The Impact of Ethical Leadership on Organizational Citizenship Behaviors: Moderating Role of Abusive Supervision

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ABSTRACT

The current research aims to investigate the impact of Ethical Leadership on Organisational Citizenship Behaviour (OCB). Besides, it also analyse the moderating role of Abusive Supervision on the relationship of Ethical Leadership and OCB. The data for the research has been gathered from the banking employees of Mardan City through questionnaires. Complete response from the employees was form 161 employees was received. Sampling technique used was convenience sampling. While the data gathered was analysed through using SPSS and Hayes Process Macro was used for moderation analysis. The results revealed that Ethical leadership significantly affect OCB while Abusive supervision moderates the relationship of Ethical leadership and OCB. The research recommends that organisations should develop employees centric and employee friendly HR policies. Management should treat employees with care and affection so that they may develop of emotional attachement with the organisation resultantly they would develop citizenship behaviour with employees. In order for workers to trust their leaders, it is vital to facilitate open and honest communication inside the organisation. Staff morale and productivity are both boosted by open and honest dialogue that gets to the point.

BACKGROUND OF THE STUDY

In order to succeed, successful businesses always consider new approaches to human resource management. One of the factors that contributes to the growth and improvement of human resources is ethical leadership. While ethical leadership (EL) practices in the workplace boost morale, productivity, and engagement, as well as foster an environment conducive to new ideas and original thinking (Rehman et al., 2018).

Past research on the effects of EL on staff management (Ng et al., 2019) has largely focused on the positive directional returns that result from employees' perceptions of EL. Employees' perceptions of their supervisor, their jobs, their emotional investment in the company, and their sense of belonging in the workplace are all factors. All of these research come to the same conclusion: a favorable association exists between how employees feel about EL and the aforementioned beneficial outcomes.

Previous research has also addressed the behavioral outcomes of employees' perceptions of EL (Ahmad & Umrani, 2019), with results showing a positive correlation between EL and in-role work behaviors and an inverse relationship between EL and CWBs (Metwally et al., 2019). That is to say, when workers have a favorable impression of EL, they are more likely to participate in OCBs . Many organizational and behavioral restrictions, however, limit EL's potential contributions (Chen, 2011). since such, we must take into account these limitations, since they are reflective of reality and have an impact on empirical findings (Trevio et al., 2003). Qaiser Danish, et al. (2019) define abusive supervision (AS) as "hostile verbal and non-verbal behavior (excluding physical contact) between a supervisor and subordinate." According to studies (Zheng et al., 2022), AS has significant effects on the actions of employees.

The authors of the study by Aryee et al. (2008) link the detrimental effects of AS on OCB to the individual's awareness of injustice. This research viewed OCB discouragement due to abusive supervision through the lens of the social justice approach. However, the literature study was unable to synthesis the mechanisms underlying the abusive supervision-outcome correlations, although confirming the major impacts of AS on employee OCB (Mackey et al., 2017).

Findings of previous research (Nemr & Liu, 2021) illustrate the role moderator variables such as of abusive supervision in the relationship between EL and OCBs. Besides, Previous studies were based on higher education institutions or hospitality industry. Therefore, this research aims to fill the gap by examining the changing relationship between EL and

OCBs in the banking industry of District Mardan and the moderating influence that abusive supervision has on the relationship between EL and OCBs.

PROBLEM STATEMENT

While ethical leadership (EL) practices in the workplace boost morale, productivity, and engagement, as well as foster an environment conducive to new ideas and original thinking (Rehman et al., 2018). Employees having the perception of EL, they are more likely to show OCBs. However, employees who believe their supervisors are abusive are more likely to have negative perception of leadership (including ethical leadership) and experience a broad range of adverse professional and personal consequences e.g, OCB. Hence, it is imperative to investigate the of effect of ethical leadership on OCB and moderating effect of Abusive supervision on their relationship (Nemr & Liu, 2021).

The management in banking sector of district Mardan is using ethical leadership style which dealing with the employees which resultantly effecting the OCB of its employees. However, using the Abusing supervision by the management is effecting the relationship of employees and subordinates leading to adverse effects such as low OCB. Hence, this posing the questions that what is the effect of ethical leadership on OCB and what moderating effect abusive supervision has on the relationship of ethical leadership and OCB. Keeping in view the above discussion the current research study aims to assess the effect of EL on OCB with moderating role of AS in banking sector of District Mardan.

RESEARCH QUESTIONS

i. Does Ethical Leadership effect OCB?

ii. Does Abusive Supervision moderate the relationship of Ethical Leadership and OCB?

RESEARCH OBJECTIVES

i. To assess the effect of Ethical Leadership on OCB

ii. To investigate the moderating effect of Abusive Supervision on the relationship of Ethical Leadership and OCB

LITERATURE REVIEW

ETHICAL LEADERSHIP

Ethical leadership is considered to be a leader-members relationship for a achieving a specific organisational goal (Chonko, 2009). This behavior centers on the leader providing direction and support to his subordinates and encouraging them to pursue their goals with gusto and resolve. The term "EL" may be defined in several ways. An ethical leader is someone who

motivates their team to do the right thing by modelling these traits: humility, honesty, loyalty, purpose, and endurance (Sharma et al., 2019). We agreed with this statement because ethical leaders establish norms inside their businesses, encourage good conduct and discourage bad, consider the moral implications of their actions, and work hard to be fair.

Others see ethical leadership in more general terms by taking into account the intention or purpose of leaders' behavior and its effects rather than its perceived normative appropriateness or the exchange involved (e.g., Turner et al. 2002). The effect of leader's actions on others (in a broad sense) then forms a major concern (Aronson 2001). For example, Resick et al. (2006) focus on how leaders use their power in decisions, actions, and ways to influence others. De Hoogh & Den Hartog (2009a) take a social influence perspective and define ethical leadership as the process of influencing the activities of a group toward goal achievement in a socially responsible way. They focus both on the means through which leaders attempt to achieve goals and on the ends.

ORGANIZATIONAL CITIZENSHIP BEHAVIOURS

Organizational citizenship behaviours are described as the task's employees performed other than their duties and formal tasks (Podsakoff et al., 2000). This term fits the topic of this research well. There are two sorts of OCBs: those that promote health and wellness, and those that discourage substance use. Contributions made voluntarily, such as when an employee goes out of his or her way to help his or her direct boss or other coworkers, are examples of good conduct. Abstinence is the trait wherein a person, although having the legal right to do something, chooses not to do it out of respect for the organization or its leadership. By not engaging in these actions, you are showing that you can operate under less-than-ideal situations.

Characteristics of OCBs in organizations—Researchers have identified five components of OCBs (Organ, 1988; Podsakoff et al., 2000): (1) altruism, (2) cooperation, (3) cooperation, (4) cooperation, and (5) cooperation. (2) Conscientiousness. Finally, courtesy, which implies regard and respect to the fellow coworkers and supervisors during the job place through abiding their decisions, and civic virtue. The study authors point out that certain OCB aspects, such benevolence and civic virtue, are individual-focused (OCB-I) and designed to help people outside of work. Character traits like fair play, diligence, and civility all contribute to the success of the group as a whole.

ABUSIVE SUPERVISION

Abusive supervision is described as the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact" is what constitutes abusive supervision. (Hershcovis & Rafferty, 2012). Furthermore, abusive supervision bridges the gap between the studies of destructive leadership and workplace abuse in the management and industrial/organizational psychology literatures (Güntner et al., 2021). Research on leadership has often concentrated on good or constructive kinds of leadership, but what about destructive leadership? Destructive leadership in the workplace has been on the rise recently, but why this is happening remains unknown (Fors Brandebo, 2020). As a result, research on negative leadership styles has picked up momentum. There has been a significant growth in the study of abusive supervision and other forms of damaging leadership conduct over the last decade (Klasmeier et al., 2022). However, the issue persists, and although research into coping mechanisms has begun, there is a paucity of data on how to avoid abusive supervision and other types of toxic leadership.

ABUSIVE SUPERVISION AND JOB SEARCH

Over the past two decades, a body of literature has developed that contrasts with the majority of leadership studies by focusing on the negative aspects of leadership rather than its good and productive aspects (such as ethical leadership). "Subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and non-verbal behaviours, excluding physical contact" (Tepper 2000, p. 178), which includes abusive supervision, has been the primary focus of the majority of this stream's research. The review paper by Tepper (2007) highlights the significance of studying abusive supervision. According to Tepper, this kind of supervision affects about 13.6% of American workers and costs American firms more than \$23 billion annually. Abuse in supervision is conceptually opposite to ethical leadership.

Both abusive supervision and ethical leadership include a pattern of behaviour, however abusive supervision focuses on behaviour that is not in line with norms, while ethical leadership deals with behaviour that is. Brown et al. (2005) showed a negative association (r = -.61, p\.001) between ethical leadership and abusive supervision, lending empirical credence to this intuitive link. From an associative perspective, studies have demonstrated that followers' organisational commitment, job satisfaction, and citizenship behaviours are positively correlated with ethical leadership (Brown et al., 2005; Walumbwa et al., 2008; Neubert et al., 2009). On the other hand, studies have demonstrated that followers' citizenship behaviours, organisational commitment,

and job satisfaction are negatively correlated with abusive leadership (Zellars et al., 2002; Schat et al., 2006; Tepper et al., 2004; r = -.27, p<.01). There has been no investigation into the mechanism by which abusive supervision leads to intentions to leave, while other studies have shown a positive correlation between the two (Schat et al., 2006; Tepper, 2000). work (dis)satisfaction may play a mediating function between abusive supervision and intentions to leave. This is because work satisfaction is a key factor in motivating quitting intentions, and previous research has shown that abusive supervision has a detrimental influence on job satisfaction (Tepper et al. 2004). Over the past two decades, a body of literature has developed that contrasts with the majority of leadership studies by focusing on the negative aspects of leadership rather than its good and productive aspects (such as ethical leadership). "Subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and non-verbal behaviours, excluding physical contact" is the central idea in abusive supervision, which has dominated this line of analysis.

As stated by Teeper in 2000, on page 178. The review paper by Tepper (2007) highlights the significance of studying abusive supervision. According to Tepper, this kind of supervision affects about 13.6% of American workers and costs American firms more than $23 billion annually. Abuse in supervision is conceptually opposite to ethical leadership. Both abusive supervision and ethical leadership include a pattern of behaviour, however abusive supervision focuses on behaviour that is not in line with norms, while ethical leadership deals with behaviour that is. Brown et al. (2005) showed a negative association (r = -.61, p\.001) between ethical leadership and abusive supervision, lending empirical credence to this intuitive link. From an associative perspective, studies have demonstrated that followers' organisational commitment, job satisfaction, and citizenship behaviours are positively correlated with ethical leadership (Brown et al., 2005; Walumbwa et al., 2008; Neubert et al., 2009). On the other hand, studies have demonstrated that followers' citizenship behaviours, organisational commitment, and job satisfaction are negatively correlated with abusive leadership (Zellars et al., 2002; Schat et al., 2006; Tepper et al., 2004; r = -.27, p<.01). There has been no investigation into the mechanism by which abusive supervision leads to intentions to leave, while other studies have shown a positive correlation between the two (Schat et al., 2006; Tepper, 2000). Previous studies have shown that abusive supervision has a negative effect on job satisfaction (Tepper et al., 2004), so it stands to reason that job (dis)satisfaction would mediate the relationship between abusive supervision and intentions to quit.

ETHICAL LEADERSHIP AND OCB

Research studies have been conducted on ethical leadership and their effect on organisational citizenship behaviours (Danish et al., 2020; Huang et al., 2021). Their research confirms that OCBs have a strong favorable relationship with EL. The results also highlight the significance of ethics in the workplace. In addition, prior studies have offered a theory on the connection between EL and employee OCBs, with results indicating that when a manager demonstrates a high degree of EL, workers feel more connected to the company and are more likely to produce OCBs (Nemr & Liu, 2021).

According to Ali et al. (2018), there is a strong correlation between ethical leadership and corporate citizenship behaviour. This result backed up what Khan et al. (2016) found, which was that there is a connection between ethical leadership and workplace civic participation. Positive benefits on process, as ethical leadership conduct models organizational citizenship practices, for public sector executives.

According to social learning theory (Bandura & Walters, 1977), employees pick up appropriate social manners by observing their superiors' actions and imitating those actions themselves, with the help of positive and negative reinforcement to shape their own behavior. As a result, increased ethical leadership awareness leads to increased organizational citizenship behaviors among staff. Also Employees look up to ethical leaders as trustworthy figures who set a good example with their words and deeds and have the moral authority to steer the company in a more moral direction. Therefore, they aim to promote OCBs inside the organization since they see them as an ethically preferable way of behaving.

Imitating ethical leaders leads to increased prosocial behaviour (OCB) among workers, according to previous research (Bedi et al., 2016). Furthermore, leaders that prioritise ethics may cultivate strong connections with their subordinates that are characterised by high social interchange (Rego et al., 2009).

According to Dirks and Ferrin (2002), when leaders behave ethically, their subordinates are more likely to have a better attitude towards work, more OCB, and a stronger sense of personal commitment. Having strong, mutually beneficial ties with one's followers is a hallmark of ethical leaders (Kalshoven and Den Hartog, 2009; Hassan et al., 2014).

EL, AS AND OCB

Both ethical leadership and abusive supervision negatively impact employee satisfaction, which in turn reduces commitment to the organization (Palanski et al., 2014). Research shows that

employees who believe their supervisors are abusive are more likely to have negative perception of leadership (including ethical leadership) and experience a broad range of adverse professional and personal consequences e.g, OCB (Mackey et al., 2017). Specifically, negatively valenced emotions are a result of abusive supervision, and studies in social psychology (Rozin and Royzman, 2001) indicate that people tend to place more importance on bad things than positive ones. Put simply, the repercussions of a bad event might be far more significant than those of an equal-sized good occurrence (Palanski, et al., 2014).

Ethical Leadership (EL) is defined by Brown, Trevino, and Harrison (2005) as modelling acceptable behaviour via one's own interactions with others and then passing that behaviour on to subordinates via decision-making, two-way communication, and reinforcement. Leaders' actions as seen by their subordinates are the primary emphasis of this definition. Leaders that act ethically set a good example and are considerate to their employees. Leaders, according to this idea, should be moral individuals and good managers (Brown et al., 2005; Trevino et al., 2000), and it is based on Bandura's social learning theory (SLT). Part one states that an ethical person does the right thing, helps other people, and makes smart choices for themselves and their organisations (Trevino et al., 2000). With this, EL and may build a solid foundation and earn praise for its progress.

According to Riggio, Zhu, Reina, and Maroosis (2010), EL stresses the significance of ethical leaders who are trustworthy, self-controlled, and concerned about the future. Ethical leaders should also behave morally while managing others. They provide an example for their followers to follow by caring for society and behaving ethically; they treat their workers with respect; they encourage high ethical standards; and they change the value of their followers (Brown & Trevino, 2006). Both their personal and professional lives have brought these leaders fame. Consumers, vendors, business owners, and workers all have good things to say about EL (Ng & Feldman, 2015).

Having admirable moral character, being decent and selfless, having strong personal ethics, and having excellent interpersonal conduct are all characteristics of a moral person (Brown et al., 2005). It aids in the transmission of ethical information in the public sector, and they argued that human rather than professional skills are what make for ethical leaders. However, ethical competence is distinct from other types of knowledge; it is implicit, intangible, hard to encode, and imparted in a structured way; and it is also difficult to measure (Lee & Cheng, 2010). Ethical standards are the leader's personality, according to Jones (1995).

Therefore, top-level management should be aware of the established rules and follow them. Researchers Walumbwa and Schaubroeck (2009) found that agreeableness and conscientiousness are two of the most important personality traits for an ethical supervisor. According to them, it is the duty of leadership to instill these two qualities in their followers so that they might achieve success. However, ethical leadership is more than just having certain attributes; it transcends value-based inspiring leadership and truthfulness (Trevino et al., 2003).A moral manager is one whose leaders instill moral principles in their subordinates by their own example.

They hold their subordinates to predetermined ethical standards and hold them to account via a system of rewards and punishments (Brown & Trevino, 2006). Also, according to Espartinez (2014), followers don't care much about a leader's expertise, but their job is invaluable to the individuals they lead. According to Hassan, Mahsud, Yukl, and Prussia (2013), when leaders set an example for their subordinates to follow, the followers will do the same.According to Masterson, Lewis, Goldman, and Taylor (2000), a social exchange connection is an enduring web of mutual support and benefit.Leaders may see their subordinates' improved character traits, such as compassion and fairness, develop over time as a result of this kind of connection (Walumbwa et al., 2011). An example of a leader who engages in constructive behaviour to promote collaboration or the organisation as a whole while simultaneously focusing on organisational citizenship behaviour (OCB) is a good example of a leader in a reciprocal exchange relationship (Kalshoven & Den Hartog, 2013).

THEORETICAL FRAMEWORK

The theoretical underpinnings of the research may be best understood by looking at social exchange theory (SET) and reactance theory. Thus, the research details how each of these theoretical pillars contributes to the overall conceptual framework.

SOCIAL EXCHANGE THEORY (SET)

According to SET, social behavior emerges when individuals trade tangible and intangible goods based on their respective valuations of the costs and advantages of doing so (Blau, 2017). In a supervisor-subordinate interaction, this occurs when the subordinate perceives an excessively high cost of resource exchange with and threat from the supervisor, as opposed to receiving appropriate mentorship (Lim et al., 2021). As a result of such a conversation, the subordinate loses motivation, becomes less committed to the company, and may engage in detrimental actions like organizational deviance. Through the lens of social exchange theory,

researchers have examined how abusive supervision may lead to counterproductive worker behaviors and results (Akram et al., 2019).

REACTANCE THEORY

According to Zellars et al.'s (2019) interpretation of reactance theory, mistreated subordinates retaliate against their supervisor's behavior by withholding OCB and holding their firm liable for this in order to regain control and enjoy autonomy. Using the theoretical framework of reactance theory, researchers have shown that workers whose supervisors are abusive report lower levels of job satisfaction and less enthusiasm for participating in organizational life (Mitchell & Ambrose, 2007). This theory is compatible with the framework under study, and it helps to explain the research into the impact of unpleasant workplace behaviors like abusive supervision on worker outcomes. Researchers have therefore employed reactance theory to comprehend how workers respond to abusive supervision or unanticipated outcomes.

CONCEPTUAL FRAMEWORK

FIG.1
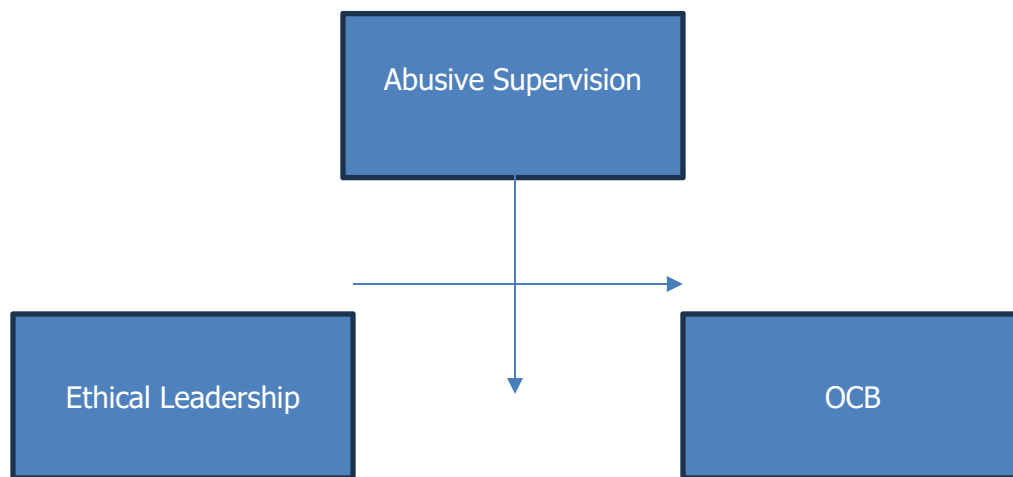
In the fig.1 the diagrammatical representation of the variables of the study has been mentioned. The framework shows that Ethical leadership effects the OCB while Abusive supervision is affecting as a moderator on the relationship of Ethical leadership and OCB.

RESEARCH HYPOTHESES

H1. Ethical leadership significantly effects the organizational citizenship behaviors

H2. Abusive supervision moderates the relationship of Ethical Leadership and Organizational Citizenship Behaviour

RESEARCH METHODOLOGY

POPULATION

The population of the study was comprised of banking employees working in private and semi government banks in district Mardan.

SAMPLE OF THE STUDY

The sample size of the study was determined through using Yumani formula (1967).

$n=N/1+N(e)2$. Using the formula, the sample size was calculated as 270. The convenience sampling will be used as sampling technique. Out of 270 employee, 173 responses were received. However, out of those 173 questionnaires 161 were found complete hence considered for analysis.

DATA COLLECTION TOOLS/METHODS

The primary data was collected from the banking employees using questionnaires. the questionnaires were adopted form the previous studies. Ethical leadership will be measured on 10 items scale of Brown et al (2006), while OCB will be measured on 14 items scale of Podsakoff et al (2000) while Abusive supervision was measured on five items scale developed by Tepper (2000).

MEASUREMENT OF SCALES

S.No	Scale	Items	Source
1	Ethical Leadership	10	Brown et al (2006)
2	Abusive Supervision	5	Tepper et al (2000)
3	OCB	10	Podsakoff et al (2000)

For Ethical leadership was measured on 10 items. Some of the items have been mentioned as "Listens to what employees have to say", "Disciplines employees who violate ethical standards" and "Conducts his/her personal life in an ethical manner". While Abusive leadership was measured on five items having some key items are, "My boss makes fun of me", " My boss tells me my thoughts or feelings are stupid", " My boss puts me down in front of others". Similarly, OCB has 10 items with some prominent items i.e, "Help other employees out if someone falls behind in his/her work", "Willingly share expertise with other members of the unit", "Try to act like a peacemaker when other unit members have disagreements". The details of the questionnaire along with the items have been mentioned in Annexure-A.

DATA ANALYSIS TECHNIQUE

The data was collected and analysed through using proper and relevant statistical tests such as

descriptive as well as inferential statistics was conducted. While, for regression analysis SPSS software will be used. Moderation analysis was carried out through Hayes PROCESS MACRO (Hayes, 2015). The reliability and validity of the scales were also calculated.

RESULTS AND DISCUSSION

There are two parts of the survey. The first part of the survey focuses on the required demographic questions. Section 2 addressed the study variables scale. The data gathering technique ensured that respondents remained anonymous in order to encourage them to provide genuine information. For this online survey, we reached out to 173 participants. With just 161 returned surveys, the response rate was 93%.

In below table 4.1. one can find the responses to the demographic questionnaire questions about respondents' personal information, such as their gender, age, and qualifications.

TABLE 4.1: GENDER

	No. of Respondents	%age	Valid %age	Cumulative Percent
Male	105	65	65	65
Female	56	35	35	100.0
Total	161	100.0	100.0	

Of the 161 respondents who filled out the survey, men made up 65% and women 35%.

TABLE 2: AGE

	No. of Respondents	%age	Valid %age	Cumulative Percent
Less than 20 years	3	1.8	1.8	1.8
20-29	67	41.6	41.6	43.4
30-39	41	25.4	25.4	68.8
40-49	38	23.6	23.6	92.4
50 and above	12	7.45	7.45	100.0
Total	161	100.0	100.0	

Table 5 displays the age distribution of the research participants. There are 1.8% under the age of 20, 41.6% between the ages of 20 and 29, 25.4% between the ages of 30 and 39, 23.6% between the ages of 40 and 49, and 7.45% aged 50 and more.

TABLE 4.3: QUALIFICATION

	No. of Respondents	%age	Valid %age	Cumulative Percent
Bachelors	68	42	42	42
Masters	77	48	48	90
M.Phil	16	10	10	100.0
Total	161	100.0	100.0	

In terms of educational qualifications, 42% of those who took part in the survey had bachelor's degrees, 48% have master's degrees, and 10% have earned a Master of Philosophy.

RELIABILITY ANALYSIS

TABLE 4.9: ANALYSIS OF SCALE RELIABILITY

S. No.	Variable	No. of Items	Cronbach's Alpha
1	Ethical Leadership	10	0.810
2	Abusive Supervision	5	0.827
3	OCB	10	0.788

The table above displays Cronbach's Alpha. All of our variables have Cronbach's Alpha values that are within the acceptable range, which is 0.70 or above, for dependability.

CORRELATION ANALYSIS

Correlational analysis is an essential part of any discussion of the nature of variation between two variables. An indicator of whether two variables are different (whether they are growing or shrinking) is the variation. This establishes a connection between the numbers -1 and +1. When both variables move in the same direction, whether up or down, we say that there is a positive association. On the other hand, correlation clarifies the relationship between the rising and falling patterns of the two variables. Both variables change at the same time, or one changes in the opposite direction while the other grows.

Pearson correction analysis looks at the correlation coefficient, which shows how dependent two estimates are on one other. The coefficient of correlation may only take on values between -1.00 and +1.00, where the positive and negative sign values respectively indicate a positive and negative association among the items. A figure with a range of -0.5 to -0.3 or 0.3 to 0.5 is considered to have a moderate correlation, whereas a figure with a range of -1.0 to -0.5 or 1.0 to 0.5 is considered to have a high link. Therefore, if the value is 0, it means that the variables are uncorrelated.

TABLE 4.10: CORRELATION ANALYSIS

S.No	Variables	1	2	3
1	Ethical Leadership	1		
2	Abusive Supervision	-.632**	1	
3	OCB	.584**	-.349**	1

**. Correlation is significant at the 0.01 level (2-tailed).

In the table above, the correlation between the study variables has been described. The correlation between Ethical Leadership and Abusive Supervision is -0.632, which shows that both are which shows that Ethical Leadership is decreased when Abusive Supervision is increased. Whereas the correlation between Ethical Leadership and OCB is 0.584. The correlations between abusive supervision and ethical leadership are negative and statistically significant (r=-0.349 and r=.584, respectively).

REGRESSION ANALYSIS

One measure of the extent to which changes in the independent variables may account for changes in the dependent variable is the modified R-squared value. Social media marketing accounts for 33.4% of the variance in consumers' propensity to purchase, according to the equation's R Squared value.

TABLE 14.11: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543a	.334	.317	.52610

a. Predictors: (Constant), Ethical Leadership

According to the data in the table, a fit model is present when both the F-value and the sign value are more than 74.08 and less than 0.05, respectively. The model is considered to be out of sync with the data if the significance level exceeds 0.05. It is concluded that the model is statistically significant based on our findings.

TABLE 4.12: ANOVAA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.818	1	19.818	74.085	.000b
	Residual	42.265	158	.267		
	Total	62.083	159			

a. Dependent Variable: OCB

b. Predictors: (Constant), Ethical Leadership

In the following table, we can see how the dependent and independent variables interact with one another. Ethical leadership has a positive effect on organisational citizenship behaviour (OCB), as seen in the table, where the beta (impact strength) is 0.682. In addition to a sig-value of 0.000, or 0.05, the table's t-value of 8.534. We may conclude from the t and sig findings that Ethical Leadership does not significantly impact OCB in a positive way, therefore supporting our null hypothesis.

TABLE 4.13: COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.437	.321		4.131	.000
	Ethical Leadership	.682	.0780	.565	8.534	.000

a. Dependent Variable: OCB

MODERATION ANALYSIS

Based on Hayes' (2013) model 1 in SPSS, the Process Macro has been used for our moderation analysis. It is hypothesised that abusive supervision from outside sources moderates the connection between ethical leadership and organisational citizenship behaviour (OCB).

MODERATION ANALYSIS

	β	SE	t	p
Moderating effect on Abusive Supervision	–0.131	.075	–2.4	.001

We look at the moderating findings. Above, you can see a table summarising the moderation analysis findings. Researchers found that moderation made a statistically significant difference. According to the data in the table, abusive supervision has a negative effect on the link between ethical leadership and organisational citizenship behaviour (OCB) (b = -0.131, p =.001). The results support the second hypothesis, which reads as follows: "Abusive Supervision moderates the relationship between Ethical Leadership and OCB." The results are inlinged with previous studies which states that Ethical Leadership significantly effect the OCB and Abusive supervision a moderating variable play its role (Agustina et al, 2020; Caliendo et al, 2022).

TABLE 4.14 : SUMMARY OF HYPOTHESES

Hypothesis	Statement	Decision
H1	Ethical Leadership has a significant impact on OCB.	Accepted
H2	Abusive Supervision moderates the relationship between Ethical Leadership and OCB	Accepted

CONCLUSION

The purpose of this research is to examine how ethical leadership influences organisational citizenship behaviour (OCB) via the mediating effect of abusive supervision. The purpose of this research was to examine the connection between ethical leadership and organisational citizenship behaviour (OCB) and to find out how abusive supervision affected that relationship.

The hypothesis of the study is also based on the research objectives which states that ethical leadership has a significant effect on OCB and either Abusive leadership moderates the relationship of ethical Leadership and OCB. In order to test the hypotheses statistical analysis have been applied. The study's key premise is that, first, ethical leadership significantly affects OCB, and second, abusive supervision moderates the connection between the two. According to the data, Ethical Leadership significantly impacts OCB, but Abusive Supervision acts as a mediator and reduces the strength of the association between the two. Previous studies have shown similar outcomes, including those of Rozin and Royzman (2001) and Brown et al. (2005).

RECOMMENDATIONS

There are several recommendations which need to be brought forward for the banking sector.

HR POLICY

The management should develop HR policy in such a way that it promotes employee centric measures. This would help the organisation in strengthening employee-manager-organisation relationship stronger.

BEING OPEN AND HONEST WITHIN THE COMPANY

Commonly implemented best practices to guarantee organisational openness is another approach to encourage ethical leadership. It demonstrates a commitment to ethical company practices and helps workers feel appreciated. As a result, it encourages people to behave ethically.

PRAISE AND INCENTIVES FOR EXCELLENT CONDUCT

Companies may do their part to foster ethical leadership by providing financial incentives for outstanding performance. Additionally, they need to show their appreciation for workers that

act ethically.

PUT YOUR PREACHING INTO PRACTICE

Organisational leadership must act in accordance with ethical leadership standards. This encourages subordinates to act ethically by setting a good example. Being a role model is what this is all about.

IMPLICATIONS

The current research has several implications first and foremost it explains the phenomenon of Ethical leadership, abusive supervision and OCB through Social Exchange theory and Reactance theory in the banking sectors employees. Secondly, so far managerial implications are concerned the current research study help the management to develop employee centric HR policies. Besides, the research would help to improve the existing HR practices and making it more employee friendly. It would help the orgnisation to retain its customers as the customers would develop an emotional bond and citizenship behaviour with the employee.

LIMITATIONS AND FUTURE DIRECTIONS

The current research is based on cross-sectional data however, the issues of common bais error is arise in cross sectional research . hence, it is suggested to used longitudinal or time lag studies by the future researchers. Secondly, the current research study is based on small sample size however, smaller sample size arises the issue of generalizability hence, the future researchers should go for relatively larger sample size. Lastly, the current research has taken abusive supervision as moderating variable however, there are certain other variables which can be taken as intervening variables such as turn-over, supervisor role etc.

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