0.000	accepted
Ethical Behavior Provision > Organizational Citizenship Behavior	0,137	0.078	1.786	0,074	rejected
Ethical Behavior Practices > Organizational Citizenship Behavior	0,121	0.089	1.156	0,248	rejected
Ethical Behavior enhancement > Organizational Citizenship Behavior	0,068	0.067	1.054	0,292	rejected
Social Responsibility > Organizational Citizenship Behavior	0,469	0.086	5.278	0,000	rejected

**Source: Prepared by researchers based on Smart PLS4**

### 1. Coefficient of determination

The most common measure for evaluating structural models is the coefficient of determination ( $R^2$ ). As Asuero and colleagues (2006) stated,  $R^2$  is calculated as the ratio of the sum of squares due to the regression to the total sum of squares. This means that the coefficient represents the proportion of variance in the endogenous constructs that is explained by all of the exogenous constructs related to it.

**Table 3: Coefficient of Determination and Correlation**

	$R^2$
<b>Ethical Leadership</b>	<b>0.207</b>
<b>Social Responsibility</b>	<b>0.407</b>

**Source: Prepared by researchers based on Smart PLS4**

### 2. The effect size index $F^2$ :

It is a specific indicator used to measure the impact of independent variables on a dependent variable, individually. This means it measures the impact of each dimension on the quality of educational services, in contrast to the coefficient of determination which measures the overall impact of all dimensions on the dependent variable. According to Cohen (1988), the values of  $F^2$  are interpreted as follows (Yakupl, 2019):

Greater than 0.35: Large effect

Between 0.35 and 0.15: Medium effect

Between 0.02 and 0.15: Small effect

Less than 0.02: Negligible effect

**Table 4:**

<b>Organizational Citizenship Behavior as the dependent variable</b>			<b>Social Responsibility as dependent variable</b>		
<b>dimension</b>	<b><math>F^2</math></b>	<b>note</b>	<b>dimension</b>	<b><math>F^2</math></b>	<b>note</b>
Social Responsibility	<b>0.261</b>	weak	Ethical Behavior Provision	<b>0.024</b>	weak
Ethical Behavior Provision	<b>0.039</b>	weak	Ethical Behavior Practices	<b>0.024</b>	weak
Ethical Behavior Practices	<b>0.003</b>	weak	Ethical Behavior Enhancement	<b>0.014</b>	Negligible
Ethical Behavior Enhancement	<b>0.009</b>	<b>weak</b>			

**Source: Prepared by researchers based on Smart PLS4**

**The role of social responsibility as a mediator:**

**Table (05) : Hypothesis test table**

	<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Dependent Variable</b>	<b>p-value</b>	<b>Decision</b>
Ethical Leadership > Social Responsibility> Organizational Citizenship Behavior	0,305	0.067	4,305	0.000	accepted
Ethical Behavior Provision > Social Responsibility > Organizational Citizenship Behavior	0,129	0.030	4,238	0.000	accepted
Ethical Behavior Practices > Social Responsibility > Organizational Citizenship Behavior	0,089	0,020	4,319	0.000	accepted
Ethical Behavior Enhancement > Social Responsibility > Organizational Citizenship Behavior	0,109	0.026	3,933	0.000	accepted

**Source: Prepared by researchers based on Smart PLS4**

**Study Results:**

**Main Hypothesis 1:** The results in Table 6 show that the regression coefficient was 0.650, which is statistically significant because the probability value was less than 0.05, equaling 0.000. The t-test value was 7.948, which is greater than the table value of 1.96. Therefore, we can conclude that there is a significant statistical impact of ethical leadership on corporate social responsibility. The correlation coefficient indicates a positive relationship between ethical leadership and corporate social responsibility. However, the effect size index shows a weak impact of ethical leadership on corporate social responsibility.

**Sub-Hypothesis 1:** Based on the probability value of 0.000, which is less than the significance level of 0.05, and the t-test value, which was greater than the table value of 1.96, there is a significant statistical impact of the availability of ethical behavior on corporate social responsibility.

**Sub-Hypothesis 2:** Based on the probability value of 0.000, which is less than the significance level of 0.05, and the t-test value, which was greater than the table value of 1.96, there is a significant statistical impact of practicing ethical behavior on corporate social responsibility.

**Sub-Hypothesis 3:** Based on the probability value of 0.000, which is less than the significance level of 0.05, and the t-test value, which was greater than the table value of 1.96, there is a significant statistical impact of promoting ethical behavior on corporate social responsibility.

The results of this study align with those of (Al-Tablawi, 2019), (Al-Hazam and Issaoui, 2022), (Ali Kazim and Al-Taher, 2020), and (ELQASSABY, 2021) in finding a positive relationship and a significant statistical impact of ethical leadership on social responsibility. The study also agrees with (Al-Hazam and Issaoui, 2022) regarding the dimensions of ethical leadership. However, it differs in terms of the dimensions where it found an impact. While the previous study found an impact for the dimension of practicing ethical behavior on social responsibility, excluding the dimensions of availability and promotion of ethical behavior, the current study found an impact for all dimensions of ethical leadership on social responsibility.

Ethical leadership is considered the primary source of moral guidance within an organization. By influencing employees, it contributes to the transfer of ethical behavior and standards to the workplace through the practice of ethical behaviors such as justice, integrity, and mutual respect. Ethical leadership thus serves as a moral inspiration for employees, motivating them to take responsibility for their tasks. When leaders adhere to organizational laws and regulations and ensure that members of the organization respect them, punishing those who do not adhere to ethical standards, the organization becomes socially responsible towards its surrounding environment and its employees, who constitute the most important elements of the organization's internal environment. Therefore, an organization's social responsibility is rooted in the ethical behavior adopted by its leaders.

**Main Hypothesis 2:** The results in Table 6 show that the regression coefficient was 0.305, which is statistically significant because the probability value was less than 0.05, equaling 0.000. The t-test value was 4.305, which is greater than the table value of 1.96. Therefore, we can conclude that there is a significant statistical impact of ethical leadership on organizational citizenship behavior. The correlation coefficient indicates a moderate positive relationship between ethical leadership and organizational citizenship behavior. However, the effect size index shows a weak impact of ethical leadership on organizational citizenship behavior.

**Sub-hypotheses 1, 2, and 3:** The results for these sub-hypotheses indicate that there is no significant statistical impact of the availability, practice, or promotion of ethical behavior on organizational citizenship behavior.

The current study supports the findings of (Hanan and Marwa, 2022), (Lamouri and Abbasi, 2022), and (Taamneh & et al, 2024) regarding the positive relationship and impact of ethical leadership on organizational citizenship behavior. However, it differs from these studies in its reliance on the dimensions of (Al-Hazam and Issaoui, 2022) to measure the ethical leadership variable and attempt to find the impact of these dimensions on organizational citizenship behavior.

Leaders' efforts to practice ethical behavior by providing support and incentives to those they work with within the organization and involving them in the decision-making process lead to the creation of an organizational environment governed by virtuous ethics that encourages and motivates employees to perform voluntary work that is not part of their official duties, such as cooperation, personal initiative, and ethical behavior. Therefore, the dissemination and promotion of organizational citizenship behavior depend on the ethical behavior of leaders, as employees learn more from the actions of leaders than from words.

**Main Hypothesis 3:** The results in Table 6 show that the regression coefficient was 0.469, which is statistically significant because the probability value was less than 0.05, equaling 0.000. The t-test value was 5.278, which is greater than the table value of 1.96. Therefore, we can conclude that there is a significant statistical impact of corporate social responsibility on organizational citizenship behavior. The correlation coefficient indicates a moderate positive relationship between corporate social responsibility and organizational citizenship behavior. The current study's results align with those of (Boudamag and Qarin, 2021) and (Al-Sayed, 2019).

An organization's commitment to ethical and social behavior towards its employees, such as caring for their needs, working to improve their conditions, and providing necessary services, makes the organization socially responsible towards its employees. The more committed the organization is to providing work requirements that meet the aspirations of employees, the greater their desire to perform their tasks efficiently and effectively, in addition to performing unofficial voluntary tasks.

#### **Corporate Social Responsibility as a Mediator:**

**Main Hypothesis 3:** Table 11 shows that the regression coefficient for the effect of ethical leadership on organizational citizenship behavior, with corporate social responsibility as a mediator, was 0.305. This is statistically significant because the probability value was less than the significance level of 0.05, equaling 0.000, and the t-value of 4.305 was greater than the table value of 1.96. Therefore, it can be concluded that there is a significant statistical impact of ethical leadership, in all its dimensions, on organizational citizenship behavior when corporate social responsibility is a mediator at a significance level of 0.05.

**Sub-Hypothesis 1:** The probability value of the regression coefficient was 0.129, which is statistically significant because the probability value was 0.000, which is less than 0.05, and the t-test value was less than the table value. Therefore, it can be concluded that there is a significant statistical impact of the availability of ethical behavior on organizational citizenship behavior when corporate social responsibility is a mediator at a significance level of 0.05.

**Sub-Hypothesis 2:** The probability value of the regression coefficient was 0.089, which is statistically significant because the probability value was 0.000, which is less than 0.05, and the t-test value was less than the table value. Therefore, it can be concluded that there is a significant statistical impact of practicing ethical

behavior on organizational citizenship behavior when corporate social responsibility is a mediator at a significance level of 0.05.

**Sub-Hypothesis 3:** The probability value of the regression coefficient was 0.109, which is statistically significant because the probability value was 0.000, which is less than 0.05, and the t-test value was less than the table value. Therefore, it can be concluded that there is a significant statistical impact of promoting ethical behavior on organizational citizenship behavior when corporate social responsibility is a mediator at a significance level of 0.05.

### **Conclusion**

Ethical leadership serves as a fundamental pillar for organizational success, acting as an effective tool in implementing organizational strategy. It signifies the commitment of leaders to principles and virtuous behaviors that can create a work environment governed by integrity, justice, transparency, and other ethical standards that contribute to fostering trust and credibility within the organization. The practice and promotion of ethical behavior help reduce violations and unethical conduct, making the organization socially responsible towards its stakeholders (employees, customers, etc.).

Enhancing the organization's social performance and assuming responsibility towards it begins with its internal responsibility towards its employees through the establishment of ethical principles such as transparency, integrity, and fairness in treatment, as well as providing grants and various material and moral incentives. Employees' behavior is influenced by these factors, and providing them by the organization helps to impact their performance and motivates them to engage in positive and voluntary behaviors towards the organization. Thus, the development of organizational citizenship behavior is based on the organization's social responsibility, which reflects the organization's ethical commitments and practices in all activities and operations, and which it derives from the ethical behavior of leaders, i.e., ethical leadership.

### **Recommendations**

- Leaders of organizations must commit to ethical behavior and work to promote ethical behaviors within the organization.
- It is necessary to focus on the principles of justice and integrity in dealing with employees in organizations.
- It is necessary to establish laws and ethical codes that encourage the adoption of social responsibility.
- Economic institutions' managers should pay attention to improving the conditions of employees and addressing their concerns, which enhances organizational citizenship behavior.

## References

1. Abdi, h., & et al. (2024). Corporate social responsibility as responsible leadership mediator for organizational citizenship behavior. *Cogent Business & Management*, 11(01), pp. 1-13. Récupéré sur <https://doi.org/10.1080/23311975.2024.2336268>
2. Abdul Hassan, M. W., & Ismail, N. J. (2023). The impact of ethical leadership on the quality of audit work. *Tigris Journal*, 6(3), 85-103. Retrieved from <https://www.iasj.net/iasj/article/263913>
3. Alam, A. A., & Al-Yami, S. M. S. (2023). The role of ethical leadership in creating organizational loyalty among employees: A case study of administrative staff at Najran University. *International Journal of Global Research*, 2(9), 148-186. <https://doi.org/10.59992/IJSR.2023.v2n9p8>
4. Al-Amri, A. A. A. (2020). Organizational justice and its relationship to organizational citizenship behaviors among employees of the Ministry of Education in the Republic of Yemen. *Al-Naser University Journal*, 2(16), 115-168.
5. Al-Hazam, M., & Eisawi, F. (2022). Ethical leadership and its role in enhancing social responsibility: An applied study on a number of organizations in southwestern Algeria. *Journal of Economics and Environment*, 5(1), 146-171. Retrieved from <https://www.asjp.cerist.dz/en/article/184301>
6. Ali Saleh Naji Al-Shiba. (2022). The Reality of Practicing Ethical Leadership in Yemeni Universities from the Perspective of Academics. *Al-Andalus Journal of Humanities and Social Sciences*, 53(9), pp.53-100. Retrieved from <http://andalusuniv.net/journ/index.php/AJHSS/article/view/106>
7. Al-Tamam, A. B. A. (2019). The extent to which Islamic University students in Madinah practice the skill of decision-making and its relationship to organizational citizenship behavior from their point of view. *Journal of Scientific Research in Sciences and Education*, 20(9), 1-58. doi:10.21608/jsre.2019.56525
8. Arzouqi, A. A. A. (2007). The social and ethical responsibility of production and marketing organizations towards the consumer with reference to the Iraqi market: A theoretical framework. *Iraqi Journal of Administrative Sciences*, 16(4), 174-195. Retrieved from <https://journals.uokerbala.edu.iq:8443/index.php/ijas/article/view/1681>
9. Asuero, A., & et al. (2006). The Correlation Coefficient: An Overview. *Critical Reviews in Analytical Chemistry*, pp. 41-59. Retrieved from DOI: 10.1080/10408340500526766
10. Atoum, Y. A. (2020). The relationship between the dimensions of ethical leadership and enhancing organizational identity from the perspective of administrative employees at the College of Science and Humanities in Jubail. *King Faisal University Scientific Journal*, 21(2), 320-328.
11. Azar Murad Ujojeh. (2019). Organizational Silence and Its Impact on Organizational Citizenship Behavior: An Analytical Study at the Technical Institute/Kufa. *Kufa Studies Center Journal*, 1(53). Retrieved from DOI: 10.36322/jksc.v1i53.5030
12. Bashir, M. S. (2022). Organizational citizenship behavior among primary school teachers in Egypt (an analytical study). *Journal of the Faculty of*

- Education in Educational Sciences, 46(3), 497-535. doi: 10.21608/jfees.2022.253682
13. Darz, K., & El-Sayed, M. (2019). The impact of internal corporate social responsibility on organizational citizenship behavior: An empirical study on the employees of Damietta Port Authority. *Journal of Commerce and Finance*, 39(4), 369-422. doi:10.21608/caf.2019.125906
  14. ELQASSABY , H. A. (2021). The Relationship Between Ethical leadership and Corporate Social Responsibility. doi:10.21608/masf.2021.223245
  15. El-Tablawy, O. S. (2019). The mediating role of organizational voice in the relationship between ethical leadership and corporate social responsibility: An applied study. *Journal of Administrative Research*, 37(2), 1-46. DOI: 10.21608/jso.2022.149256.1015
  16. Faeq, R. N., & Hadi, A. (2023). The impact of strategic orientation on dimensions of social responsibility: An applied study in Rafidain Bank. *Journal of Accounting and Financial Studies*, 18(62), 162-180. <https://www.iasj.net/iasj/article/263913>
  17. Freitih, S., & Dahmani, A. (2024). The impact of intellectual capital on enhancing strategic success: A case study of Condor Company in برج بوعريبيج. *Journal of Economic Growth and Entrepreneurship*, 7(1), 79-97. <https://www.asjp.cerist.dz/en/article/241958>
  18. Ghafouri, H. A., & Awda, A. S. (2022). Ethical leadership and its relationship to work values among secondary school principals in Wasit Governorate. *Journal of Basic Sciences*, 5(7), 107-149. <https://doi.org/10.31185/bsj.Vol5.Iss7.123>
  19. Ghalayini, B., & Al-Badheeba, S. H. H. (2023). The relationship between social responsibility and organizational performance: A field study on a sample of pharmaceutical companies in Iraq. *Journal of Business Economics for Applied Research*, 6(1), 497-520. <https://www.iasj.net/iasj/article/315579>
  20. Ghalayini, B., & Hamdi, S. (2024). The relationship between social responsibility and organizational performance: A field study on a sample of pharmaceutical companies in Iraq. *Journal of Business Economics for Applied Research*, 6(1), 497-520. doi:10.37940/BEJAR.2024.6.1.27
  21. Gharbi, W., & Mammeri, H. (2022). The impact of ethical leadership behavior on improving the quality of health services (a case study of Ibn Sina old hospital in Oum El Bouaghi). *Afak Journal of Research and Studies*, 5(1), 184-203. Retrieved from <https://www.asjp.cerist.dz/en/article/179212>
  22. Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 02(01), pp. 1-16. doi: 10.1016/j.rmal.2022.100027
  23. Hair, J., & et al. (2014). PLS-SEM: Indeed a Silver Bullet. *Journal of Marketing Theory and Practice*, 02(19), pp. 139-152. Retrieved from <https://doi.org/10.2753/MTP1069-6679190202>
  24. Halawany, H. S. M., & Marwa, M. M. M. (2022). The role of ethical leadership among academic department chairs in improving the organizational citizenship of faculty members and their assistants (A field study at Assiut University). *Faculty of Education Journal*, 38(2). doi:10.21608/mfes.2022.287415
  25. Hassan, S. M., & Ibrahim, H. Z. S. (2021). The level of strategic thinking and its relationship to organizational citizenship behaviors among academic

- leaders at the New Valley University from the perspective of faculty members. *Faculty of Education Journal*, 37(8), 183-242. doi: 10.21608/mfes.2021.88969.1148
26. Huang, N., & et al. (2021). Ethical Leadership and Organizational Citizenship Behavior: Mediation of Trust and Psychological Well-Being. *Psychology Research and Behavior Management*, 14, pp. 655–664. doi:10.2147/PRBM.S311856
  27. Kazem, H. S. A., & Taher, F. M. (2020). The role of ethical leadership in consolidating the organizational values of university leaders: A survey study of a sample of leaders in Iraqi universities. *Journal of Entrepreneurship for Finance and Business*, 2(1), 70-89. <https://nejfb.edu.iq/index.php/ejfb/article/view/149>
  28. Lamouri, F., & Abbasi, B. (2022). Ethical leadership and its impact on enhancing organizational citizenship behavior. *Journal of Economics, Finance, and Business*, 1(7), 225-242. Retrieved from <https://www.asjp.cerist.dz/en/article/185100>
  29. Mohamed Abdel Basset Diab, and others. (2022). Ethical Leadership as an Approach to Achieving Organizational Commitment Among Faculty Members at Sohag University. *Journal of Young Researchers in Educational Sciences, Faculty of Education, Sohag*.
  30. Mohamed Amin Boudamag and Rabie Qorin. (2021). The Impact of Social Responsibility Towards Employees on Developing Organizational Citizenship Behavior Among Workers of the Algerian Qatari Steel Company - Jijel. *The New Economy Journal*, 12(3), pp. 504-523. Retrieved from <https://www.asjp.cerist.dz/en/article/164561>
  31. Nasr, O., & Mehran, M. (2022). Democratic practices and organizational citizenship behaviors among secondary school teachers in the Arab Republic of Egypt. *Educational Administration Journal*, 26, 257-344. doi:10.21608/emj.2020.92449
  32. Salman, S. M., & Atheer, A. M. (2022). The impact of ethical leadership on strategic decision-making. *Baghdad College of Economic Sciences Journal, University*, 48(12), 77-91. <https://www.iasj.net/iasj/article/286370>
  33. Shalabi, W., & Qabqoub, I. (2020). Organizational citizenship behavior and its relationship to administrative creativity: A field study on a sample of primary school principals in the municipality of Msila. *Al-Jamea Journal of Psychological and Educational Studies*, 5(1), 120-143. Retrieved from <https://www.asjp.cerist.dz/en/article/114683>
  34. Shimaa Muhammad Siraj AhmedS. (2020). The role of ethical leadership and digital citizenship in reducing bullying towards people with special needs. *Arab Journal of Sciences for Disability and Talents*, 4(14), 835-852. doi:10.21608/jasht.2020.122101
  35. Taamneh, M., & et al. (2024). The impact of ethical leadership on organizational citizenship behavior in higher education: the contingent role of organizational justice. *Cogent Business & Management*, 11(01), pp. 1-17. doi:10.1080/23311975.2023.2294834
  36. Tamimi, F., & Al-Jundi, N. (2023). The effectiveness of ethical leadership among academic department heads at Hebron University. *An-Najah University Journal for Research*, 37(8), 1527-1564.
  37. Yakupl, A. (2019). *Structural Equation Modeling Approaches to E-Service Adoption*. turkrey: IGI Global.

38. Zaid, T., & Al-Raqab, M. (2022). A proposed strategic vision to enhance the practice of academic leadership in higher education in Jordan for organizational citizenship behaviors and its relationship to servant leadership. *The Jordanian Journal of Educational Sciences*, 18(4), 735-757. doi:10.47015/18.4