

Human Resource Management Practices and Organizational Citizenship Behaviour: The Moderating Role of Value-Based Leadership

Syed Intasar Hussain Kazmi¹, Mehboob Alam² and Mohsin Musaddiq Malik³

Abstract

Organizational Citizenship Behavior (OCB) has captured researchers' attention for decades as it results in a higher level of organizational performance and productivity. Existing literature posits that Human Resource Management (HRM) practices and leadership play an important role in developing organizational citizenship behavior among employees. The purpose of the present research is to examine the impact of HRM practices and OCB. Further, it investigates the moderating role of value-based leadership between HRM practices and OCB. 411 samples were collected from academics and management staff/faculty members working in the management cadre or public sector grades 16-22, working in higher education institutes of Lahore. Multiple regression analyses using SPSS were performed to test the hypotheses of the present research. The findings show that HRM practices and value-based leadership are strongly related to OCB. Further, value-based leadership significantly moderated the relationship between HRM and OCB. This study provides a valuable framework for HR managers, educationists, and policymakers to enhance the effectiveness of value-based leadership in their organizations. Although the HRM-OCB relationship has been studied extensively, the literature on the importance of value-based leadership in such a relationship is relatively absent. This is the first study that examined the role of value-based leadership in the HRM-OCB relationship, filling a clear gap in the literature.

Keywords: HRM Practices, Value Based Leadership, Organizational Citizenship Behavior.

Introduction

Organizational Citizenship Behavior (OCB) has been capturing researchers' attention for many years because, as an essential organizational-level outcome, it results in high productivity, efficiency, and effectiveness (Basu et al., 2017). Since business paradigms are constantly changing, continuous organizational change is becoming an essential need. Therefore, organizations expect their employees to go beyond the formally written job descriptions and display extra roles. To achieve the objective of global competitiveness and improved functioning, organizations have started focusing on various business variables that promote the culture of citizenship and ownership among employees (Ghafoor et al., 2019). According to Chang et al. (2016), OCB is of vital importance because it contributes to organizational effectiveness.

OCB has been defined as discretionary behaviors of employees other than their job requirements that are not formally rewarded and recognized but allow an organization to perform effectively and efficiently (Chang et al., 2016; Ocampo et al., 2018). According to Randhawa and Kaur (2015) OCB results in increased performance levels and organizational profitability. Citizenship behaviors are considered beneficial for individuals, groups, and organizations because they play an instrumental role in developing a positive organizational culture, fortifying employee engagement, strengthening employee commitment, and increasing employee motivation and job

¹PhD Scholar, The Superior University, Lahore. Email: intasar1@yahoo.com

²Deputy Treasurer, Lahore College for Women University, Lahore.

³Institute of Management Sciences, Lahore.

performance. OCB also allows the employees of the organization to develop interrelated work relationships in a workplace setting by displaying extra-role behaviors.

Human resource management (HRM) practices are considered one of the essential influencers of OCBs. HRM practices considered here include people-related activities such as training and development, performance management, rewards and recognition, recruitment & selection (Chang et al., 2016), and work conditions (Demo et al., 2012). The literature posits that HRM practices and OCB improve employee commitment, decrease resource attrition intentions, and increase productivity, quality, and efficiency levels (Chang et al., 2016). An ample amount of research exists in literature evidence that there exists a positive relationship between some of the HRM practices and OCB of employees (Hoch et al., 2018; Mahmood et al., 2017). According to Chang et al. (2016) some HRM practices have more impact on the cultivation of OCB as compared to the others. HRM practices make significant contributions towards organizational outcomes, for example, good performance of employees, increased job satisfaction, lower turnover intentions, and better cost-effectiveness. Rubel et al. (2018) proved in the study that high commitment HRM practices and extra-role behaviors of employees are positively correlated.

The behaviors and actions of leaders play an imperative role in shaping the thoughts, attitudes, actions, and behaviors of followers because they create a formal and informal culture of organizations. OCB scholars state that there is a significant relationship between OCB and leadership (Guest, 2011; Taamneh et al., 2018). Some researchers support that transformational leadership and OCB are interlinked, while others posit that transformational and charismatic leadership styles directly or indirectly play a positive role in OCB (Jha, 2014; Podsakoff et al., 1990). The role of organizational leaders is going through many changes and has extended beyond solely earning profits (Fiaz et al., 2017; Ghosh, 2015; Kacmar et al., 2013). The literature posits that OCB is triggered through many variables, but HRM practices and leadership are some of the essential triggers (Resick et al., 2011; Xu et al., 2016).

The objective of this study is to investigate the impact of HRM practices and value-based leadership on OCB in higher education institutions in Pakistan. The findings of this study will provide a practical framework for business practitioners, educationists, and policymakers to best utilize their HRM practices and value-based leadership in increasing employees' discretionary behaviors. Higher education in Pakistan is rapidly evolving with a lot of dynamism, which is one of the features that has attracted the attention of policymakers. Globally, research findings recommend that HRM practices and value-based leadership play a significant role in developing OCBs of employees, and there is a positive relationship between these variables (Chang et al., 2016). However, most of the pragmatic research on OCB has been piloted in the West by taking samples from US employees, which offers generalizability in that context only. Asia, in general, and Pakistan differ from other cultures in terms of working conditions. A thorough examination of the combination of these variables offers local generalizability along with its application to similar cultured Asian countries like India and Bangladesh. Therefore, this research aims to extend the existing research on OCB in a non-western (Pakistani) context. Moreover, it is apparent that leaders create the formal and informal culture of organizations and shape the thoughts, attitudes, actions, and behaviors of their followers. For that reason, it is essential to investigate how value-based leadership may impact the effects of HRM practices on OCB. The rest of the paper included a literature review, a discussion on the methodology, the findings of the study, its implications, limitations, and future directions for the researchers.

Objectives of the Study

As per the scope of the study and identified problems following objectives of the study are derived.

- To determine the relationship of HRM practices and value-based leadership with OCB of employees.
- To examine the impact of HRM practices and Value-based Leadership on organizational citizenship behaviors of employees in the education sector of Pakistan.
- To investigate the moderating effect of value-based leadership on the relationship between HRM practices and OCB.

The hypotheses of the study are as follows

Given the above-mentioned discussion following hypotheses are developed.

H1: HRM practices have a positive impact on OCB.

H2: VBL has a positive impact on OCB.

H3: VBL moderates the relationship between HRM Practices and OCB.

Literature Review

The role of HRM practices has been emphasized for many decades as it creates a strategic link between employee performance and employer's objectives by improving efficiency & efficacy, reducing resource attrition, and enhancing organizational performance. The term 'HRM practices' is referred to as the field of social sciences, which is concerned with the management of employee-related activities, systems, and policies within an organizational setting (Chang et al., 2016; Demo et al., 2012).

The literature posits that HRM practices are positively linked with organizational performance through employee behaviors and attitudes (Katou, 2012). High performance of HRM practices enhances the skill set of employees, which in turn increases the motivation of employees to put in discretionary efforts. Chang et al. (2016) examined the dependency of HR practices on OCB of primary school Taiwan teachers and concluded that some HRM practices are more impactful towards OCB as compared to others. According to Taamneh et al. (2018) HRM practices have a significant impact on the OCBs of banking sector employees, which improves organizational productivity. Rubel et al. (2018) also, witnessed through their study that high-commitment HRM practices and extra-role behaviors of employees are positively correlated.

Leaders play a significant role in shaping and nurturing the behavior of their followers in an organization. With time, the need for an ethical and value-based dimension in leadership is greatly being emphasized, and its effects on various organizational and individual outcomes are being assessed. Moreover, increasing corruption and dishonesty are snowballing the need to have ethical functioning and leadership in business settings (Hoch et al., 2018).

VBL cannot be articulated as a leadership style like transformational, transactional, or other styles of leadership rather, it is a way of practicing leadership by considering ethical dimensions (Starratt, 1991). Brown et al. (2005) defines value-based leadership as ethical leadership by stating that "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making."

According to Yang and Wei, (2018) ethical leadership positively affects the OCB of employees. According to Hoch et al. (2018) the use of the ethical dimension in transformational leadership can bring even more productive outcomes for the followers. Therefore, corporate practitioners and management scholars are momentarily emphasizing the importance of corporate ethics and

suggesting it as a fundamental slab to guide an organization's direction in ethical situations. The study Shareef and Atan (2019) explained that ethical leadership is positively correlated to OCB, whereas it is negatively correlated to the turnover intentions of employees working in academic settings.

Researchers of current times are paying great attention to the importance of ethical leadership in both private and public sector organizations (Yukl et al., 2013). Researchers have been exploring the domains of leadership by considering moral and ethical dimensions in an educational context for many years because value-based leadership is effective for a culturally diverse workforce (Hopkins & Scott, 2016).

Many factors collectively make leadership an ethical or values-based leadership. It includes leaders' fairness, integrity, concern for sustainability, power sharing, people orientation, ethical guidance, and role clarification (Kalshoven et al., 2011).

Fairness is considered a pertinent behavior of ethical leaders, especially in the services sector, because of its intangible nature. Ethical leaders act fairly and with integrity in a workplace setting (Kalshoven et al., 2011). Kyei (2014) examined the effects of belongingness and interactional fairness on interpersonal citizenship behavior and concluded that interactional fairness results in more belongingness of employees and in response to which employees show more helping behaviors. Chalmers (2016) emphasized the importance of ethical fairness in the financial sector by saying that there is a need to adopt new approaches which are based on the values of ethics and fairness.

When this morality dimension is considered, it is attributed to the integrity and credibility of the manager/leader. Engelbrecht et al. (2017) examined the influence of a leader's integrity and ethical leadership on trust in the leader and found a positive influential relationship among the variables. Jaiswal and Dhar (2017) Their study also concluded that employees' trust in their leaders increases employees' drive for creativity, which results in higher performance.

Empowerment and power-sharing play an important role in building and strengthening the OCBs of employees. It includes employees' inclusiveness during decision-making and strategic formulations. Hassan et al. (2018) the study posits that power sharing is an important feature of ethical leadership. It increases the focus of sub-ordinates towards promotion (Cheng et al., 2014). The work of Fausing et al. (2015) posits that empowerment among team members reciprocates high ratings towards their leaders. Furthermore, thriving at work and employees' autonomy orientation in ethical leadership positively influences change-oriented OCBs of employees in the organization (Li et al., 2016).

Leaders are a central source of ethical guidance for employees in an organization (Brown et al., 2005) because they shape the ethical behaviors of followers in an organization (Kalshoven et al., 2011). A work environment built with strong ethical leadership contains formally and informally communicated ethical norms (Kacmar et al., 2013). These norms value and reward the employees' ethical conduct and serve as ethical guidance in the future.

Managers' behaviors affect the self-esteem of employees, which results in a variety of organizational outcomes (Norman et al., 2015). Ethical leaders enhance employees' state self-esteem (Babalola et al., 2016). According to Brown et al. (2005) ethical leaders openly provide their subordinates with role clarifications and performance goals, which increase their transparency of ethical conduct. Clear responsibilities, goals, and targets increase the trust of employees in their leaders and allow them to contribute to overall organizational goals (Kalshoven et al., 2011).

The study of Newman et al. (2015) states that employees are more prone to displaying helping behaviors (Altruism) with a high level of role clarity and ethical leadership, whereas, on the other hand, less role clarity creates a negative relationship with ethical leadership and increases deviant workplace behaviors.

People orientation is considered one of the important dimensions of value-based leadership. It is referred to as a leader's empathy and relations-oriented approach towards subordinates in which he/she cares about the concerns and opinions of others (Kalshoven et al., 2011; Mahsud et al., 2010). Nichols (2016) examined the traits that people desire in their leader and concluded the high desirability of a leader's cooperation-related traits. Sustainability in leadership is an emerging field of leadership in which a leader has a long-term orientation of decisions with a concern for sustainable competitive advantage. Kalshoven et al. (2011) suggested that ethical leaders have a deep concern for sustainability which is beyond their self-interests. It helps organizations achieve long-term goals (Galpin & Lee, 2012).

The competitive landscape of the twenty-first century demands the display of extra-role behaviors from the employees of successful companies, which are beyond their formal job requirements.

According to Park (2018) organizations perform affluently when there are more helpful behaviors and less harmful behaviors. The extant literature also posits that employees' thoughts and feelings about work influence their behaviors. The study of Aladwan et al. (2014) examined the nature, challenges, and prospects of human resources in Jordanian organizations from the perspectives of four HR practices: recruitment and selection, training and development, performance appraisal, and rewards & benefits and revealed that in Jordan organizations, HRM had not received its due consideration because of unstable social factors. Jena and Goswami (2014) examined the effect of personal-psychological characteristics on citizenship behaviors of five ferroalloy industry employees with the help of three groups of variables, i.e., individualism/collectivism, job satisfaction, and demographics. The findings of this study revealed that there is a strong relationship between all the dimensions of individualism/collectivism and OCB except one, i.e., civic virtue. Randhawa and Kaur (2015) Examined the relationship of organizational climate on OCB and concluded that there is an existence of a significant relationship between organizational climate and OCB, and the most influencing dimensions of organizational climate on organizational citizenship behavior are supervisory support, performance feedback, clarity of organizational climate, autonomy, pressure to produce welfare, and participation. The work of (Li et al., 2016) evidence that thriving at work and employees' autonomy orientation in ethical leadership positively influences change-oriented OCB of employees in the organization

According to Yang and Wei (2018) ethical leadership positively impacts employee OCB, and organizational commitment mediates the relationship between ethical leadership and employee OCB. Furthermore, the effect of ethical leadership on employee OCB directly and indirectly (via organizational commitment) is moderated by workplace ostracism. The study Shareef and Atan (2019) reveals that ethical leadership is positively related to OCB and negatively related to turnover intentions. Moreover, intrinsic motivation acts as a mediator between ethical leadership, OCB, and turnover intentions relationships.

The discussion made in the previous sections led the researcher to test specifically the following null hypotheses;

H1: HRM practices have a positive impact on OCB.

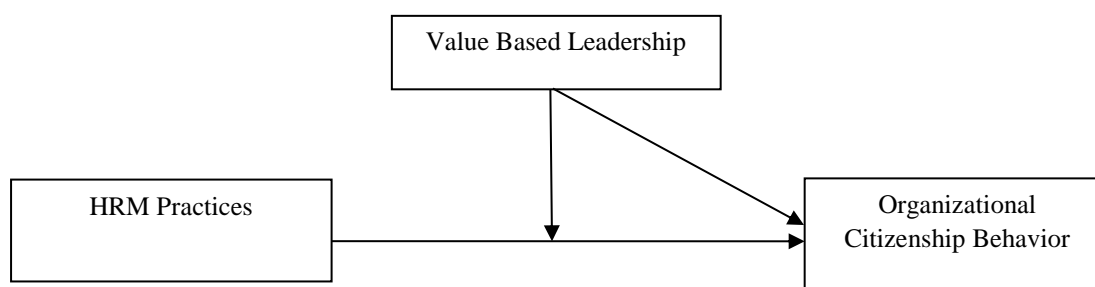
H2: VBL has a positive impact on OCB.

H3: VBL moderates the relationship between HRM Practices and OCB.

Proposed Research Framework

This study examines the relationship and individual impact of two independent variables, i.e., HRM practices and VBL, on the one dependent variable, i.e., OCB. Recent research posits that ethical leadership is more sustainable and has a long-term orientation (Gerard et al., 2017; Ren & Chadee, 2017). Therefore, the present study also examines the moderating role of VBL (because of its exogenous nature) on HRM practices and the OCB relationship to know how value-based leadership impacts the effects of HRM practices on OCB.

Figure 1 Research Framework



Research Methodology

Research Design

The cross-sectional research design is used by the researcher to collect information from the targeted audience with an aim to test the hypotheses of the study. A self-administered quantitative survey with a non-probability convenience sampling technique has been applied.

The Participants

The instrument is distributed among 630 employees working in different universities/higher education institutes of Lahore (as delimited by Urban Unit (Ahmed, 2018)). The response rate of the study is 78% (491/630), of which 65% (411/630) are the valid responses and 13% (80/630) are inefficiently or improperly filled. Therefore, the valid response rate of the study is 65.23%. The final respondents of the study are 411 (67% Male and 33% Female) employees working in higher education institutes in Lahore. The term 'Employees' here refers to the academics and management staff/faculty members working in the management cadre or public sector grades 16-22.

Table 1 Demographic Profile (N = 411)

Participants	Classification	Frequency (%)
Gender	Male	67
	Female	33
Age Group	Below 20 years	2.2
	20-25 years	15.3
	26-30 years	22.1
	31-39 years	33.1

Income	40 years and above	27.3
	Below 25K	14.4
	25-35K	22.6
	36-45K	10.2
	46-55K	11.2
	Above 55K	41.6
Length of service with the organization	Less than 1 year	16.3
	1-3 years	27.7
	4-6 years	20.4
	7-10 years	16.5
	Above 10 years	19.0
Education	Bachelors	11.7
	Masters	56.7
	Doctoral	29.2
	Professional Degree	2.4

Measurement

This study implies the use of a summated rating scale (Likert, 1932; Spector, 1992) to analyze the combined meanings of constructs and variables under investigation. Considering the definition of the HRM practices, a five-dimensional scale has been adopted, which is primarily developed by (Demo et al., 2012). The scale is based on 28 items: Recruitment and selection (6 items), Training and development (6 items), Work conditions (6 items), Competency-based performance appraisal (5 items), and Compensation and rewards (5 items).

VBL has been measured with the help of seven dimensions and a 38-item scale, which was developed by Kalshoven et al. (2011) and was also used by Jeon et al. (2018). This scale includes people orientation (7 items), fairness (6 items), power sharing (6 items), concern for sustainability (3 items), ethical guidance (7 items), role clarification (5 items), and integrity (4 items).

OCB has been measured with the help of 24 24-item scale developed by Podsakoff et al. (1990). It is the most widely used scale for measuring OCB used by Han et al. (2018). The dimensions of OCB considered here are Altruism (5 items), Courtesy (5 items), Sportsmanship (5 items) Conscientiousness (5 items), Civic virtue (4 items). The final instrument of this study is based on 90 items with its measurement evaluation ranging from 1- 'Strongly Disagree' to 5- 'Strongly Agree'.

Table 2 Reliability of the Instrument

Sr. #	Description	Measurement Source	Scale	Number of Items	Cronbach alpha (α)
1	Human resource management practices	Demo et al. (2012)		28	0.869
2	Value-based leadership	Kalshoven et al. (2011)		38	0.883
3	Organizational citizenship behavior	Podsakoff (1990)		24	0.906

Preliminary Data Analysis

The missing values are identified and dealt with by the method of replacing them with the mode of the variable (Tabachnick & Fidell, 2007). In order to ensure accuracy and to avoid the carefree

behaviour of the respondents, some items of the questionnaire were negatively narrated. Therefore, the reverse scale of these questions is readjusted before the final data analysis phase.

The determination of the extent of dependency between independent variables (HRM practices and VBL) and dependent variables (OCB) is carried out through linear regression analysis. Before running the regression analysis, regression diagnostics have been applied to satisfy the basic normality conditions. The results of regression diagnostics indicate the data normality with no autocorrelation and no multicollinearity.

Results and Data Findings

The current study is explanatory research in which data analysis is done with the help of Statistical Package for the Social Sciences (SPSS). The study has implied three statistical techniques, i.e., Descriptive Analysis, Correlations, and Linear Regression test, to check to test the study hypotheses.

Table 3 Descriptive Analysis

Sr. #	Variables	Mean	Std. Deviation	Skewness	Kurtosis
1.	Recruitment and Selection	3.99	0.9015	-0.721	0.58717
2.	Training and Development	3.63667	0.947	-0.3767	-0.3538
3.	Work Conditions	3.538333	0.871667	-0.706	0.6425
4.	Competency-Based Performance Appraisal	3.826	0.8908	-0.6766	0.3742
5.	Compensation and Rewards	2.77	0.9582	0.0072	-1.0978
6.	People Orientation	3.794286	0.960429	-0.74171	0.418429
7.	Fairness	3.815	0.961333	-0.4175	-0.21183
8.	Power Sharing	3.346667	0.9625	-0.29983	-0.22383
9.	Concern for sustainability	3.24	0.900333	-0.19733	-1.03367
10.	Ethical Guidance	2.787143	0.989571	0.062714	-1.34086
11.	Role Clarification	3.634	0.7518	-0.8526	1.1036
12.	Integrity	2.8375	0.77075	0.00375	-1.375
13.	Organizational Citizenship Behavior	3.80833	0.95092	-0.5384	-0.022

The findings indicate that the mean, standard deviation, skewness and kurtosis values of all variables fall in the acceptable limits which represent the data normality.

Testing of Hypothesis 1 and 2

Table 4 Correlations of Constructs

Variables	VBL	HRM Practices	OCB
VBL	1	.659**	.693**
HRM Practices	.659**	1	.867**
OCB	.693**	.867**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). N=411.

Pearson Correlation has been applied to check the correlations among variables under investigation. Table 4 shows that HRM practices and OCB have a strong positive correlation with a value 0.867**, which rejects the null hypothesis H₁. The correlation result between VBL and OCB also shows a strongly positive correlation with a value 0.693**. This rejects the null

hypothesis H₂. The data findings conclude that there is a statistically significant correlation between the above-mentioned variables because sig. (2-tailed) value is less than 0.01.

Table 5 Correlation of Variables

	RS	TD	WC	CBP	CR	PO	FN	PS	CS	EG	RC	I	OCB
RS	1	.671*	.671*	.696*	.146**	.763**	.664**	.363**	.519**	.273**	.718**	.369**	.806**
TD	.671**	1	.646*	.708*	.154**	.714**	.631**	.297**	.502**	.314**	.686**	.337**	.774**
WC	.671**	.646*	1	.681*	.173**	.711**	.626**	.322**	.455**	.305**	.696**	.348**	.754**
CBPA	.696**	.708*	.681*	1	.153**	.709**	.656**	.292**	.465**	.241**	.714**	.360**	.762**
CR	.146**	.154*	.173*	.153*	1	.172**	.063	.061	.029	.006	.134**	.152**	.145**
PO	.763**	.714*	.711*	.709*	.172**	1	.736**	.366**	.546**	.305**	.761**	.403**	.858**
FN	.664**	.631*	.626*	.656*	.063	.736**	1	.293**	.490**	.260**	.657**	.360**	.777**
PS	.363**	.297*	.322*	.292*	.061	.366**	.293**	1	.297**	.257**	.371**	.274**	.389**
CS	.519**	.502*	.455*	.465*	.029	.546**	.490**	.297**	1	.277**	.499**	.273**	.535**
EG	.273**	.314*	.305*	.241*	.006	.305**	.260**	.257**	.277**	1	.348**	.152**	.313**
RC	.718**	.686*	.696*	.714*	.134**	.761**	.657**	.371**	.499**	.348**	1	.410**	.797**
I	.369**	.337*	.348*	.360*	.152**	.403**	.360**	.274**	.273**	.152**	.410**	1	.438**
OCB	.806**	.774*	.754*	.762*	.145**	.858**	.777**	.389**	.535**	.313**	.797**	.438**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). N=411.

RS (Recruitment and Selection), TD (Training and Development), WC (Work Conditions), CBPA (Competency-Based Performance Appraisal), CR (Compensation and Rewards), PO (People Orientation), FN (Fairness), PS (Power Sharing), CS (Concern for Sustainability), EG (Ethical Guidance), RC (Role Clarification), I (Integrity), OCB (Organizational Citizenship Behavior).

The findings indicate that some dimensions are strong, some are moderate, whereas some are weakly correlated with OCB, but all have a positive relationship with OCB in the Pakistani context.

Testing of Hypothesis 3 and 4

Table 6 Regression Analysis of the constructs

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	-.207	.107	-1.933	.054
	Human Resource Management Practices	.915	.03 9	23.358	.000
	Value Based Leadership	.229	.033	6.950	.000

a. Dependent Variable: Organizational Citizenship Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882a	.778	.777	.25516

The findings indicate that HRM practices have a significant effect on the OCB of employees working in higher education institutes. As mentioned in Table 6, the B-value is 0.915, which represents that HRM practices have a positive impact on OCB, and the magnitude of this relationship is 91.5%, which means that if organizational HRM practices are increased by 100%, it will positively increase OCB of employees by 91.5%. The explain ability power of this model is very good because the Value of R^2 is 0.778. Therefore, this is considered a strong model fit. Therefore, we reject H_3 .

The findings indicate that VBL has a significant effect on the OCB of employees working in the higher education sector. As mentioned in Table 9, the B-value is 0.229, which represents that VBL has a positive impact on OCB, and the magnitude of this relationship is 22.9, which means that if the value-based leadership practices are increased by 100%, it will positively increase OCB of employees by 22.9%. Therefore, we reject H_4 .

Table 7 Regression Analysis of the Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.015	.121		.123	.903
	Recruitment and selection	.148	.029	.170	5.175	.000
	Training and Development	.153	.030	.159	5.164	.000
	Work Conditions	.110	.032	.102	3.391	.001
	Competency based Performance Appraisal	.054	.028	.062	1.929	.054
	Compensation & Rewards	-.015	.024	-.012	-.628	.531
	People Orientation	.221	.032	.264	6.988	.000
	Fairness	.157	.027	.172	5.731	.000
	Power Sharing	.043	.028	.033	1.556	.120
	Concern for Sustainability	-.015	.021	-.016	-.686	.493
	Ethical Guidance	-.009	.027	-.007	-.326	.745
	Role Clarification	.120	.035	.118	3.460	.001
	Integrity	.056	.027	.045	2.120	.035

Note. Dependent Variable: Organizational Citizenship Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.855	.20578

The findings indicate that recruitment and selection have a significant effect on the OCB of employees. The b-value is 0.148, which represents that recruitment and selection have a positive impact on OCB, and the magnitude of this relationship is 14.8%. The findings also indicate that training and development have a significant effect on the OCB of employees. The b-value is 0.153, which represents that the training and development dimension of HRM practices has a positive impact on OCB, and the magnitude of this relationship is 15.3%. The findings indicate that work conditions have a significant effect on the OCB of employees. The b-value is 0.110, which represents that the conditions dimension of HRM practices has a positive impact on OCB, and the magnitude of this relationship is 11%. The findings indicate that competency-based performance appraisal has a significant effect on the OCB of employees. As mentioned in Table 7, the B-value is 0.54, which represents that competency-based performance appraisal has a positive impact on OCB, and the magnitude of this relationship is 5.4%. The explain ability power of this model is very good because the Value of R² is 0.859. Therefore, this is considered a strong model fit.

The findings indicate that compensation and rewards have no effect on the OCB of employees because its P-value is 0.531 which is above 0.05.

The findings indicate that people's orientation influences the OCB of employees. As mentioned in Table 7, B-value is 0.221, which represents that people's orientation has a positive impact on OCB, and the magnitude of this relationship is 22.1%. The findings indicate that fairness has a significant effect on the OCB of employees. As mentioned in Table 7, B-value is 0.157, which represents that fairness has a positive impact on OCB, and the magnitude of this relationship is 15.7%.

The findings indicate that role clarification influences the OCB of employees. As mentioned in Table 7, the B-value is 0.120, which represents that role clarification has a positive impact on OCB, and the magnitude of this relationship is 12.0%. The findings indicate that integrity influences the OCB of employees. As mentioned in Table 7, the B-value is 0.056, which represents that integrity has a positive impact on OCB, and the magnitude of this relationship is 5.6%. The findings indicate that power sharing, concern for sustainability, and ethical guidance have no effect on the OCB of employees because their P-values are greater than 0.05. The explain ability power of this model is very good because the Value of R² is 0.859. Therefore, this is considered a strong model fit.

Testing of Hypothesis 5

Table 8 HRMP - OCB Relationship and VBL as Moderator

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.078	.111		-.701	.484
	Human Resource Management Practices	1.094	.031	.867	35.166	.000
	(Constant)	-5.414	.437		-12.390	.000
2	Human Resource Management Practices	2.517	.136	1.995	18.548	.000
	VBL	2.229	.167	2.102	13.385	.000
	HRMP Inter	-.597	.049	-2.896	-12.187	.000

Note. Dependent Variable: Organizational Citizenship Behavior

This study also examines the moderating role of VBL between HRM practices and the OCB relationship. The findings indicate that VBL moderates the HRM practices and OCB relationship, which means that the strength of the relationship between HRM practices and OCB is affected when value-based leadership is considered a moderating variable. As mentioned in Table 8, the B-value of Model-1 is 1.094, which changes to a B-value of 2.517 (Model-2) after the role of VBL is analyzed as a moderating variable. The magnitude by which the strength of the relationship affects is 130.07%, which means that if VBL interacts with HRM practices, OCB will increase by 130.07% in the organization. The model indicates that VBL moderates the relationship between HRM practices and OCB; therefore, we reject the H₅.

Table 9 RS - OCB Relationship and VBL as Moderator

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.000	.103		9.688	.000
	Recruitment and Selection	.704	.026	.806	27.517	.000
2	(Constant)	-4.610	.360		-12.822	.000
	Recruitment and Selection	1.991	.101	2.280	19.731	.000
	VBL	2.253	.133	2.124	16.948	.000
	RS Inter	-.521	.035	-3.165	-14.874	.000

Note. Dependent Variable: Organizational Citizenship Behavior

The findings indicate that VBL moderates the recruitment and selection (RS) and OCB relationship, which means that the strength of the relationship between RS and OCB is affected when value-based leadership is considered as a moderating variable. As mentioned in Table 9, the B-value of Model-1 is 0.704, which changes to a B-value of 1.991 (Model-2) after the role of VBL is analyzed as a moderating variable. The magnitude by which the strength of the relationship affects is 182.81%, which means that if VBL interacts with RS, OCB will increase by 182.81% in the organization.

Table 10 TD - OCB Relationship and VBL as Moderating Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.110	.110		10.064	.000
	Training and Development	.742	.030	.774	24.735	.000
2	(Constant)	-4.514	.345		-13.090	.000
	Training and Development	2.160	.110	2.255	19.665	.000
	VBL	2.171	.121	2.047	17.981	.000
	TD Inter	-.551	.036	-3.025	-15.215	.000

Note. Dependent Variable: Organizational Citizenship Behavior

The findings indicate that VBL moderates the Training and Development (TD) and OCB relationship, which means that the strength of the relationship between TD and OCB is affected when value-based leadership is considered as a moderating variable. As mentioned in Table 10, the B-value of Model-1 is 0.742, which changes to a B-value of 2.160 (Model-2) after the role of VBL is analyzed as a moderating variable. The magnitude by which the strength of the relationship affects is 191.11%, which means that if value-based leadership has interacted with TD, organizational citizenship behavior will increase by 182.81% in the organization.

Table 11 WC - OCB Relationship and VBL as Moderating Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.949	.124		7.635	.000
	Work Conditions	.808	.035	.754	23.220	.000
2	(Constant)	-5.044	.388		-13.005	.000
	Work Conditions	2.329	.124	2.174	18.714	.000
	VBL	2.340	.136	2.207	17.221	.000
	WC Inter	-.602	.041	-3.111	-14.610	.000

Note. Dependent Variable: Organizational Citizenship Behavior

The findings indicate that VBL moderates the Work Conditions (WC) and OCB relationship, which means that the strength of the relationship between WC and OCB is affected when value-based leadership is considered as a moderating variable. As mentioned in Table 11, the B-value of Model-1 is 0.808, which changes to a B-value of 2.329 (Model-2) after the role of VBL is analyzed as a moderating variable. The magnitude by which the strength of the relationship affects is 188.24%, which means that if value-based leadership interacts with WC, OCB will increase by 188.24% in the organization.

Table 12 CBPA-OCB Relationship and VBL as Moderating Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.286	.107		11.978	.000
	Competency based Performance Appraisal	.659	.028	.762	23.795	.000
2	(Constant)	-3.839	.354		-10.851	.000
	Competency based Performance Appraisal	1.837	.107	2.123	17.107	.000
	VBL	2.035	.128	1.919	15.929	.000
	CBPA Inter	-.477	.037	-2.760	-13.059	.000

Note. Dependent Variable: Organizational Citizenship Behavior

The findings indicate that VBL moderates the Competency-based Performance Appraisal (CBPA) and OCB relationship, which means that the strength of the relationship between CBPA and OCB is affected when value-based leadership is considered as a moderating variable. As mentioned in Table 12, the B-value of Model-1 is 0.659, which changes to a B-value of 1.837 (Model-2) after the role of VBL is analyzed as a moderating variable. The magnitude by which the strength of the

relationship affects is 178.76%, which means that if value-based leadership interacts with CBPA, OCB will increase by 178.76% in the organization.

Table 13 CR-OCB Relationship and VBL as Moderating Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.319	.167		19.851	.000
	Compensation and Rewards	.176	.060	.145	2.956	.003
2	(Constant)	-1.426	.768		-1.857	.064
	Compensation and Rewards	1.059	.288	.868	3.672	.000
	VBL	1.479	.225	1.394	6.582	.000
	CR Inter	-.285	.084	-1.122	-3.392	.001

Note. Dependent Variable: Organizational Citizenship Behavior

The findings indicate that VBL moderates the Compensation and Rewards (CR) and OCB relationship, which means that the strength of the relationship between CR and OCB is affected when value-based leadership is considered as a moderating variable. As mentioned in Table 13, the B-value of Model-1 is 0.176, which changes to a B-value of 1.059 (Model-2) after the role of VBL is analyzed as a moderating variable. The magnitude by which the strength of the relationship affects is 501.70%, which means that if value-based leadership interacts with CR, organizational citizenship behavior will increase by 501.70% in the organization. The table also shows that all the variables are statistically significant at 95% confidence level because they have a significance value of less than 0.05.

Conclusion

The shifting business paradigms and organizational changes demand new ways of running organizations to gain sustainable competitive advantage. One of the new ways of running organizations includes generating the desire for extra behaviors among employees that are beyond their job responsibilities (called organizational citizenship behaviors) because they result in high productivity, efficiency, effectiveness, and overall better functioning of the organizations (Chang et al., 2016). According to Organ (1988), there is a combination of five common behaviors that embody the cultivation of citizenship behaviors among employees of an organization.

The literature suggests that organizational citizenship behavior is an important organizational-level outcome that is triggered by many factors, but HRM practices and leadership are some prominent. Much of the research states that HR practices play a positive role in the cultivation of OCBs. The associations of ethical or value-based leadership with OCBs are also being examined (Avey et al., 2011) separately, which states that there is a positive relationship between OCB and value-based leadership.

Before running the final analysis to test the hypotheses, the missing values are identified and dealt with the method of replacing them with the mode of the variable (Tabachnick & Fidell, 2007). The reverse scale of negatively narrated questions is readjusted before the final data analysis phase. In order to calculate the summated effect of the constructs and variables under study, the Summated Rating Scale (Likert, 1932) has been utilized by the researcher.

During the analysis phase, first, the basic characteristics of the data are described with the help of mean values, standard deviation, skewness, and kurtosis after that, correlation and linear regression analysis is run to test the hypotheses of the study by using SPSS.

Table 14 Decisions

Objectives of the study	Hypotheses (Null Version)	Decision
1. To determine the relationship of HRM practices and value-based leadership with OCB of employees	H ₁ : HRM practices has a positive impact on OCB	Supported
	H ₂ : VBL has a positive impact on OCB	Supported
2. To examine the impact of HRM practices and Value-based Leadership on organizational citizenship behaviors of employees in the education sector of Pakistan.	H ₃ : HRM Practices have no effect on OCB	Rejected
	H ₄ : VBL has no effect on OCB	Rejected
3. To investigate the moderating effect of value-based leadership on the relationship between HRM practices and OCB	H ₅ : Value-Based Leadership moderates the relationship between HRM practices and OCB	Supported

Practical Implications

This study concludes that HRM practices and VBL leadership both have an independent impact on the cultivation of OCB in the Pakistani context, and value-based leadership significantly moderates the HRM and OCB relationship. Therefore, managers should consider the importance of value-based leadership and its significance on HRM and OCB relationships. The HRM and OCB relationship can be strengthened with the help of Value-based leadership. Furthermore, when considering the dimensions of HRM practices and value-based leadership, it has been observed that people orientation, fairness, training and development, recruitment and selection, role clarification, and work conditions are more sensitive towards OCB. Therefore, this study provides a suggestive model to the policymakers, business practitioners, educationists, and HR managers to focus their attention on these practices of HRM and VBL to encourage extra-role behaviors among the employees of their organization. In this respect, the practical implications are as follows;

This research implies that managers/leaders should adopt the people orientation style of leadership because it has a significant effect on developing organizational citizenship behavior among subordinates. Employees' feeling of belongingness increases their extra-role behaviors.

This study implies that fair behavior of leaders towards their employees and subordinates helps the organizations develop citizenship behaviors, which result in discretionary behavior of the employees. Leaders should promote and maintain inter/intra-departmental fairness among employees in all dealings.

This research implies that organizations should invest in the T&D of employees by offering them opportunities for personal and professional development. Training should be based on the TNA of employees to satisfy their intrinsic needs. Investment of organizations in fulfilling the training and development needs of employees will give a prominent boost to the citizenship behaviors of employees working in that organization. The education sector is an ever-growing section where updated knowledge and research is a key to success. Therefore, investment in T&D of employees will result in increased OCB of employees.

This research implies that organizations should make clear recruitment and selection policies and criteria promoting transparency and merit; this will help in increasing employees' citizenship behavior. HR managers should state clear guidelines regarding recruitment procedures so that every potential candidate should be aware of the process.

This research implies that managers/leaders should adopt/improve the practice of clarifying roles among employees/team members. Individual and group responsibilities and roles should be discussed with each employee to increase their ownership of tasks.

This research implies that organizations should enhance the job environment and working conditions for their employees so that they may result in better outcomes and increased citizenship behaviors. Organizations should provide basic on-the-job facilities, security, and health safety to their employees.

Limitations and Future Directions

Despite the theoretical and practical implications, the present study is not without limitations. The first limitation is related to the external validity. As the research focuses on the employees of universities located in Lahore, the results can only be generalized to the population of Lahore. Furthermore, only the higher education sector has been captured by this study; therefore, findings cannot be generalized to other sectors operating in Pakistan.

The second limitation is related to the budget and time constraints. This study has been conducted among five higher educational institutes of Lahore only, which presents findings as indicative rather than conclusive. Adding more budget and time limit could have allowed the researcher to make findings more generalizable to the targeted sector.

The present study aims to focus on the single method of data collection, i.e., all surveys, i.e., allows the respondents to share their opinions on the mentioned items only and restrict them from additional remarks on the topic. Therefore, the study can have a common method bias. Furthermore, the data is collected from the population at a single point in time to examine the relationship between variables. The results provide the perceptions of the population at a given point in time only.

Based on these limitations, a broader spectrum of the proposed model should be tested by including even more educational institutes of Pakistan in the sample. As this study has been conducted in Lahore only, responses from all around Pakistan would increase its external validity within the education sector. Furthermore, the present study can also be examined in the future with the help of data mining (controlled variables). To test the external validity of the proposed model, the study can be conducted in other sectors, for example, banking, telecom, retail, etc. Extending this study would allow the managers to evaluate the effect of each variable in their specific sectors. Considering the level of existing research in social sciences, more dimensions of HRM practices and VBL could be added to study it with a rich and comprehensive set. Investigating the mediating role of VBL on HRM practices and OCB relationship and the role of other variables on HRM practices and OCB relationship as moderators/mediators will also enrich the knowledge dimensions.

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