

ETHICAL LEADERSHIP, ORGANIZATIONAL SUPPORT, AND CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF WELL-BEING IN THE AVIATION SECTOR

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Abstract

This study examines the influence of Ethical Leadership and Perceived Organizational Support on Organizational Citizenship Behavior (OCB), with Employee Well-Being acting as a mediating variable, among employees at Soekarno-Hatta International Airport. The research population comprises 300 permanent Aviation Security officers assigned to Terminals 1, 2, and 3. A purposive sampling method was applied, and using Slovin's formula with a 5% margin of error, 171 respondents were selected for the sample. Data analysis was conducted through Structural Equation Modeling (SEM). The results indicate that both Ethical Leadership and Perceived Organizational Support have a positive and statistically significant impact on OCB. While Perceived Organizational Support significantly enhances Employee Well-Being, the effect of Ethical Leadership on Well-Being, though positive, is not statistically significant. Additionally, Employee Well-Being significantly influences OCB. However, its mediating role between both Ethical Leadership and OCB, and between Perceived Organizational Support and OCB, is positive but statistically insignificant. This study provides a novel perspective by exploring the mediating role of Employee Well-Being in fostering OCB within the operational dynamics of a major international airport in Indonesia.

Keywords: Ethical Leadership, Perceived Organizational Support, Employee Well-Being, Organizational Citizenship Behavior, Structural Equation Modeling

INTRODUCTION

The concept of sustainability has progressively evolved to include aspects beyond just environmental conservation (Filho, et al. 2018). Furthermore, the term has been applied to various aspects of commercial sector industries (Choi, 2021). The aviation sector is a fundamental driver of global interconnectivity, enabling the seamless exchange of people, products, and information worldwide. Due to its fast-paced environment and complex operations, the industry depends greatly on a competent and productive workforce. In this context, Human Resource Management (HRM) is crucial for maintaining effective aviation operations, as it oversees key functions such as hiring, employee training and development, engagement strategies, and workforce retention across all areas of the aviation field (Mızrak, F. 2023). HRM refers to the implementation of specific functions and actions aimed at optimizing the use of employees within an organization to successfully reach its objectives. This involves developing policies, procedures, regulations, and practices that support the sustainable management of the workforce (Opatha, 2021). In order to improve the competence of its human resources, one of the efforts used is to apply the core values of AKHLAK. The implementation of HRM AKHLAK core values has been regulated through the Circular of the Minister of SOEs 7/Mbu/07/2020 dated July 1, 2020. AKHLAK itself consists of the core values of Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative. These main values can be realized and reflected in various aspects of HRM theory. One of them is by implementing Organizational citizenship behaviour or OCB (Yuliarso et al., 2022).

Over the past few decades, OCB has become a prominent focus in research due to its crucial role in enhancing organizational performance and ensuring sustainability within the highly competitive landscape of industrial businesses (Alhashedi et al., 2021). Organ in Jehanzeb (2020) defines OCB as a distinctive form of work behaviors and is defined as individual behavior that is favorable to the organization and is discretionary, not directly or explicitly known by the prescribed reward system. OCB represents the final outcome of human resource management and development, aimed at driving personnel to engage in altruistic, conscientious, sportsmanlike, courteous, and civic-virtue behaviors, all of which enhance employees' successful and effective work performance (Na-Nan, et al. 2016). Ethical leadership, widely recognized as a key factor in explaining Organizational Citizenship Behavior (OCB), plays a crucial role in shaping and fostering positive employee behavior (Nemr et al., 2021; Yang, et al., 2018; Huang, et al., 2021). Ethical leaders serve as exemplary role models by demonstrating appropriate and principled conduct, thereby motivating employees to perform effectively through both personal behavior and interpersonal interactions. Through mechanisms such as effective communication, knowledge dissemination, positive reinforcement, and ethical decision-making, ethical leadership fosters constructive behaviors among subordinates and facilitates the enhancement of OCB (Phetsombat, et al., 2023).

Due to the perpetual and swift changes in contemporary workplaces, an investigation limited to a single dimension of ethical leadership could be inadequate or lead to inaccurate predictions of OCB. For instance, research conducted by Huang, et al (2021) and Wilgetlanguju, et al (2024) found that while ethical leadership can positively impact employee behavior, it may not be sufficient to predict OCB. They propose that additional elements, such as organizational culture and organizational climate, could play a significant role in influencing employee behavior. However, in their study, Huang et al. (2021) identified a significant indirect relationship between Ethical Leadership and Organizational Citizenship Behavior (OCB) mediated by Psychological Well-Being (PWB), indicating that the influence of ethical leadership on OCB operates through employees' psychological health.

According to Gupta (2019), Employees tend to engage in voluntary behaviors when they feel an emotional connection to their organization and have confidence that the organization will support them when needed. This perception is referred to as Perceived Organizational Support (POS). POS refers to the extent to which employees perceive that their organization values their contributions and cares for their well-being (Eisenberger et al., 2020). In the field of organizational studies, perceived organizational support (POS) has been the subject of increasing interest (Jehanzeb, 2020). When employees receive support from the organization, they will strive to do better for the organization. The better the perception of employees who feel that they have organizational support in the environment where they work will be followed by the high behavior of the OCB concerned (Sari, 2015). Organizations that continuously provide support to their workers will make workers more enthusiastic about working and have confidence in the organization. High trust in an organization will make workers have a high sense of loyalty as well.

In the face of inevitable challenges and competition resulting from global development and acceleration, organizations must strive to create high employee performance to achieve a competitive advantage. To improve employee performance, one of the most crucial and influential factors is their overall well-being (Sukidi & Wajdi, 2017). Psychological well-being can be described in terms of affective (emotional) and cognitive (thought) processes. These two aspects form a cognitive-affective syndrome that integrates ideas, memories, perspectives, and interconnected mental networks that influence one another. It also encompasses job engagement, job satisfaction, and burnout (Inceoglu et al., 2018). Zheng et al. (2015) argue that employee well-being is not only tied to employees' perceptions and feelings about their work and life satisfaction, but also closely linked to their psychological experiences and the degree of satisfaction they derive from both their job and personal life.

The main aim of this study is to examine how ethical leadership, demonstrated by leaders through principled conduct and interactions, can influence OCB, given its crucial role in shaping positive employee behavior (Phetsombat, et al., 2023). Furthermore, the discussion will explore how

employees' perception of organizational support, which includes valuing their contributions and caring for their well-being (Eisenberger et al., 2020), can encourage them to exhibit higher OCB (Sari, 2015). The analysis will also delve into the mediating role of employee well-being, examining how ethical leadership and perceived organizational support can affect OCB through enhanced psychological well-being and employee satisfaction. This is in response to previous research findings that indicate an indirect relationship between ethical leadership and OCB mediated by psychological well-being (Huang et al., 2021). Therefore, this study aims to provide comprehensive insights into the interplay between ethical leadership, perceived organizational support, employee well-being, and organizational citizenship behavior, particularly within industries, like the aviation sector, that demand a competent and productive workforce.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Grand Theory

Social Exchange Theory (SET) explains voluntary actions by individuals that are motivated by the potential benefits that may be obtained from others, with the main premise that individuals engage in reciprocal actions that anticipate returns (Blau in Nemr et al., 2021). Unlike pure economic exchange, social exchange involves sentiments such as gratitude, appreciation, and trust, with returns that are broad and unspecific (Kim, J., 2024). Although traditionally depicted as a positive form of interaction (Brown & Treviño; Cropanzano & Mitchell in Kim, J., 2024), recent research also notes its dark side (Bryant & Merritt, 2022), indicating that social exchange with ethical leaders may have a double-edged effect (Kalshoven et al., 2016; Luan et al., 2022). Ethical leadership as an independent variable can trigger this social exchange. Regarding SET, Perceived Organizational Support (POS) as an independent variable is expected to trigger reciprocal norms, leading to greater efforts on behalf of the organization due to a sense of obligation or duty and anticipated rewards. Recent research indicates that gratitude and other positive emotions generated by POS can also contribute to improved employee performance through social exchange processes (Ford et al., 2018). Additionally, the self-enhancement process involves fulfilling employees' socioemotional needs through POS, where high POS can satisfy needs for approval, self-esteem, emotional support, affiliation, and others, thereby fostering employees' identification with the organization. Employees who identify with the organization, in turn, can develop values similar to those of the organization, resulting in affective organizational commitment (Meyer et al., 2006), which can then influence Organizational Citizenship Behavior (OCB) as the dependent variable. According to Homans in Patrick, et al (2023), the social exchange hypothesis was developed to explain mutually dependent and mutually beneficial partnerships, which was later divided by Blau in Wolfenbarger (2023) into social and commercial interactions. In the context of organizational-employee relationships, SET can be used to understand employee behavior in the workplace (Cropanzano & Mitchell in Gašić et al., 2024). Although initial interactions between businesses and employees were purely economic (Baker et al in Luo, et al., 2023), these methods have evolved over time. Today, the "economy of happiness" has replaced the "economy of money," with examples such as the popularity of "family-friendly workplaces" as a strategy to attract and retain employees, where organizations believe that such policies promote work-life balance and enhance employee well-being (Lewis in Patrick, et al., 2023) as a mediating variable. Leisure includes recreational activities at work can help reduce work-related stress (Trenberth in Ival et al., 2023), and recreational benefits can influence how employees perceive their work, meet their leisure needs, and provide them with tools to cope with workplace stress (Cheng et al., 2018). Thus, employee well-being mediates the relationship between ethical leadership and POS with OCB, where employees who feel supported and have ethical leaders tend to have better well-being, which then encourages them to exhibit positive organizational citizenship behavior.

Ethical Leadership

Ethical leadership is broadly defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, accompanied by the promotion

of such conduct to followers via two-way communication, reinforcement, and ethical decision-making (Brown et al., in Aji & Andriyani, 2023; Choi, 2021). Ethical leaders act as moral role models who influence others not only through their own behavior but also by setting and upholding clear ethical standards (Aloustani et al., 2020). This leadership style goes beyond legal and normative behavior, encompassing relational ethics that shape interactions within the organization (Kalshoven et al.; Yukl et al., Choi, 2021). According to Engelbrecht et al. and Kaptein (Choi, 2021), ethical leadership involves a proactive responsibility to guide organizational members in adhering to ethical norms, often embedding social responsibility in each decision that impacts others (De Roeck & Farooq; Saha et al., in Choi, 2021). Recent studies emphasize that employees' perceptions of ethical leadership can foster morally aligned behaviors such as Organizational Citizenship Behavior (OCB), enhancing voluntary contributions beyond formal roles (Brown & Treviño, in Qin Li, 2024). Thus, ethical leadership not only reflects individual values but also serves as a strategic mechanism for cultivating ethical culture and trust across the workplace (Brown et al., in Huang et al., 2021; Nemr & Liu, 2020). Kalshoven in Taamneh et al., (2024) developed the multidimensional Ethical Leadership at Work (ELW) questionnaire, which identifies seven key dimensions of ethical leadership behavior: fairness, power sharing, role clarification, people orientation, integrity, ethical guidance, and concern for sustainability.

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) refers to employees' beliefs about how much their organization values their contributions and cares about their well-being (Eisenberger in Park & Kim, 2024). It reflects the organization's responsiveness to employee needs and its fairness in treatment, which helps foster a sense of appreciation and trust. POS satisfies employees' socio-emotional needs, such as belongingness, loyalty, and recognition (Jain & Sinha; Rhoades & Eisenberger in Alshaabani et al., 2021), encouraging them to reciprocate with behaviors that align with organizational goals. Research shows that POS significantly contributes to Organizational Citizenship Behavior (OCB), as supported employees are more likely to engage in voluntary, proactive actions that benefit the organization (Aprilani et al., 2021). Moreover, POS is shaped not only by organizational policies but also by supportive interactions with supervisors and peers, which enhance employee engagement (Kusuma et al., 2021). High levels of POS are also associated with greater job satisfaction, which in turn promotes sustained OCB and work quality (Sari, 2022). Thus, POS plays a critical role in cultivating a work environment that fosters both employee well-being and positive discretionary behaviors. Eisenberger et al. (2020) developed a revised 10-item Survey of Perceived Organizational Support (SPOS) encompassing three key dimensions—fairness, support from leaders, and human resource practices and work conditions—which collectively emphasize the role of just treatment, supervisory support, and supportive organizational practices in shaping employees' perceptions of organizational support.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to employees' voluntary behaviors that go beyond formal job requirements to support the effective functioning of the organization. Barnard, as cited in Phetsombat and Na-Nan (2023), views OCB as a cooperative system in which individuals willingly contribute to achieving organizational goals outside their formal job roles. Similarly, Katz and Kahn (in Phetsombat & Na-Nan, 2023) emphasize that organizational effectiveness relies on employee integration, conscientious participation, and innovative behavior beyond basic job duties. Çavuş and Develi, along with Alim and El-Sayed (in Aloustani et al., 2020), describe OCB as discretionary behavior not formally rewarded but crucial for organizational performance. Organ (in Danish et al., 2020) highlights that OCB helps maintain and enhance the social and psychological environment that supports task performance. Furthermore, Podsakoff et al. (in Nemr & Liu, 2020) classify OCB into two types: positive behaviors, such as helping coworkers or supervisors, and abstention behaviors, where employees refrain from actions that could harm the organization—demonstrating commitment despite potentially unfavorable conditions. Organ and Podsakoff in Rabi & Abbas (2023), conceptualize Organizational Citizenship Behavior (OCB) as comprising three key

dimensions: altruism, or voluntary support to colleagues; conscientiousness, which involves exceeding formal job duties through initiative and dedication; and civic virtue, referring to proactive engagement in organizational life by offering suggestions and expressing opinions to solve problems. Employee Well-being (EWB)

Employee Well-Being (EWB) is a multidimensional concept encompassing the physical, mental, emotional, and spiritual aspects of employees' work experiences (Sharma et al., Mirabito & Berry, in Ejaz et al., 2022), characterized by elements such as satisfaction, engagement, and psychological comfort. Grounded in the Conservation of Resource (COR) theory, EWB is supported by ethical leadership, which provides empathic and moral guidance that enhances employee resource acquisition and overall well-being (Hobfoll in Ejaz et al., 2022). EWB also involves affective states along axes such as depression–enthusiasm and anxiety–comfort (Kahneman et al. in Sarwar et al., 2020), distinguishing it from other forms of well-being like social or physical well-being (Grant et al. in Sarwar et al., 2020). Furthermore, perceived organizational support (POS) plays a critical role in promoting EWB by reflecting the organization's appreciation and care for employees, thereby fostering a supportive and satisfying work environment (Mujiasih, Wijaya & Yuniawan, Zheng et al. in Aji & Pratiwi, 2022). According to Zheng (in Sarwar et al., 2020; Aji & Pratiwi, 2022), Employee Well-Being (EWB) comprises three core dimensions—Life Well-Being (LWB), which reflects overall life satisfaction including personal and family aspects; Workplace Well-Being (WWB), which captures positive experiences and job satisfaction within the work environment; and Psychological Well-Being (PWB), which emphasizes confidence, resilience, and personal growth essential for emotional stability and workplace effectiveness.

H1: Ethical Leadership → Organizational Citizenship Behavior (OCB)

Several studies have established a significant relationship between ethical leadership and organizational citizenship behavior (OCB). Phetsombat and Na-Nan (2023) found that ethical leadership positively influences OCB both directly and indirectly in the context of public schools in Thailand. Their findings suggest that leaders who act with honesty, fairness, and integrity encourage employees to voluntarily go beyond their formal roles. Similarly, Aji and Adriyani (2023) reported that higher levels of ethical leadership are associated with increased OCB among employees, while lower ethical leadership leads to a decline in discretionary behavior. Choi (2021), drawing on prior studies by Brown, Treviño, and Zhu et al., confirmed that ethical leaders foster trust and respect, which contribute to employees' willingness to engage in extra-role behaviors. H1: Ethical Leadership has a positive and significant effect on Organizational Citizenship Behavior.

H2: Perceived Organizational Support (POS) → Organizational Citizenship Behavior (OCB)

Perceived organizational support (POS), or the extent to which employees feel valued and cared for by the organization, has been consistently linked to increased OCB. Aprilani et al. (2021) demonstrated that POS significantly enhances OCB among nurses, as employees who perceive strong organizational support are more likely to reciprocate through behaviors that benefit the organization. Sari (2022) also found that employees who feel appreciated and supported tend to exhibit higher levels of OCB. Supportive work environments foster a sense of belonging, which increases employees' motivation to contribute beyond their formal job descriptions. H2: Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior.

H3: Ethical Leadership → Employee Well-Being (EWB)

Ethical leadership has been shown to play a crucial role in enhancing employee well-being. Ejaz et al. (2022) found that when leaders demonstrate ethical behaviors such as transparency, respect, and fairness, employees experience improved psychological well-being. Sarwar et al. (2020) further emphasized that ethical leadership fosters positive relationships and social harmony, especially in collectivist cultures, contributing to employees' overall sense of purpose and fulfillment. Leaders who prioritize ethical values and employee empowerment help create a supportive environment

where individuals feel valued, which significantly boosts their emotional and psychological health.
H3: Ethical Leadership has a positive and significant effect on Employee Well-Being.

H4: Perceived Organizational Support → Employee Well-Being (EWB)

Perceived organizational support (POS) also has a strong and positive impact on employee well-being. Aji and Pratiwi (2022) found that employees who perceive high organizational support report higher life satisfaction, workplace comfort, and psychological resilience. Similarly, Khaing et al. (2022) highlighted that POS plays a protective role during crises, such as the COVID-19 pandemic, by mitigating psychological stress and enhancing employee mental health. Continuous organizational support helps employees manage both professional and personal challenges, contributing to sustained well-being.

H4: Perceived Organizational Support has a positive and significant effect on Employee Well-Being.

H5: Employee Well-Being → Organizational Citizenship Behavior (OCB)

A growing body of literature supports the idea that employee well-being significantly influences OCB. Kang et al. (2020) concluded that psychologically well employees are more likely to exhibit voluntary, prosocial behaviors at work. Yu et al. (2021) further observed that during high-stress situations, such as the COVID-19 pandemic, employees with higher well-being were better equipped to maintain OCB, while those experiencing high stress showed reduced engagement. This highlights the importance of well-being as a psychological resource that enables employees to contribute beyond their prescribed roles.

H5: Employee Well-Being has a positive and significant effect on Organizational Citizenship Behavior.

H6: Ethical Leadership → Employee Well-Being → OCB (Mediation)

Employee well-being serves as a significant mediating factor between ethical leadership and OCB. Kristiawan and Putranta (2024) found that ethical leadership enhances employees' psychological states, which in turn increases their willingness to engage in OCB. Ethical leaders create a climate of fairness and moral responsibility that boosts employees' sense of identity and belonging. These positive feelings translate into greater commitment and voluntary behaviors. Consistent with this, Nemr and Liu (2021) emphasized that ethical leaders who model principled conduct help shape employee well-being, which encourages prosocial work behaviors (Huang et al., 2021).

H6: Employee Well-Being mediates the effect of Ethical Leadership on Organizational Citizenship Behavior.

H7: Perceived Organizational Support → Employee Well-Being → OCB (Mediation)

Research suggests that employee well-being also mediates the relationship between perceived organizational support and OCB. According to Shams et al. (2020), when employees feel that their organization values and supports them, they tend to develop positive attitudes, which enhance their psychological well-being and increase OCB. AlZgool et al. (2023) similarly noted that well-being acts as a protective mediator, enabling employees to engage in OCB even when confronted with negative work conditions, such as abusive supervision. Hence, the support employees perceive from their organization indirectly enhances their extra-role performance through improved well-being.
H7: Employee Well-Being mediates the effect of Perceived Organizational Support on Organizational Citizenship Behavior.

RESEARCH METHODS

Research Design

The research model presented below visually depicts the theoretical relationships proposed in this study, serving as the foundation for hypothesis testing and analysis.

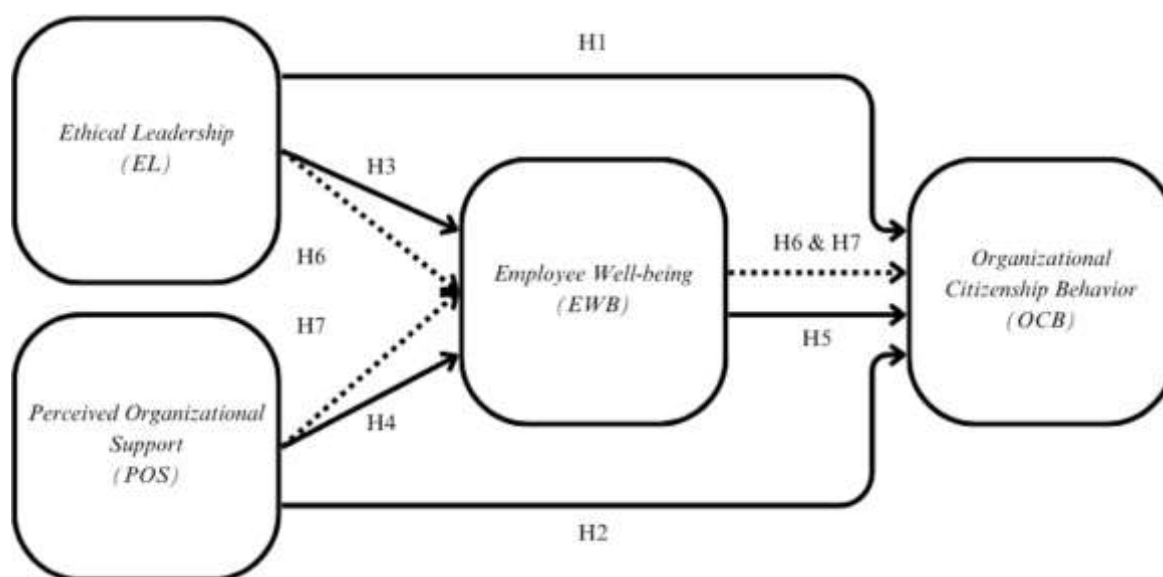


Figure 1. Research Model

Population and Sample

The population of this study consists of 500 employees working in an airport operational environment. A non-probability sampling technique, specifically purposive sampling, was used to select participants based on predefined criteria. The sample includes employees with at least five years of service, assigned to frontliner security positions, working within a hierarchical leadership structure, and operating in the core operational division. According to Hair et al. (2022), purposive sampling is a method used to select participants who meet specific criteria relevant to the research objectives. Using Slovin's formula with a 95% confidence level and a relevant population of 300 employees, the minimum required sample size is 171 respondents.

Data Collection and Instrument Development Technique

This study employed both primary and secondary data sources. Primary data were collected directly from respondents through questionnaires, while secondary data were obtained from literature reviews, including relevant publications from government, private sectors, and internal organizational documents. The primary data collection instrument was a structured questionnaire consisting of closed-ended questions using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert scale, which is ordinal in nature, was used to measure respondents' attitudes, opinions, and perceptions related to the research variables. The questionnaire was divided into four sections, each corresponding to a key variable in the study: Ethical Leadership, Perceived Organizational Support, Organizational Citizenship Behavior, and Employee Well-being.

Data Analysis Technique

This study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) as the primary data analysis technique, which enables the examination of complex relationships between multiple independent, dependent, and mediating variables. PLS-SEM is chosen due to its suitability for small sample sizes, non-normal data distributions, and its ability to simultaneously assess the measurement model (outer model) and structural model (inner model). The evaluation of the measurement model (outer model) in PLS-SEM includes tests for convergent validity, discriminant validity, reliability, and multicollinearity (Hair et al., 2022). Convergent validity is established when the Average Variance Extracted (AVE) exceeds 0.50, indicating that the construct explains more than half of the variance in its indicators. Discriminant validity is confirmed when the Heterotrait-Monotrait Ratio (HTMT) is below 0.90 and when the square root of the AVE for each construct is greater than its correlations with other constructs (Hair et al., 2022). Reliability is assessed using Cronbach's Alpha and Composite Reliability, where values above 0.70 are considered acceptable (Hair et al., 2022). Multicollinearity is evaluated through the Variance Inflation Factor (VIF), with

acceptable values being less than 5 (Hair et al., 2022).

The structural model (inner model) is then evaluated using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). R^2 values of 0.75, 0.50, and 0.25 are interpreted as substantial, moderate, and weak, respectively (Hair et al., 2022). Effect size (f^2) values of 0.35, 0.15, and 0.02 indicate large, medium, and small effects (Hair et al., 2022). Predictive relevance (Q^2) The Q^2 value describes the accuracy of the prediction, i.e., the extent to which changes in exogenous or endogenous variables can predict endogenous variables. A Predictive Relevant Q^2 value > 0 indicates that the model has good predictive relevance, while a Q^2 value < 0 indicates that the model's predictive relevance is inadequate (Hair et al., 2022). Hypothesis testing is performed using the bootstrapping procedure in SmartPLS. A p-value < 0.05 or a T-statistic > 1.6526 (based on $df = 197$ at $\alpha = 0.05$) indicates statistical significance and supports the rejection of the null hypothesis (Hair et al., 2022).

RESULT AND DISCUSSION

Convergent validity was assessed using the Average Variance Extracted (AVE) and outer loadings, with a recommended AVE threshold of > 0.50 indicating that the construct explains more than half of the variance in its indicators (Hair et al., 2022). Reliability testing in PLS analysis was conducted using Cronbach's Alpha and Composite Reliability to measure the internal consistency of variables based on a number of indicators. Reliability was considered adequate if the Cronbach's Alpha and Composite Reliability values were each > 0.7 (Hair et al., 2022).

Tabel 1. Validity and Reliability

Variabel	Convergent validity	Reliability	
	Average Variance Extracted (AVE)	Cronbach Alpha	Composite Reliability
Ethical Leadership	0,926	0,992	0,992
Perceived Organizational Support	0,961	0,980	0,980
Organizational Citizenship Behavior	0,709	0,970	0,980

Employee Well-being	0,754	0,967	0,973
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Note : Average Variance Extracted (AVE) > 0,50; Cronbach Alpha >0,7 ; Composite Reliability > 0,7

The reliability and validity of the measured survey items for all variables (ethical leadership, perceived organizational support, employee well-being, and organizational citizenship behavior) used in this study were analyzed, and Table 1 shows the specific results. According to the analysis, AVE of every variable was above 0,5 this indicates that convergent validity is good, with the construct explaining more than 50% of the variability. Cronbach's alpha and Composite Validity of every variable was at least 0,970 and 0,973 indicating high reliability.

Discriminant validity testing is essential to ensure that each reflective indicator accurately measures its intended construct and remains distinct from other constructs within the model. It confirms that each latent variable is both theoretically and statistically different from the others. In this study, discriminant validity was assessed using two widely accepted methods: the Heterotrait-Monotrait Ratio (HTMT) and the Fornell-Larcker Criterion. According to Hair et al. (2022), a valid HTMT value should be below 0.90, indicating an acceptable level of discriminant validity between constructs. Meanwhile, the Fornell-Larcker Criterion requires that the square root of the Average Variance Extracted (AVE) for each construct must be greater than its correlation with other constructs, thereby demonstrating that the construct shares more variance with its own indicators than with others. The application of both methods in this study provides strong evidence that the constructs used are clearly differentiated from one another, supporting the validity and reliability of the measurement model.

Tabel 2. Heterotrait-Monotrait Ratio (HTMT)

Variabel	Employee Well-being	Ethical Leadership	Organizational Citizenship Behavior	Perceived Organizational Support
Employee Well-being				
Ethical Leadership	0,360			
Organizational Citizenship Behavior	0,513	0,563		
Perceived Organizational Support	0,393	0,868	0,578	

Note : HTMT < 0,9

Based on the results of the Heterotrait-Monotrait Ratio (HTMT) analysis, all construct pair values were found to be below the recommended threshold of 0.90. This outcome indicates that there are no significant issues of discriminant validity among the constructs, meaning each construct is empirically distinct from the others. The values obtained demonstrate that the indicators used in the measurement model successfully differentiate between the constructs, thereby fulfilling the criteria for good discriminant validity as suggested by Hair et al. (2022). Thus, the model meets the requirement for ensuring that each latent variable measures a unique concept within the framework of the study.

Tabel 3. Fornell-Lacker

Variabel	Employee Well-being	Ethical Leadership	Organizational Citizenship Behavior	Perceived Organizational Support
Employee Well-being	0,868			
Ethical Leadership	0,362	0,962		
Organizational Citizenship Behavior	0,507	0,598	0,842	
Perceived Organizational Support	0,393	0,855	0,612	0,980

Square root of the AVE for each construct is greater than its correlations with other constructs

Based on the data presented in the table, it can be observed that the square root of the Average Variance Extracted (AVE) for each latent variable (as highlighted in bold) is greater than the correlation of that variable with any other latent variable in the model. This result confirms that each construct shares more variance with its own indicators than with other constructs, thereby demonstrating strong discriminant validity. According to the Fornell-Larcker Criterion (Hair et al., 2022), this finding provides empirical evidence that the constructs in this study are conceptually distinct and do not overlap with one another. The assurance of discriminant validity is essential, as it validates that each construct uniquely represents its intended concept. Consequently, these results support the reliability and accuracy of subsequent structural analyses, ensuring that the interpretations drawn from the model are both valid and trustworthy.

In evaluating collinearity within formative measurement models, the Variance Inflation Factor (VIF) serves as a critical diagnostic tool to detect multicollinearity among indicators. Ideally, VIF values should be close to or below 3, indicating low levels of collinearity and thus minimal redundancy among indicators. According to Hair et al. (2022), VIF values ≥ 5 represent a critical threshold that signals severe multicollinearity, which may compromise the integrity of the model and requires corrective actions, such as removing problematic indicators or combining them into composite indices. Some scholars even recommend caution when VIF values exceed 3, depending on the model's context and sensitivity. In general, a VIF < 3 indicates no multicollinearity, a VIF between 3 and 5 suggests moderate multicollinearity, and a VIF > 5 indicates significant multicollinearity. Therefore, carefully interpreting VIF values is essential to maintain the construct validity and robustness of the structural model.

Tabel 4. Variance Inflation Factor

	VIF
EWB -> OCB	1,186
EL -> EWB	3,727
EL -> OCB	3,739
POS -> EWB	3,727
POS -> OCB	3,841

Note : VIF < 5

Based on the presented table, all Variance Inflation Factor (VIF) values for the formative measurement indicators fall below the critical threshold, with the lowest recorded value being 1.186.

This result indicates the absence of significant multicollinearity among the indicators, suggesting that each indicator contributes uniquely to the latent construct it represents. The low VIF values confirm that the indicators do not excessively overlap in terms of variance, thereby supporting the discriminant contribution of each indicator. Consequently, the model demonstrates strong construct validity and can be considered reliable for further structural analysis.

The coefficient of determination (R^2) describes the extent to which exogenous variables can explain the variability of endogenous variables in the model. R^2 values range from 0 to 1 and are categorized by Hair et al. (2022) as follows: substantial (> 0.75), moderate (> 0.50), and weak (> 0.25). The closer the value is to 1, the stronger the independent variables are in predicting the endogenous variable; conversely, values closer to 0 indicate weaker predictive power. The R^2 coefficient results in this study are presented in the table below.

Tabel 5. R Square

Variabel	R Square (R^2)	R Square (R^2) Adjust	Criteria
Employee Well-being	0,157	0,147	Weak
Organizational Citizenship Behavior	0,475	0,465	Moderate

The Employee Well-being variable (Z) has an R^2 value of 0.147, indicating a weak model. This value suggests that 14.7% of the variance in Employee Well-being (Z) is explained by Ethical Leadership (X1) and Perceived Organizational Support (X2), while the remaining 85.3% is explained by other variables outside the model. Meanwhile, the Organizational Citizenship Behavior (Y) variable has an R^2 value of 0.465, indicating a moderate model. This means that 46.5% of the variance in Organizational Citizenship Behavior (Y) is explained by Ethical Leadership (X1) and Perceived Organizational Support (X2), with the remaining 53.5% explained by external variables not included in the model.

The f^2 (effect size) measures the impact of variables at the structural level, where f^2 values of 0.02, 0.15, and 0.30 correspond to small, medium, and large effects, respectively (Hair et al., 2022). Based on the calculation results using SmartPLS version 4.0, the f^2 effect size values obtained are presented in the table below.

Tabel 6. F-Square

Hubungan Variabel	f-square	Result
Ethical Leadership → Organizational Citizenship Behavior	0,032	Low
Ethical Leadership → Employee Well-being (Z)	0,003	-
Perceived Organizational Support → Organizational Citizenship Behavior	0,038	Low
Perceived Organizational Support → Employee Well-being	0,031	Low
Employee Well-being → Organizational Citizenship Behavior	0,152	Moderate

The Q^2 value reflects predictive accuracy—specifically, the extent to which changes in exogenous or endogenous variables can predict the endogenous variable. A Q^2 value greater than 0 indicates good predictive relevance, whereas a value below 0 suggests insufficient predictive power (Hair et al., 2022). The results of the predictive relevance (Q^2) calculation in this study are as follows:

Tabel 7. Q Square

Variabel Endogen	Q ²	Result
Organizational Citizenship Behavior (Y)	0,301	Good predictive relevance

Based on the results presented in Table 7, the endogenous variable Organizational Citizenship Behavior (Y) has a Q² value of 0.301. This indicates that the model possesses good predictive capability in explaining the endogenous variable. The fact that both endogenous variables in this study have Q² values greater than 0 confirms that changes in the exogenous or other endogenous variables contribute meaningfully to the prediction of the endogenous variables. Therefore, the research model is considered to have satisfactory predictive relevance, in accordance with the criterion that Q² > 0 indicates acceptable predictive power. As such, this model is deemed suitable for progressing to the hypothesis testing phase. This supports the expectation that subsequent analyses will yield accurate conclusions and substantiate the overall objectives of the research.

The hypothesis testing in PLS-SEM aims to assess whether the relationships between latent variables are statistically supported by the data. Using the bootstrapping method in SmartPLS 4, the significance of each path is evaluated through t-statistics and p-values. A relationship is considered significant if $p < 0.05$ or if the t-statistic exceeds the critical value of 1.654 (based on $df = 167$). Conversely, if $p > 0.05$ or $t < 1.654$, the relationship is deemed non-significant. The results, presented in Table 8, enable researchers to determine which hypotheses are supported and whether the proposed structural model aligns with the empirical data.

Tabel 8. Hypothesis Result

Variabel	Koefisien	T Statistics	P Value	Hypothesis
Direct Path				
Employee Well-being (Z) -> Organizational Citizenship Behavior (Y)	0,307	3,372	0,001	Supported
Ethical Leadership (X1) -> Employee Well-being (Z)	0,097	0,587	0,557	Not Supported
Ethical Leadership (Z) -> Organizational Citizenship Behavior (Y)	0,251	2,065	0,039	Supported
Perceived Organizational Support (X2) -> Employee Well-being (Z)	0,310	1,990	0,047	Supported
Perceived Organizational Support (X2) -> Organizational Citizenship Behavior (Y)	0,276	2,171	0,030	Supported
Indirect Path				

Ethical Leadership (X1) -> Employee Well-being (Z) -> Organizational Citizenship Behavior (Y)	0,030	0,545	0,586	Not Supported
Perceived Organizational Support (X2) -> Employee Well-being (Z) -> Organizational Citizenship Behavior (Y)	0,095	1,800	0,072	Not Supported

Based on the research findings, a detailed discussion is provided for each proposed hypothesis. Each hypothesis is analyzed in-depth to clarify the relationships among the examined variables. This discussion systematically outlines the results of hypothesis testing, including coefficient values, levels of significance, and interpretations relevant to the theoretical framework and research context. Moreover, it explores potential factors influencing the outcomes, whether supporting or contradicting the initial predictions. This approach aims to provide a comprehensive understanding of the variable dynamics in this study and contribute valuable insights for theory and practice. The following sections present the analysis of each hypothesis.

H1: The Influence of Ethical Leadership on Organizational Citizenship Behavior

The results indicate that Ethical Leadership has a positive path coefficient and statistically significant T-statistic and p-value toward Organizational Citizenship Behavior (OCB). This demonstrates that Ethical Leadership exerts a positive and significant influence on OCB. Ethical leaders foster a morally guided work environment that encourages employees to go beyond their formal responsibilities, such as helping colleagues, showing loyalty, and actively engaging in organizational activities.

These findings align with Taamneh et al. (2024), who also found that Ethical Leadership significantly contributes to fostering OCB by building a climate of trust among employees.

H2: The Influence of Perceived Organizational Support on Organizational Citizenship Behavior

The analysis shows that Perceived Organizational Support (POS) has a positive and significant impact on OCB. When employees perceive strong organizational support, they tend to feel more valued, secure, and emotionally attached to the organization, which motivates them to engage in extra-role behaviors.

This result is supported by Aprilani et al. (2021), who emphasized that POS fosters a sense of obligation in employees to reciprocate with behaviors beneficial to the organization, such as exhibiting OCB.

H3: The Influence of Ethical Leadership on Employee Well-being

The results reveal a positive but non-significant relationship between Ethical Leadership and Employee Well-being. While Ethical Leadership promotes honesty and trust from a normative and moral perspective, such rigidity may hinder psychological well-being due to limited communication flexibility and motivational clarity.

This finding is consistent with Choi et al. (2021), who also concluded that Ethical Leadership does not significantly enhance the meaningfulness of work through Employee Well-being, particularly in its psychological dimension.

H4: The Influence of Perceived Organizational Support on Employee Well-being

The results indicate a positive and significant effect of POS on Employee Well-being. POS encourages the organization to fulfill its responsibility to support employee welfare, thereby improving overall job satisfaction, motivation, and productivity.

This is supported by Anantha and Pratiwi (2022), who found that greater POS leads to higher levels of employee well-being. Employees who perceive care and recognition from the organization tend to exhibit better psychological conditions, contributing positively to their performance and organizational commitment.

H5: The Influence of Employee Well-being on Organizational Citizenship Behavior

Employee Well-being has a positive and significant influence on OCB. Employees with high well-being, especially in terms of mental health, can effectively manage work-related stress and contribute meaningfully to the organization.

This result aligns with the study by Khian and Bernarto (2021), who found that higher employee well-being significantly improves OCB by enabling individuals to be more cooperative, punctual, and committed.

H6: The Mediating Role of Employee Well-being in the Relationship between Ethical Leadership and Organizational Citizenship Behavior

The mediation analysis reveals a positive but non-significant effect of Employee Well-being in the relationship between Ethical Leadership and OCB. This suggests that Ethical Leadership does not necessarily enhance Employee Well-being, particularly psychological well-being, in a way that significantly boosts OCB.

This result is inconsistent with Huang et al. (2021), who reported a significant mediating role of well-being. However, it is consistent with Choi (2021), who emphasized that Ethical Leadership's strict moral focus may reduce motivational clarity and psychological well-being, thereby weakening its impact on OCB.

H7 :The Mediating Role of Employee Well-being in the Relationship between Perceived Organizational Support and Organizational Citizenship Behavior

The findings show that Employee Well-being does not significantly mediate the relationship between POS and OCB. Extrinsic factors such as POS may be less influential than intrinsic factors in shaping well-being. Additionally, the dynamic and fluctuating nature of managerial support may lead to inconsistent employee perceptions, weakening the mediation effect.

This result supports Jehanzeb (2020), who found no significant influence of POS on OCB. It is also consistent with studies by Narwastu et al. (2023), Na'imah et al. (2023), and Ramadhani & Mubarak (2023), which concluded that POS does not significantly impact Employee Well-being or OCB among academic personnel.

CONCLUSION

Based on the research findings and discussions on the influence of Ethical Leadership and Perceived Organizational Support on Organizational Citizenship Behavior (OCB), mediated by Employee Well-being, in a study conducted at Soekarno-Hatta International Airport, the following conclusions are drawn:

1. Ethical Leadership has a significant effect on Organizational Citizenship Behavior (OCB). This is evident from the high scores on indicators reflecting fairness, clarity of ethical values, and concern for sustainability. Leaders who hold employees accountable only for mistakes actually committed, clearly communicate codes of ethics, and work with environmentally friendly approaches demonstrate that ethical dimensions have begun to be internalized in leadership practices. These traits are associated with employees' higher intentions to act honestly, voluntarily comply with organizational rules, and assist coworkers facing work difficulties. The findings affirm that fair and consistent ethical leadership motivates employees to engage in OCB, especially in terms of personal integrity, adherence to organizational norms, and proactive collaboration. Thus, the success of organizations in building strong OCB heavily relies on the continuity of ethical leadership practices that are not only normative but also transformative.
2. Perceived Organizational Support (POS) has a significant impact on OCB, underscoring the importance of employees' perceptions of organizational support in fostering discretionary work

behavior. High scores on indicators such as the organization's willingness to help employees perform optimally and concern for general employee satisfaction indicate that a psychologically and operationally strong support system has been established. This corresponds with the emergence of positive OCB, including honesty at work, rule compliance, and willingness to help coworkers in need. While improvements are still needed in some areas, the findings suggest that sincere and sustained organizational support is a major driver of employees' commitment to contribute beyond their formal roles.

3. Ethical Leadership does not significantly influence Employee Well-being, although the relationship trend is positive. This indicates that leadership emphasizing ethical values alone has not fully translated into meaningful improvements in employee well-being. Low scores on Ethical Leadership dimensions such as unclear responsibilities, insufficient recognition of integrity, and limited employee involvement in strategic decision-making contribute to a psychological gap between leaders and subordinates. This, in turn, negatively affects employees' perceptions of their well-being, as reflected in dissatisfaction with personal life, negative evaluations of life conditions, and low levels of daily enjoyment. Therefore, while ethical leadership is important, a more humanistic and empathetic approach is required to ensure ethical values provide not only normative guidance but also emotional support and personal meaning that enhance employee well-being.
4. Perceived Organizational Support significantly affects Employee Well-being, indicating that tangible organizational support plays a crucial role in shaping employees' positive perceptions of life quality. The results show that the organization has demonstrated a commitment to helping employees perform at their best while also caring for their general workplace satisfaction. This corresponds with increased perceptions among employees that their work is meaningful, flexible, and enables positive social contribution. However, gaps remain, particularly in terms of support during work-related problems and encouragement for peak performance. Without optimization, these gaps may limit the overall impact of support on well-being. To maximize POS's benefits, organizations must broaden their support to encompass not only job performance but also work-life balance, job meaning, and healthy social relations. This approach will strengthen emotional bonds between employees and the organization, enriching their overall work experience.
5. Employee Well-being significantly influences Organizational Citizenship Behavior, indicating that employees with higher well-being are more inclined to engage in voluntary behaviors that foster a positive work environment. High indicator scores show that employees perceive their work as meaningful, can manage flexible schedules, and tend to share their time with others—all of which form the foundation for workplace commitment and care. This aligns with high levels of OCB behaviors such as working honestly, complying with rules even without supervision, and readiness to help struggling coworkers. Although challenges persist in achieving comprehensive personal well-being, the positive potential of Employee Well-being to drive OCB remains strong. Organizations should reinforce the meaning of work and time flexibility, and provide space for social engagement, enabling sustainable voluntary contributions.
6. Employee Well-being does not significantly mediate the relationship between Ethical Leadership and OCB. This suggests that ethical leadership styles have yet to meaningfully enhance psychological well-being—a pathway expected to foster extra-role behavior. Low scores in Ethical Leadership indicators such as unclear responsibilities, lack of recognition for integrity, and limited employee participation in strategic decision-making indicate a weak and uncommunicative leader-subordinate relationship. This contributes to low Employee Well-being, as reflected in dissatisfaction with personal life and limited daily enjoyment. Consequently, OCB does not optimally develop, as seen in minimal voluntary participation, lack of concern for overwhelmed coworkers, and insufficient efforts to maintain harmonious working relationships. To enable Ethical Leadership to effectively promote OCB through well-

being, leaders must adopt more open, empathetic, and emotionally supportive approaches in managing workplace relationships.

7. Employee Well-being does not significantly mediate the relationship between Perceived Organizational Support and OCB. Although organizational support directly influences OCB, the indirect pathway via Employee Well-being lacks significance. Employees' low perceptions of key POS aspects—such as inadequate assistance during work problems, insufficient support for potential development, and limited concern for general satisfaction—reflect weak emotional foundations necessary for well-being. This is echoed in the lowest Employee Well-being indicators, where employees express dissatisfaction with personal life, poor living conditions, and limited enjoyment in daily life. As a result, OCB contributions remain suboptimal, evidenced by low participation in voluntary activities, reluctance to assist overwhelmed coworkers, and lack of initiative in maintaining workplace harmony. These findings emphasize that organizational support, if not personally and emotionally internalized, may fail to foster well-being, thus limiting its impact on extra-role behavior. A more personalized, continuous, and integrated support approach—especially one that balances work and life—is necessary for organizations to promote both well-being and OCB effectively.

Based on the analysis and conclusions presented above, the following recommendations are proposed to complement the findings of this study and provide constructive insights for improvement:

Managerial Implications

1. **Strengthening Ethical Leadership Practices**
Organizations are encouraged to maintain and expand ethical leadership practices by emphasizing fairness, ethical clarity, and environmental concern—factors shown to foster Organizational Citizenship Behavior (OCB). The high employee perception of leader fairness, clear ethical guidance, and sustainability commitment indicates that ethical dimensions have been positively internalized. To maximize this impact, organizations should empower leaders to serve as role models of integrity and actively foster supportive and collaborative relationships. Ethics-based leadership training should continue, with added emphasis on psychological and motivational aspects. This approach should be reinforced by a reward system grounded in integrity and meaningful contributions, embedding ethical values into the organizational culture and sustaining voluntary extra-role behavior.
2. **Enhancing Perceived Organizational Support**
Organizations are advised to strengthen meaningful and authentic support strategies to sustain and enhance employees' perceptions of Perceived Organizational Support (POS), which significantly contributes to OCB. Evidence shows that the organization demonstrates concern for employee satisfaction and is willing to facilitate optimal performance—key foundations for building loyalty and voluntary engagement. To reinforce this, support programs should address both functional and emotional needs, such as autonomy, constructive feedback, and recognition of efforts. A culture of honesty, compliance, and mutual assistance should be cultivated through open communication and supportive leadership. This holistic approach fosters a work climate conducive to consistent and sustainable OCB.
3. **Revising Ethical Leadership Styles Toward a More Adaptive Approach**
It is recommended that organizations revise their ethical leadership style by incorporating more adaptive, humanistic, and empathetic approaches. Despite a positive trend, the impact of Ethical Leadership on Employee Well-being was not statistically significant. Low clarity in task delegation, limited recognition of integrity, and insufficient employee involvement in strategic decisions suggest rigidity in leadership practices that may hinder psychological comfort. Therefore, beyond moral adherence, leaders must practice open communication, actively listen to employees, and offer consistent emotional support. A more relational and

compassionate ethical approach fosters feelings of being valued and understood, which may enhance long-term employee well-being.

4. Strengthening Employee Well-Being Programs

Organizations should build on their existing strengths in organizational support by enhancing Employee Well-being programs that address emotional and social needs. In addition to helping employees perform optimally and ensuring general satisfaction, well-being initiatives should emphasize meaningful work, flexible schedules, and opportunities for social contribution. Strategies may include increased job autonomy, time management training, and activities promoting workplace social engagement. Support mechanisms should also be responsive to work-related stress to improve perceived quality of life. This comprehensive approach enhances individual well-being while fostering a positive, productive, and sustainable work environment.

5. Positioning Well-Being as a Foundation for OCB

To promote sustained OCB, organizations should place Employee Well-being at the core of human resource strategies. Findings indicate that employees who find meaning in their work, enjoy flexible scheduling, and value interpersonal relationships tend to engage in honest, rule-abiding, and cooperative behaviors. Therefore, organizations should enhance well-being dimensions by emphasizing meaningful work, time balance, and positive social interaction. Initiatives such as meaningful task assignments, flexible work policies, and cross-functional team collaboration can help create a more humane and supportive work environment. These strategies strengthen employees' psychological foundations and foster consistent voluntary contributions to organizational success.

6. Maximizing the Direct Impact of Ethical Leadership on OCB

Given that Employee Well-being does not mediate the relationship between Ethical Leadership and OCB, organizations must focus on strengthening the direct role of leaders in modeling ethical behavior and cultivating strong, communicative relationships with employees. Leaders should proactively clarify responsibilities, recognize integrity-based behavior, and involve employees in strategic decisions. This direct, empathetic approach reinforces trust and motivation, encouraging extra-role behaviors such as volunteering, assisting overburdened colleagues, and nurturing harmonious workplace relationships without relying solely on improved psychological well-being.

7. Revisiting POS Strategies to Appeal to Intrinsic Motivation

As Employee Well-being did not significantly mediate the POS–OCB relationship, organizations are encouraged to realign support strategies to better engage employees' intrinsic motivation. Instrumental support should be complemented by psychological empowerment, greater decision-making autonomy, and work that holds personal meaning. Employees should feel valued not only for their labor but also emotionally engaged. This shift toward authentic relationships and sustained, non-technical support can enhance loyalty and promote enduring voluntary contributions, addressing the lowest indicators of POS and EWB.

Limitation and Suggestions for Future Research

This study has several limitations that future research may address. One primary limitation is the focus on a single organizational entity, which may restrict the generalizability of findings to other sectors or industries. Furthermore, the scope of variables is limited to four key constructs: Ethical Leadership, Perceived Organizational Support, Employee Well-being, and Organizational Citizenship Behavior—excluding other potentially relevant factors.

While the study contributes to understanding the relationships among these constructs, future research is encouraged to explore different industrial contexts or adopt a longitudinal design to examine the dynamics of these relationships over time. Additionally, future studies could incorporate other variables such as Trust in Leadership, Psychological Empowerment, or Work Engagement as

mediators or moderators to gain deeper insights into the mechanisms influencing OCB. Such efforts would enrich the academic literature and provide broader implications for ethical and well-being-oriented human resource management practices.

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