

Organizational Culture as a Moderator in the Relationship Between Ethical Leadership, Ethical Culture, and Organizational Citizenship Behavior

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Abstract: Ethical leadership and ethical culture have been widely recognized as important factors in promoting organizational citizenship behavior. However, the contextual role of organizational culture in shaping these relationships remains insufficiently understood. This study examined the relationships among ethical leadership, ethical culture, organizational citizenship behavior, and the moderating role of organizational culture. A quantitative explanatory research design was adopted. Data were collected from 331 employees in Batam, the majority of whom were aged 18–27 years, using purposive sampling through an online questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicated that ethical leadership positively influenced ethical culture and organizational citizenship behavior, while ethical culture positively influenced organizational citizenship behavior. Organizational culture did not significantly moderate the relationship between ethical leadership and ethical culture. However, organizational culture significantly moderated the relationship between ethical culture and organizational citizenship behavior in an unexpected negative direction, indicating that the positive effect of ethical culture became weaker as organizational culture increased. These findings highlight the importance of ethical leadership in fostering ethical culture and encouraging organizational citizenship behavior while suggesting that the moderating role of organizational culture is more complex than originally hypothesized.

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INTRODUCTION

In contemporary management, organizational citizenship behavior refers to employees' voluntary and discretionary behaviors that extend beyond formal job responsibilities to support colleagues and enhance organizational effectiveness (Hyusein & Eyupoglu, 2022, Li et al., 2026, Taamneh et al., 2024). As organizations continue to face ethical challenges arising from corporate scandals and administrative misconduct, increasing attention has been directed toward understanding how ethical management can encourage employees to engage in organizational citizenship behavior (Makumbe, 2025; Taamneh et al., 2024). Accordingly, identifying the ethical conditions



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that encourage organizational citizenship behavior has become an important concern for both researchers and practitioners.

Ethical leadership has been widely recognized as an important antecedent of organizational citizenship behavior because ethical leaders demonstrate integrity, honesty, fairness, and concern for employees while serving as role models for appropriate workplace behavior (Sookdawoor & Grobler, 2022; Taamneh et al., 2024; Zainal et al., 2023). Previous studies have consistently reported that ethical leadership promotes organizational citizenship behavior while reducing undesirable workplace behaviors (Hyusein & Eyupoglu, 2022; Makumbe, 2025; Taamneh et al., 2024). In addition, ethical leaders foster an ethical culture by establishing ethical standards, reinforcing ethical expectations, and promoting shared ethical values throughout the organization (Herminingsih, 2024; Tajudin et al., 2026). Ethical culture refers to the shared ethical values, norms, and practices that guide employees in recognizing and performing ethically appropriate behaviors within the organization (Herminingsih, 2024; Tajudin et al., 2026). Although ethical culture focuses specifically on shared ethical values and behavioral expectations, organizational culture represents the broader system of shared assumptions, values, and norms that shapes employees' perceptions and behaviors across the organization (Shah et al., 2024; Sookdawoor & Grobler, 2022). Consistent with this perspective, Shah et al. (2024) found that organizational culture strengthened the relationship between ethical leadership and employee voice behavior, suggesting that organizational culture functions as an important contextual condition influencing the effectiveness of ethical leadership. Building on this evidence, the present study proposes that organizational culture serves as a boundary condition that may strengthen the relationships between ethical leadership and ethical culture, as well as between ethical culture and organizational citizenship behavior.

This study is grounded in social learning theory (Bandura, 1977), which explains that employees acquire appropriate workplace behaviors by observing and imitating credible role models. Consequently, ethical leadership is expected to foster the development of ethical culture, which subsequently encourages employees to engage in organizational citizenship behavior. To explain the contextual role of organizational culture, this study also draws on organizational culture theory (Schein, 1985), which proposes that shared assumptions, values, and norms shape how employees interpret organizational practices and respond to leadership behaviors. A supportive organizational culture characterized by openness, mutual respect, and employee support provides an environment in which employees are more willing to internalize and reinforce the ethical values demonstrated by ethical leaders, thereby strengthening the influence of ethical leadership on ethical culture. Likewise, when organizational culture promotes collaboration, trust, and shared organizational values, employees are more likely to translate ethical norms into voluntary behaviors that benefit the organization, thereby strengthening the relationship between ethical culture and organizational citizenship behavior. In contrast, organizational cultures characterized by excessive hierarchy, limited participation, or strong performance pressure may weaken the internalization of ethical values and reduce the effectiveness of ethical leadership and ethical culture in promoting organizational citizenship behavior. Accordingly, organizational culture is proposed as a boundary condition that influences the strength of both relationships examined in this study.

Previous studies have established the relationships among ethical leadership, ethical culture, and organizational citizenship behavior. Ethical leadership has consistently been associated with higher levels of organizational citizenship behavior, while ethical culture has been identified as an important mechanism through which ethical values influence employee behavior (Hyusein & Eyupoglu, 2022; Makumbe, 2025; Taamneh et al., 2024). Nevertheless, several important research gaps remain.

First, although previous studies have demonstrated positive relationships between ethical leadership and organizational citizenship behavior, fewer studies have simultaneously examined the relationships among ethical leadership, ethical culture, and organizational citizenship behavior within a single research framework across different organizational contexts. Second, existing moderation studies have primarily examined organizational culture as a contextual factor influencing other employee outcomes. For example, Shah et al. (2024) found that organizational culture strengthened the relationship between ethical leadership and employee voice behavior. However, limited evidence is available regarding whether organizational culture similarly strengthens the relationships between ethical leadership and ethical culture, as well as between ethical culture and organizational citizenship behavior. Consequently, the boundary conditions under which ethical leadership and ethical culture promote organizational citizenship behavior remain insufficiently understood. Third, empirical evidence has largely been generated from relatively homogeneous settings, including educational institutions, healthcare organizations, and the public sector. Less attention has been devoted to employees working in dynamic industrial and service environments characterized by intense competition, demanding performance expectations, and diverse organizational structures. Examining these relationships in such contexts may enhance the generalizability and external validity of existing findings.

This study was conducted among employees in Batam City, one of Indonesia's major economic growth centers characterized by extensive industrial, trade, and service activities supported by domestic and foreign investment. Batam recorded an economic growth rate of 6.76% in 2025 and employed approximately 609,714 workers across manufacturing, trade, and service sectors, reflecting a dynamic and competitive business environment (BPS-Statistics Batam Municipality, 2026). The city's service, trade, and industrial activities create organizational environments characterized by demanding performance expectations, customer-oriented work practices, and increasing ethical challenges. Consequently, Batam provides an appropriate context for examining the relationships among ethical leadership, ethical culture, organizational culture, and organizational citizenship behavior.

Based on this discussion, this study aims to examine the effect of ethical leadership on ethical culture and organizational citizenship behavior, analyze the relationship between ethical culture and organizational citizenship behavior, and investigate the moderating role of organizational culture in the relationship between ethical leadership and ethical culture as well as between ethical culture and organizational citizenship behavior. By integrating social learning theory and organizational culture theory in the context of workers in Batam City, this study seeks to contribute to the literature and provide practical implications for organizations in fostering ethical, productive, and sustainable work environments.

LITERATURE REVIEW

Theoretical Framework

Social learning theory developed by Bandura (1977) explains that individuals learn behaviors not only through direct experience but also by observing the behaviors of credible role models and the consequences of those behaviors. This process, known as observational learning, consists of four sequential stages: attention, retention, reproduction, and motivation. Employees must first pay attention to leaders' ethical behaviors (attention), remember and internalize those behaviors as shared ethical standards (retention), translate those standards into everyday workplace practices that contribute to the development of ethical culture (reproduction), and remain motivated to perform discretionary behaviors that benefit the organization (motivation), thereby increasing the likelihood of organizational citizenship behavior. Within the context of this study, ethical leaders function as role models whose behaviors are observed by

employees. Through these observational learning processes, ethical leadership is expected to foster shared ethical values and norms that contribute to the development of ethical culture. As ethical values become increasingly internalized, employees are more likely to voluntarily engage in organizational citizenship behavior that supports colleagues and organizational effectiveness. Therefore, social learning theory provides the theoretical basis for explaining the relationships between ethical leadership, ethical culture, and organizational citizenship behavior.

This study also draws on organizational culture theory developed by Schein (1985), which explains that organizational culture consists of shared assumptions, values, and norms that shape how employees interpret organizational practices and respond to leadership behaviors. Unlike ethical culture, which focuses specifically on ethical values and standards of conduct, organizational culture represents the broader organizational environment in which ethical leadership is implemented. Consequently, a supportive organizational culture is expected to strengthen the relationship between ethical leadership and ethical culture by facilitating employees' acceptance and reinforcement of ethical values. Likewise, organizational culture strengthens the relationship between ethical culture and organizational citizenship behavior by encouraging employees to translate shared ethical norms into voluntary workplace behaviors. Therefore, organizational culture theory provides the theoretical foundation for proposing organizational culture as a moderating variable in this study.

Ethical Leadership

Leadership is defined as an effort to influence individuals to prioritize organizational interests over personal interests and to be motivated to contribute to the organization (Zainal et al., 2023). In line with this, Mon et al. (2023) explain that leadership is a pattern of behavior used to direct, control, and influence others involved in work activities to achieve certain goals, which in practice is perceived by employees as a leadership style. Ethical leadership is a leadership behavior that emphasizes morally correct actions, maintains integrity, and encourages fair decision-making based on ethical values (Zainal et al., 2023). Furthermore, ethical leaders serve as role models in ethical behavior and strive to foster such behavior in their followers through structured communication and reward and sanction systems that reinforce ethical behavior (Thang & Ngo, 2024).

Ethical Culture

Ethical culture refers to the shared ethical values, norms, and beliefs about appropriate behavior within the organization, thereby shaping ethical and unethical decision-making (Roy et al., 2024). Ethical culture represents shared practices and standards that promote justice, fairness, and ethical behavior in the workplace. Therefore, the stronger the ethical culture an organization possesses, the higher employees' job satisfaction, trust, and emotional attachment of employees, which ultimately can increase organizational commitment (Tajudin et al., 2026).

Organizational Culture

Organizational culture is created when a group of individuals, regardless of their differences, are able to build a shared understanding of how the organization responds to its environmental demands. Organizational culture is based on the acceptance of differences, so organizational members can share common goals, organize themselves, and work as a unit to achieve organizational goals (Sookdawoor & Grobler, 2022). In an organizational context, organizational culture refers to shared values, beliefs, norms, and practices that shape how organizational members think and behave. Organizational culture provides a social framework that influences how employees interpret leaders' actions and understand organizational expectations (Shah et al., 2024). Fadliansyah and Setyawan (2025) explain that organizational culture acts as part of the organizational

social system that helps create alignment among organizational members. A strong organizational culture enables individuals to understand common goals, build appropriate behavioral patterns, and support the achievement of organizational effectiveness. Thus, organizational culture not only functions as a set of values and norms but also becomes an environment that shapes how organizational members receive, implement, and reinforce certain behaviors.

Organizational Citizenship Behavior

Organizational citizenship behavior refers to voluntary actions performed by employees without expecting direct rewards or recognition in return. In the workplace, organizational citizenship behavior can encourage employees to act altruistically or prioritize the interests of others, which can ultimately improve organizational performance (Phetsombat & Na-Nan, 2023). The concept of organizational citizenship behavior is rooted in the concept of citizenship, which includes obedience, loyalty, and participation. In an organizational context, organizational citizenship behavior reflects adherence to organizational rules and policies, loyalty to the organization, and active participation in supporting organizational goals and activities (Sapinoso et al., 2024).

Hypotheses Development

Ethical Leadership and Ethical Culture

Previous studies consistently indicate that ethical leadership positively influences ethical culture (Herminingsih, 2024; Tajudin et al., 2026; Thang & Ngo, 2024; Zainal et al., 2023). Ethical leaders act as moral managers by setting organizational ethical standards, ensuring compliance through the implementation of reward and sanction systems, and maintaining attention to these standards through communicating ethical values to organizational members (Zainal et al., 2023). In addition, ethical leaders act as role models by creating a work environment that not only maintains ethical values but also actively promotes them to all organizational members (Thang & Ngo, 2024). Ethical leadership also plays an important role in shaping ethical culture through the cultivation of ethical norms and values, which are then adopted and reinforced by employees, thereby creating a strong ethical culture (Herminingsih, 2024). When leaders uphold ethical values and consistently demonstrate ethical behavior, employees tend to view the organizational culture as ethical and internalize these values in their daily work behavior (Tajudin et al., 2026). Thus, the higher the level of ethical leadership demonstrated by leaders, the stronger the ethical culture that develops in the organization. Based on the description above, the research hypothesis is formulated as follows:

H₁: Ethical leadership is positively associated with ethical culture.

Ethical Culture and Organizational Citizenship Behavior

According to organizational culture theory (Schein, 1985), ethical culture provides shared ethical values, norms, and behavioral expectations that guide employees in understanding appropriate workplace behavior. Through social learning theory (Bandura, 1977), employees who continuously observe and internalize these shared ethical standards are more likely to voluntarily engage in behaviors that support colleagues and contribute to organizational effectiveness. Therefore, ethical culture is expected to encourage organizational citizenship behavior. Roy et al. (2024) explain that ethical culture is associated with increased prosocial and voluntary behavior in organizations. A strong ethical culture establishes clear expectations regarding ethical conduct, enabling employees to internalize organizational values and voluntarily perform behaviors that benefit the organization. Consistent with this theoretical perspective, Li et al. (2026) reported that ethical culture positively influences organizational citizenship behavior. Furthermore, Herminingsih (2024) reported that ethical culture promotes

ethical behavior by providing employees with clear ethical standards for decision-making and workplace conduct. Ethical culture serves as a guiding framework for individuals in facing ethical dilemmas and making moral decisions, and provides clear expectations regarding behavior considered ethical in the organization. A strong ethical culture helps individuals understand and consistently apply ethical standards in their daily work behavior. Similarly, Sookdawoor and Grobler (2022) found that an ethical organizational climate promotes ethical behavior and organizational citizenship behavior. An ethical organizational climate oriented towards principles, benevolence, and altruism is able to shape the ethical orientation of individuals in the organization. In addition, an organizational climate that emphasizes care for others and adherence to organizational rules, laws, and procedures can encourage more ethical decision-making and strengthen the emergence of positive behavior in the organization. Thus, it can be concluded that ethical culture plays an important role in shaping ethical behavior and voluntary employee behavior that benefits the organization. The stronger the ethical culture that develops in the organization, the higher the tendency for individuals to exhibit organizational citizenship behavior. Based on the description above, the research hypothesis is formulated as follows:

H₂: Ethical culture is positively associated with organizational citizenship behavior.

Ethical Leadership and Organizational Citizenship Behavior

According to social learning theory (Bandura, 1977), employees learn appropriate workplace behaviors by observing ethical leaders who serve as credible role models. When leaders consistently demonstrate honesty, fairness, integrity, empathy, and transparency, employees are more likely to internalize these ethical values and voluntarily engage in behaviors that benefit colleagues and the organization. Consistent with this theoretical perspective, previous studies have consistently reported that ethical leadership promotes organizational citizenship behavior by fostering trust, creating transparent and supportive work environments, reducing counterproductive behaviors such as social loafing, and encouraging employees to perform voluntary behaviors beyond formal job responsibilities (Hyusein & Eyupoglu, 2022; Makumbe, 2025; Phetsombat & Na-Nan, 2023; Sapinoso et al., 2024; Taamneh et al., 2024). Thus, the higher the level of ethical leadership demonstrated by leaders, the higher the tendency for employees to exhibit organizational citizenship behavior. Based on the description above, the research hypothesis is formulated as follows:

H₃: Ethical leadership is positively associated with organizational citizenship behavior.

Organizational Culture as a Moderator Between Ethical Leadership and Ethical Culture

According to organizational culture theory (Schein, 1985), organizational culture provides the broader system of shared values, assumptions, and norms that shapes how employees interpret leadership behaviors and organizational practices. Consequently, organizational culture creates an environment that may facilitate or constrain the internalization of ethical values demonstrated by leaders. A supportive organizational culture characterized by openness, trust, and shared organizational values is expected to reinforce the acceptance and implementation of ethical behaviors promoted by ethical leaders. Accordingly, organizational culture is expected to strengthen the influence of ethical leadership on the development of ethical culture. Consistent with this theoretical perspective, previous studies suggest that organizational culture functions as an important contextual condition that influences the effectiveness of leadership by creating an environment that either facilitates or constrains the implementation of leadership values (Edeh et al., 2025; Lailita and Setyawan 2021; Shah et al., 2024). Although prior empirical research has primarily investigated organizational culture as a moderator of

leadership and other organizational outcomes, consistent evidence indicates that a supportive organizational culture enhances the effectiveness of leadership behaviors. Extending this line of research, the present study proposes that organizational culture also strengthens the relationship between ethical leadership and ethical culture.

From a social learning theory perspective, employees acquire workplace behaviors by observing and imitating credible role models (Bandura, 1977). In an organizational context, ethical leadership provides examples of behavior that reflect integrity, fairness, and moral responsibility, thereby encouraging employees to understand and follow the ethical standards shown by leaders. However, the internalization process of these values does not only depend on leader behavior but is also influenced by the organizational environment where these values are applied. A strong organizational culture that supports ethical values can strengthen the influence of ethical leadership on ethical culture because organizational culture provides an environment that allows ethical values from leaders to be received, reinforced, and developed into shared norms within the organization. Conversely, if the organizational culture is less supportive of integrity and responsibility values, the influence of ethical leadership in shaping ethical culture may be weaker. Based on the description above, the research hypothesis is formulated as follows:

H₄: Organizational culture moderates the influence of ethical leadership on ethical culture.

Organizational culture as a moderator between ethical culture and organizational citizenship behavior

According to organizational culture theory (Schein, 1985), organizational culture provides the broader organizational environment that shapes how employees interpret and reinforce shared organizational values. Consequently, a supportive organizational culture characterized by collaboration, trust, and shared organizational values is expected to strengthen the extent to which ethical values embedded in ethical culture are translated into employees' voluntary workplace behaviors.

Consistent with this theoretical perspective, previous studies suggest that organizational culture functions as an important contextual condition that influences how ethical values are translated into positive employee behaviors (Sookdawoor & Grobler, 2022; Syamsir et al., 2026). Moreover, (Jio et al. 2025) directly demonstrated that organizational culture significantly moderates the relationship between ethical culture and organizational citizenship behavior, indicating that a supportive organizational culture strengthens the influence of ethical culture on employees' voluntary behaviors. Based on the description above, the research hypothesis is formulated as follows:

H₅: Organizational culture moderates the influence of ethical culture on organizational citizenship behavior.

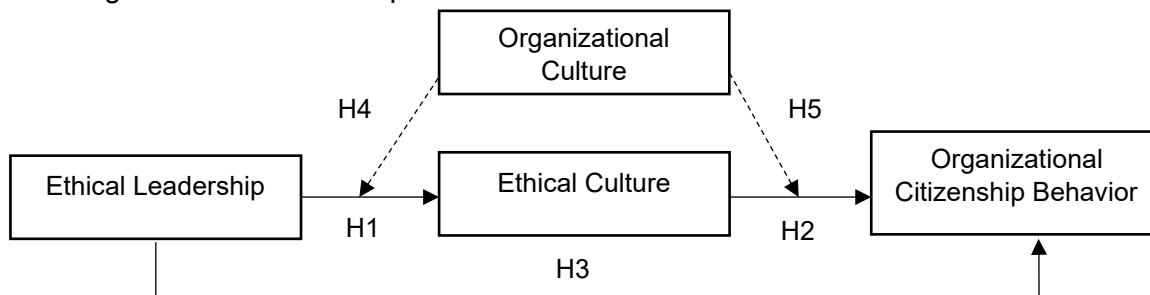


Figure 1. Research Model

Source: Developed by the authors (2026)

Based on Figure 1, ethical leadership is proposed to positively influence ethical culture and organizational citizenship behavior (H1 and H3), while ethical culture is

expected to positively influence organizational citizenship behavior (H2). Organizational culture is proposed to positively moderate the relationship between ethical leadership and ethical culture (H4) as well as the relationship between ethical culture and organizational citizenship behavior (H5).

METHODS

This study used a quantitative approach with an explanatory research design to examine the relationships between ethical leadership, ethical culture, organizational citizenship behavior, and the moderating role of organizational culture. This approach was employed to analyze the relationships between variables based on a developed conceptual model without manipulating the research variables. The target population comprised workers residing in Batam, and the sampling technique was purposive sampling. The inclusion criteria were individuals residing in Batam and individuals with work experience.

Primary data were collected between July and October 2026 using a structured online questionnaire administered through Google Forms. The questionnaire link was distributed through social media platforms, including WhatsApp, Instagram, and Facebook. To reduce duplicate responses, Google Forms was configured to limit each Google account to a single submission. Responses that did not meet the inclusion criteria or were incomplete were excluded, resulting in 331 valid questionnaires for the final analysis. The final sample consisted of 331 valid responses, which exceeded the sample size generally recommended for Partial Least Squares Structural Equation Modeling (PLS-SEM) and was considered adequate for estimating the proposed structural model (Hair et al., 2022). The structural model was estimated using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach implemented in SmartPLS 4. Bootstrapping was performed using 5,000 bootstrap subsamples with a two-tailed significance test and a 95% bias-corrected confidence interval to assess the significance of the structural relationships. The moderating effects were estimated using the product indicator approach implemented in SmartPLS 4.

The questionnaire consisted of two main sections: (1) Demographic information, including gender, age, highest educational attainment, employment status, length of work experience, and industry sector; (2) Research variables, measured using a five-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The variables measured using question indicators are as follows in table 1:

Table 1. The Variables Measured

No.	Variable	Dimensions
1	Organizational Citizenship Behavior	Altruism, conscientiousness, courtesy, civic virtue, sportsmanship
2	Ethical Leadership	Fairness, integrity, ethical guidance, ethical decision-making
3	Ethical Culture	Ethical values, ethical norms, trust, ethical communication
4	Organizational Culture	Innovation, teamwork, communication, shared goals

Source: Developed by the authors (2026)

As summarized in Table 1, all constructs were measured using previously validated instruments adapted from prior studies. The complete questionnaire is provided in the supplementary material (Appendix A).

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 331 respondents with diverse demographic and occupational backgrounds. Based on gender, the majority of respondents were female (63.44%), while males accounted for 36.56%. In terms of age, most respondents were in the 24–27 year

range (57.70%), followed by the 21–23 year group (30.82%) and 18–20 year group (11.48%). Based on education level, the majority of respondents had a bachelor's degree (S1) at 38.97%, followed by high school/equivalent (38.37%), master's degree (S2) (11.78%), and diploma (D1–D3) (10.88%). In terms of occupation, private employees constituted the largest group (50.15%), followed by entrepreneurs (17.22%), working students (14.50%), professionals (9.37%), government employees (5.44%), and students (3.32%). Based on length of employment, the majority of respondents had more than three years of work experience (42.60%), followed by 1–2 years of work experience (39.58%) and less than one year (17.82%). Meanwhile, based on the type of business sector, respondents were dominated by the service sector (31.12%), followed by retail (27.19%), manufacturing (18.73%), technology (11.78%), education (4.84%), government agencies (0.30%), and other sectors (6.04%). The respondent profile indicates that the sample was predominantly composed of young individuals working in service, retail, manufacturing, technology sectors. Accordingly, the findings should be interpreted within the context of a relatively young workforce in Batam.

Table 2 shows that the distribution of respondents is dominated by young age groups with bachelor's degrees and high involvement in the private sector. This condition indicates that the majority of respondents have relevant work experience and exposure to modern organizational dynamics, thus supporting the feasibility of the analysis in this study.

Table 2. Respondent Demographics

Characteristics	Category	Count	Percentage
Gender	Male	121	36.56%
	Female	210	63.44%
Age	18-20	38	11.48%
	21-23	102	30.82%
	24-27	191	57.70%
	28-30	127	38.37%
Education	High School/Equivalent	36	10.88%
	Diploma (D1-D3)	129	38.97%
	Bachelor (S1)	39	11.78%
	Master (S2)	11	3.32%
Occupation	Student	48	14.50%
	Working Student	18	5.44%
	Government Employee	166	50.15%
	Private Employee	57	17.22%
	Entrepreneur	31	9.37%
	Professional	59	17.82%
Length of Employment	< 1 year	131	39.58%
	1–2 years	141	42.60%
	>3 years	62	18.73%
Type of Business Sector	Manufacturing	103	31.12%
	Services	39	11.78%
	Technology	16	4.84%
	Education	90	27.19%
	Retail	1	0.30%
	Government Agency	20	6.04%
	Other		

Source: Data that has been processed by the author (2025)

Measurement Model Evaluation

The results of the measurement model evaluation are presented in Table 3. All constructs show adequate internal consistency reliability, indicated by Cronbach's alpha and composite reliability values exceeding the recommended threshold of 0.70. In addition, convergent validity has also been met, with all outer loading values for all

indicators above 0.70 and average variance extracted (AVE) values for each construct exceeding the recommended threshold of 0.50.

Table 3. Convergent Validity and Reliability

Construct	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
EC1 <- Ethical Culture	0.862	0.729	0.926	0.942
EC2 <- Ethical Culture	0.822			
EC3 <- Ethical Culture	0.838			
EC4 <- Ethical Culture	0.860			
EC5 <- Ethical Culture	0.855			
EC6 <- Ethical Culture	0.885			
EL1 <- Ethical Leadership	0.861	0.745	0.931	0.946
EL2 <- Ethical Leadership	0.888			
EL3 <- Ethical Leadership	0.878			
EL4 <- Ethical Leadership	0.797			
EL5 <- Ethical Leadership	0.883			
EL6 <- Ethical Leadership	0.869			
OCB1 <- Organizational Citizenship Behavior	0.818	0.703	0.915	0.934
OCB2 <- Organizational Citizenship Behavior	0.842			
OCB3 <- Organizational Citizenship Behavior	0.859			
OCB4 <- Organizational Citizenship Behavior	0.824			
OCB5 <- Organizational Citizenship Behavior	0.835			
OCB6 <- Organizational Citizenship Behavior	0.850			
OC1 <- Organizational Culture	0.876	0.731	0.926	0.942
OC2 <- Organizational Culture	0.858			
OC3 <- Organizational Culture	0.854			
OC4 <- Organizational Culture	0.852			
OC5 <- Organizational Culture	0.833			
OC6 <- Organizational Culture	0.857			

Source: Data that has been processed by the author (2025)

Inner Model Assessment

Inner model evaluation was conducted by examining the structural relationships among the constructs using path coefficients, bootstrapping results, and effect size (f^2). The results of the hypothesis testing are presented in Table 4. The results indicate that ethical leadership positively influences ethical culture ($\beta = 0.301$, $t = 4.016$, $p < 0.001$). Therefore, H1 is supported. Ethical culture also has a positive effect on organizational citizenship behavior ($\beta = 0.475$, $t = 3.954$, $p < 0.001$), supporting H2. Furthermore, ethical leadership has a positive influence on organizational citizenship behavior ($\beta = 0.143$, $t = 2.682$, $p = 0.007$) therefore, H3 is supported. Regarding the moderating effects, organizational culture does not significantly moderate the relationship between ethical leadership and ethical culture ($\beta = -0.045$, $t = 1.154$, $p = 0.248$). Accordingly, H4 is not supported. In contrast, organizational culture significantly moderates the relationship between ethical culture and organizational citizenship behavior ($\beta = -0.558$, $t = 2.203$, $p = 0.028$). The negative interaction coefficient indicates that higher levels of organizational culture reduce the positive relationship between ethical culture and organizational citizenship behavior. As this direction is opposite to the proposed hypothesis, H5 is statistically supported, but in an unexpected negative direction. The effect size (f^2) results indicate that ethical leadership has a small effect on ethical culture ($f^2 = 0.142$). Ethical culture has a negligible effect on organizational citizenship behavior ($f^2 = 0.003$), while ethical leadership has a small effect on organizational citizenship behavior ($f^2 = 0.043$). Furthermore, the moderating effect of organizational culture on the relationship between

ethical leadership and ethical culture is negligible ($f^2 = 0.001$), and its moderating effect on the relationship between ethical culture and organizational citizenship behavior is also negligible ($f^2 = 0.005$).

Table 4. Hypothesis Testing

	Coefficient	Bootstrap standard error	T statistics	P values	2.5%	97.5%	F ²
Ethical Leadership -> Ethical Culture	0.301	0.075	4.016	0.000	0.170	0.461	0.142
Ethical Culture -> Organizational Citizenship Behavior	0.475	0.120	3.954	0.000	0.237	0.707	0.003
Ethical Leadership -> Organizational Citizenship Behavior	0.143	0.053	2.682	0.007	0.056	0.266	0.043
Organizational Culture x Ethical Leadership -> Ethical Culture	-0.045	0.039	1.154	0.248	-0.117	0.034	0.001
Organizational Culture x Ethical Culture -> Organizational Citizenship Behavior	-0.558	0.253	2.203	0.028	-0.977	0.029	0.005

Source: Data that has been processed by the author (2025)

The model evaluation presented in Table 5 shows that the R² values for the endogenous variables are 0.925 for ethical culture and 0.722 for organizational citizenship behavior, indicating that the model has a substantial explanatory power. These results show that the model is able to explain 92.5% of the variance in ethical culture and 72.2% of the variance in organizational citizenship behavior. Thus, it can be concluded that the empirical model developed has a strong ability to explain the relationships between the variables studied.

Table 5. Explained Variance of the Structural Model

	R-square	R-square adjusted
Ethical Culture	0.925	0.925
Organizational Citizenship Behavior	0.722	0.719

Source: Data that has been processed by the author (2025)

Table 6 reports the inner VIF values of the structural model. The interaction terms showed low VIF values (<2), whereas higher VIF values were observed for Ethical Culture, Organizational Culture, and Ethical Leadership when predicting the endogenous constructs. These higher values may reflect conceptual relatedness among the predictor constructs, particularly Ethical Culture and Organizational Culture, which were included simultaneously in the structural model.

Table 6. Collinearity statistics (VIF) results

	VIF
EL -> EC	6.275
EC -> OCB	13.509
EL -> OCB	7.012
OC x EL -> EC	1.816
OC x EC -> OCB	1.844

Source: Data that has been processed by the author (2025)

Relationship Between Ethical Leadership and Ethical Culture

The empirical results indicate that ethical leadership has a positive effect on ethical culture. The positive coefficient and the confidence interval excluding zero indicate a reliable positive relationship between ethical leadership and ethical culture. This finding is consistent with social learning theory (Bandura, 1977), which explains that employees acquire appropriate workplace behaviors by observing credible role models. Ethical leaders who consistently demonstrate integrity, fairness, and moral responsibility provide behavioral examples that employees pay attention to, internalize, and gradually adopt as shared ethical norms within the organization. Accordingly, ethical leadership contributes to the development of an ethical culture through observational learning rather than through formal authority alone. The present findings are also consistent with previous studies by Herminingsih (2024); Tajudin et al. (2026); Thang and Ngo (2024); Zainal et al. (2023) which similarly reported that ethical leadership promotes the development of ethical culture by encouraging the adoption of shared ethical values and standards within organizations. Overall, these findings support social learning theory by demonstrating that ethical leadership contributes to the development of ethical culture through employees' observational learning.

Relationship Between Ethical Culture and Organizational Citizenship Behavior

The empirical results indicate that ethical culture has a positive effect on organizational citizenship behavior. The positive coefficient and the confidence interval excluding zero indicate a reliable positive relationship between ethical culture and organizational citizenship behavior. This finding is consistent with organizational culture theory (Schein, 1985), which proposes that shared organizational values and norms shape employees' behavioral expectations. When ethical values become embedded in everyday organizational practices, employees are more likely to internalize these values and express them through discretionary behaviors that benefit colleagues and the organization. Accordingly, ethical culture serves as a shared ethical framework that encourages employees to perform discretionary behaviors aligned with organizational values. The present findings are also consistent with previous studies by Li et al. (2026) and Roy et al. (2024), which similarly reported that ethical culture promotes organizational citizenship behavior by encouraging employees to engage in voluntary behaviors that support organizational effectiveness. Overall, this finding supports organizational culture theory by demonstrating that shared ethical values can be translated into organizational citizenship behavior through employees' voluntary workplace actions.

Relationship Between Ethical Leadership and Organizational Citizenship Behavior

The empirical results indicate that ethical leadership has a positive effect on organizational citizenship behavior. The positive coefficient and the confidence interval excluding zero indicate a reliable positive relationship between ethical leadership and organizational citizenship behavior. This finding is consistent with social learning theory (Bandura, 1977), which proposes that employees learn appropriate workplace behaviors by observing credible role models. Ethical leaders who consistently demonstrate integrity, fairness, honesty, and concern for employees provide behavioral examples that encourage the internalization of ethical values and promote discretionary behaviors that benefit colleagues and the organization. The present findings are consistent with previous studies by Hyusein and Eyupoglu (2022), Makumbe (2025), Phetsombat and Na-Nan (2023), Sapinosa et al. (2024); Taamneh et al. (2024), which similarly reported that ethical leadership encourages employees to exhibit organizational citizenship behavior. Overall, this finding supports social learning theory by demonstrating that ethical leadership contributes to organizational citizenship behavior through employees' observational learning.

Moderating Role of Organizational Culture in the Relationship Between Ethical Leadership and Ethical Culture

The empirical results indicate that the interaction between ethical leadership and organizational culture was not statistically significant. The confidence interval includes zero, indicating that the estimated interaction effect cannot be distinguished from zero. Therefore, H4 was not supported. These findings indicate that no statistically reliable moderating effect was detected in the present sample and should not be interpreted as evidence that organizational culture has no influence on ethical culture. From the perspective of social learning theory (Bandura, 1977), employees may acquire ethical values by observing ethical leaders directly. However, the absence of a significant interaction in this study does not preclude the possibility that organizational culture may influence this relationship in different organizational settings or populations. The present findings differ from previous studies by Edeh et al. (2025); Shah et al. (2024), which suggested that organizational culture strengthens leadership effectiveness in other organizational contexts. This discrepancy may reflect differences in organizational context, sample characteristics, or the generally small effects commonly observed in interaction analyses.

Moderating Role of Organizational Culture in the Relationship Between Ethical Culture and Organizational Citizenship Behavior

The empirical results indicate that organizational culture significantly moderates the relationship between ethical culture and organizational citizenship behavior in a negative direction. The confidence interval excluding zero indicates that the interaction effect is statistically supported. However, the negative coefficient suggests that the positive relationship between ethical culture and organizational citizenship behavior becomes weaker as organizational culture increases. This finding differs from the original hypothesis and from previous studies that generally reported organizational culture as a strengthening contextual factor for positive employee behaviors (Sookdawoor & Grobler, 2022). From the perspective of organizational culture theory (Schein, 1985), organizational culture provides the broader organizational context within which employees interpret and apply shared organizational values. One possible interpretation is that supportive organizational practices, such as teamwork, open communication, mutual respect, and clear organizational goals, may already encourage organizational citizenship behavior, thereby reducing the additional contribution of ethical culture. However, this interpretation should be considered tentative because the present study did not examine simple slopes or an interaction plot. Additional analyses are required to clarify how the relationship changes across different levels of organizational culture.

Nevertheless, the present findings are consistent with Jio et al. (2025), which suggested that organizational culture functions as an important contextual condition influencing how ethical values are translated into employee behaviors. The negative interaction observed in the present study suggests that the relationship between ethical culture and organizational citizenship behavior may depend on broader organizational conditions, although additional research is required to confirm the underlying mechanism. The present findings also differ from Syamsir et al. (2026), which reported that an organizational culture supporting integrity strengthened positive organizational outcomes. These differences may reflect variations in organizational contexts, measurement approaches, or employee characteristics across studies. Overall, the present findings suggest that organizational culture may alter, rather than consistently strengthen, the relationship between ethical culture and organizational citizenship behavior. Because the interaction was negative and contrary to the proposed hypothesis, the finding should be interpreted as an unexpected empirical result that warrants further investigation using simple slope analysis and interaction plots.

CONCLUSION

This study examined the relationships between ethical leadership, ethical culture, organizational citizenship behavior, and the moderating role of organizational culture. The findings indicate that ethical leadership is positively associated with ethical culture and organizational citizenship behavior and that ethical culture is positively associated with organizational citizenship behavior. However, organizational culture did not significantly moderate the relationship between ethical leadership and ethical culture and negatively moderated the relationship between ethical culture and organizational citizenship behavior. Overall, these findings emphasize the importance of ethical leadership and ethical culture in fostering positive employee behavior while indicating that organizational culture may not always reinforce these relationships. Therefore, organizations should strengthen ethical leadership practices and cultivate an ethical work environment while ensuring that organizational culture supports rather than constrains employees' willingness to engage in extra-role behaviors.

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