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**The Influence of Ethical Leadership on Organizational Citizenship Behavior with Employee Engagement and Work Meaningfulness as a Mediator for Employees PT. Bank X in Surabaya**

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**Abstract**

The goal of this study is to analyze the relationship ethical leadership and employee organizational citizenship behavior (OCB) mediated by employee engagement and meaningfulness of work at PT. Bank X Surabaya. Grounded in social exchange theory, this quantitative research involved a sample of 162 employees from PT. Bank X Surabaya. Data collection via online questionnaires and analyzed via Partial Least Square (PLS). Empirical findings state that ethical leadership has an insignificant positive impact on employee OCB, but has a significant impact on the escalation of employee engagement and meaningfulness of work. Employee engagement and work meaningfulness have a significant positive impact on employee OCB. Both variables mediate the relationship between ethical leadership and employee OCB. Practical implications show creating ethical leadership is critical to encouraging employee OCB. However, the study is limited by its focus solely on bank employees, potentially restricting the generalizability of the findings.

**Keywords:** Ethical Leadership, Employee Engagement, Work Meaningfulness, Organizational Citizenship Behavior

**1. Introduction**

Dynamic changes in the industrial and organizational world, including innovation in the fields of information technology (digital), communication and employment, require companies to always make changes (industrial revolution 4.0). Seeing that the external conditions of the organization are changing so dynamically, it is deemed necessary for the organization to reorganize its internal conditions so that it can balance the turmoil occurring around the company. Facing the current situation of globalization and Turbulency, Uncertainty, Novelty, Ambiguity (TUNA) of course, requires organizations to be able to have their own strategies and policies, especially in human resource management to optimize activities. An employee's attitude regarding the workload they are responsible for can certainly reflect their performance, related to the expression of positive feelings about work results.

The implementation of an organizational cultural atmosphere that is applied continuously by the leadership and all employees will be a reinforcement for positive behavior. Positive behavior in

an organization is not only related to employees carrying out predetermined tasks (in-role behavior) but more than that, namely employees carrying out tasks outside (extra-role behavior) those that have been determined or that are not outlined in the description. Organizational duties and able to make a positive contribution to organizational effectiveness. The success of an organization is influenced by the willingness of employee behavior. A study conducted by Sentoso & Sang Putra (2021) explains that employees who carry out tasks outside their role (extra-role behavior) from those that have been determined or that are not outlined in the organization's job description voluntarily without expecting any reward is called organizational citizenship behavior. Same with the Triani et al., (2020) study, OCB is the voluntary support of members to support company activities.

Organizational citizenship behavior *includes* something positive and constructive that employees do because it is always an employee decision, it is support for co-workers that benefits the company. If many leaders in the Turbulency, Uncertainty, Novelty, Ambiguity (TUNA) era still carry out what was done before then it can be said that there is something wrong with these leaders. This is because it is no longer the time for different challenges to be faced in the same way. Communication factors and support provided by leaders can influence the psychological condition of employees. For example, recently a phenomenon has emerged that is associated with employee engagement, namely Quiet Quitting. Seeing this quiet quitting phenomenon, the topic of Employee Engagement becomes important to study.

The company wants every employee to have high engagement. Visionary companies must consider the employee engagement factor among employees. When employees feel connected to their work, the employee feels at one with his work and this has a special influence on employees in the workplace. On the other hand, when employees feel they do not have employee engagement, employees make their work a life requirement that must be carried out. Observations made by the author who is in the position of Human Resources at Bank with their subordinates (prestige) so that these employees experience reluctance in carrying out their extra-role roles in the unit they work in.

According to problems in human resource management practices. So researchers want to know the basic mechanism of the relationship between ethical leadership and employee organizational citizenship behavior. The aim of the study is to analyze the mediating role of employee involvement and work meaningfulness in the relationship between ethical leadership and organizational citizenship behavior in PT. Bank X in Surabaya.

## **2. Literature Review**

### *2.1. Ethical Leadership*

Ethical leadership is a form of leadership characterized by the leader in moral aspects so as to encourage employee ethical behavior to be realized, where the leader The ethical person is a role model who is credible, trustworthy, honest, fair and treats his followers with respect and consideration (Tahir, 2020; Yang & Wei, 2018) According to Brown & Treviño (2006), Ethical leadership involvement expresses normative behavior through personal actions, interpersonal

relationships, and promotional behavior for followers to make decisions. Additionally, (Kalshoven et al., 2011) highlight that ethical leaders are not only concerned with the ends but also the means, ensuring that ethical standards are maintained in the pursuit of organizational goals. Leadership style has a significant impact on employee attitudes and behavior, including increasing job satisfaction, organizational commitment and OCB (Avey et al., 2011). By promoting ethical conduct and setting a clear example, ethical leaders can influence the overall ethical climate of an organization, shows employee engagement and escalation of organizational performance (Neubert et al., 2013).

### *2.2. Employee engagement*

This factor is related to human resource management (Borkowska & Czerw, 2017). Cooper-Thomas et al. (Cooper-Thomas et al., 2018) expressing employee engagement is the use of organizational members that makes members psychologically present to work according to their role. Albrecht et al. (2015) further integrate this concept by discussing how HRM practices, such as job design, leadership support, and employee development, contribute to competitive advantage through enhanced engagement. Dundon & Rafferty (2018) underscores the pivotal role of HRM in cultivating employee engagement by promoting a positive workplace culture and effective management practices. Moreover, Shuck & Reio (2011) highlight the importance of linking HR development to employee engagement, suggesting that HR strategies should be tailored to boost engagement and, in turn, improve organizational outcomes. Lastly, Memon et al. (2016) explore how satisfaction with HR-provided training influences work engagement and its effect on turnover intention, highlighting the strategic role of HRM in maintaining an engaged workforce.

### *2.3. Meaningfulness of work*

Meaningful work according to Steger, (2019) is a feeling of meaning towards work that is carried out with pleasure, full of gratitude, and full of enthusiasm in giving their best (optimal) abilities and efforts in work (Peláez Zuberbühler et al., 2023). Donaldson & Walsh, (2015) explore how meaningful work is constructed through relationships, roles, and broader organizational contexts, indicating where there is an employee's perception of meaningful work to participate and commit. Allan et al. (2016) the addition of meaningful work is related to the level of job satisfaction and well-being. So it is important for human resource practices to be able to create a positive work environment. Bailey et al. (2017) suggest that meaningful work is a key driver of employee engagement, and organizations should actively seek to create conditions where employees can find meaning in their roles. More recently, Lysova et al. (2019) argue that meaningful work is essential for enhancing employee well-being and that HR strategies should focus on aligning work roles with individual values and purpose.

### *2.4. Organizational Citizenship Behavior (OCB)*

Individual contributions that exceed demands have an impact on performance appraisals (Hanaysha et al., 2022). This concept is supported by further research demonstrating that employees who exhibit deep individual contributions often engage in extra-role behaviors that enhance overall performance and effectiveness. For instance, Salanova et al. (2005) find that

employees' extra-role behaviors, driven by a sense of personal commitment and engagement, lead to higher performance evaluations. Similarly, (Bakker & Leiter, 2010) discuss how high levels of work engagement and personal initiative result in enhanced job performance and more favorable appraisals

2.5. Conceptual Framework

Here's the conceptual framework:

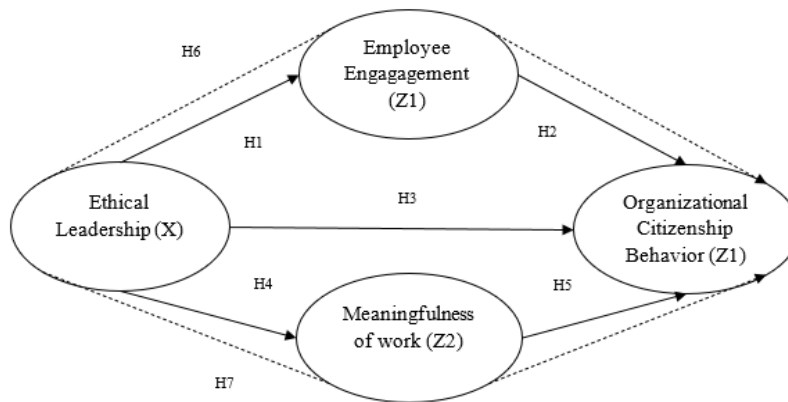


Figure 1 Conceptual Framework

2.6. Hypothesis

The following are the hypotheses in this study:

Ethical leadership relates to the communication of the leader's ethical standards. Previous research has proven that ethical leadership has a significant positive impact on employee engagement (Alam et al., 2021; Ayu Putu Widani Sugianingrat et al., 2019). So the better the leader's ethics will escalate employee engagement to work. So the study hypothesis is:

H 1: Ethical leadership has a positive significant impact on employee engagement at PT. Bank X in Surabaya.

Employee Engagement has a significant positive effect on OCB. Good employee engagement will escalate employee OCB (Fatoni et al., 2018; Indryani & Ardana, 2019; Sahi et al., 2017; Yuniawan et al., 2021). So the study hypothesis is:

H 2: Employee engagement has a positive significant impact on OCB at PT. Bank X in Surabaya.

Ethical leadership is a determinant of OCB (Tuan & Ngan, 2021). Ethical leadership has a significant positive impact on OCB (Adawiyah et al., 2022; Ahn et al., 2018; Hanaysha et al., 2022; Qasim et al., 2020; Shareef & Atan, 2019; Su & Hahn, 2021; Yang & Wei, 2018). Kindness and caring create feelings of employees maintaining the trust of their leaders (Hanaysha et al., 2022). So the study hypothesis is:

H 3: Ethical leadership has a positive significant impact on OCB at PT. Bank X in Surabaya.

Ethical leadership has a significant positive effect on the meaningfulness of work (Demirtas et al., 2017; Mohsin et al., 2021; Tahir, 2020). Ethical leaders make work more meaningful to get employees to support the company's goals (Demirtas et al., 2017). So the study hypothesis is:

H 4: Ethical leadership has a positive significant impact on the meaningfulness of employee work at PT. Bank X in Surabaya.

Employees with high work meaningfulness report high OCB (Supanti & Butcher, 2019). Views of work meaningfulness have a significant positive impact on OCB. So the better the employee's job perception will escalate OCB (Supanti & Butcher, 2019; Youn & Kim, 2022). So the study hypothesis is:

H 5. The meaningfulness of employee work has a positive significant impact on OCB at PT. Bank X in Surabaya.

Ethical leaders' understanding of communication and responsibility leads to more committed employees. Employee work engagement positively mediates the relationship between ethical leadership and organizational citizenship behavior. (Bah et al., 2020). So the study hypothesis is:

H 6: Ethical leadership has a positive significant impact on OCB which is mediated by employee engagement in PT. Bank X in Surabaya.

Leadership can be assumed from the meaningfulness of work as a mediating variable such as the meaningfulness of work being a mediator of the impact of ethical leadership (Demirtas et al., 2017; Wang & Xu, 2019). When employees can explore their work, it will be a motivation to engage in OCB. So the study hypothesis is:

H 7: Ethical leadership has a positive significant impact on OCB which is mediated by the meaningfulness of work at PT. Bank X in Surabaya.

### **3. Research Methods**

#### *3.1. Research design*

This type of research is quantitative descriptive with a survey study to obtain facts or data in the field (Priadana & Sunarsi, 2021:32).

#### *3.2. Identification of Variables*

The study variables are:

##### 1) Independent Variable

The independent variable is ethical leadership where is the employee's perception of a leadership pattern that provides a moral work environment and stimulates performance transformation. Ethical leadership includes 2 aspects, namely Moral Person and Moral Manager.

2) Dependent Variable

The variable studied is OCB where is the employee's perception of the employee's willingness to participate outside of work. There are 2 dimensions of OCB namely Individual OCB (OCB-I) and Organization OCB (OCB-O) (Adawiyah et al., 2022; Shams et al., 2020).

3) Intervening Variables

Intervening Variables is employee engagement (Z1) and work meaningfulness (Z2). Employee engagement is the employee's perception of a psychological condition characterized by dedication, motivation and a feeling of enjoyment at work. This is in line with (Shuck et al., 2017) related to 3 sub-factors, namely Cognitive Engagement, Emotional Engagement, and Behavioral Engagement. Then the meaningfulness of work is the employee's perception that makes employees interpret their work positively so that they work optimally. The dimensions of measuring the meaningfulness of work include 3 things according to Junça-Silva et al. (2022), namely: Psychological meaning, Making work meaningful, and motivation for the greater good.

*3.3. Population and Sample*

The respondents were specifically chosen from among the 200 non-managerial employees working at PT. Bank X in Surabaya, distributed across 26 sub-branch offices and 1 main branch office. The selection of PT. Bank X as the study site is motivated by its significant role in the regional banking sector and its diverse employee base, which offers a relevant context for examining the dynamics of ethical leadership and OCB. Given the importance of understanding how leadership styles influence employee behavior within this setting, PT. Bank X provides a pertinent environment for this research. The study employed the Slovin formula to determine a sample size of 150 respondents, ensuring a representative sample with a significance level of  $\alpha = 0.05$ . Nonprobability Sampling, specifically purposive/judgmental sampling, was used to select respondents who could provide the most relevant insights, given their direct involvement in the operational functions of the bank. The approach allows the study to focus on employees who are likely to be directly influenced by leadership practices, thus providing valuable data for examining the proposed relationships. Furthermore, to ensure the research instrument's accuracy and consistency, it underwent rigorous validity and reliability testing.

*3.4. Method of collecting data*

Distribution of the questionnaire by sharing the Google Form link. The questionnaire uses a Google Form which is sent to the respondent's WhatsApp. Data collection will be carried out on employees of PT. Bank X in Surabaya with a minimum of 12 (twelve) months work experience.

*3.5. Data analysis techniques*

Data analysis techniques use descriptive analysis and use the SEM PLS approach.

**4. Results**

*4.1. Validity and Reliability Test Results*

1) Validity Test

Table 1 Convergent Validity

<b>Indicator</b>	<b>Loading Factor</b>	<b>AVE</b>	<b>Information</b>
EEB1	0.789		
EEB2	0.688		
EEB3	0.709		
EEB4	0.794		
EEC1	0.711		
EEC2	0.703	0.523	Valid
EEC3	0.670		
EEC4	0.674		
EEE1	0.698		
EEE2	0.727		
EEE3	0.797		
EEE4	0.705		
ELM1	0.710		
ELM2	0.798		
ELM3	0.851		
ELM4	0.865		
ELM5	0.838	0.650	Valid
ELP1	0.765		
ELP2	0.768		
ELP3	0.838		
ELP4	0.833		
ELP5	0.782		
MWG1	0.757		
MWG2	0.787		
MWG3	0.721		
MWM1	0.760		
MWM2	0.810	0.620	Valid
MWM3	0.739		
MWP1	0.823		
MWP2	0.837		
MWP3	0.773		
MWP4	0.856		
OCI1	0.769		
OCI2	0.731		
OCI3	0.799	0.568	Valid
OCO1	0.794		
OCO2	0.702		
OCO3	0.721		

Source: *Smart PLS Data Processing Results (v. 3.2.9)*



Note: EE: Employee Engagement; EL: Ethical Leadership MW: Meaningfulness of Work; OCB: Organizational Citizenship Behavior. The loading factor values of all variables have met the criteria, namely >0.60, then the AVE value has met the criteria >0.50.

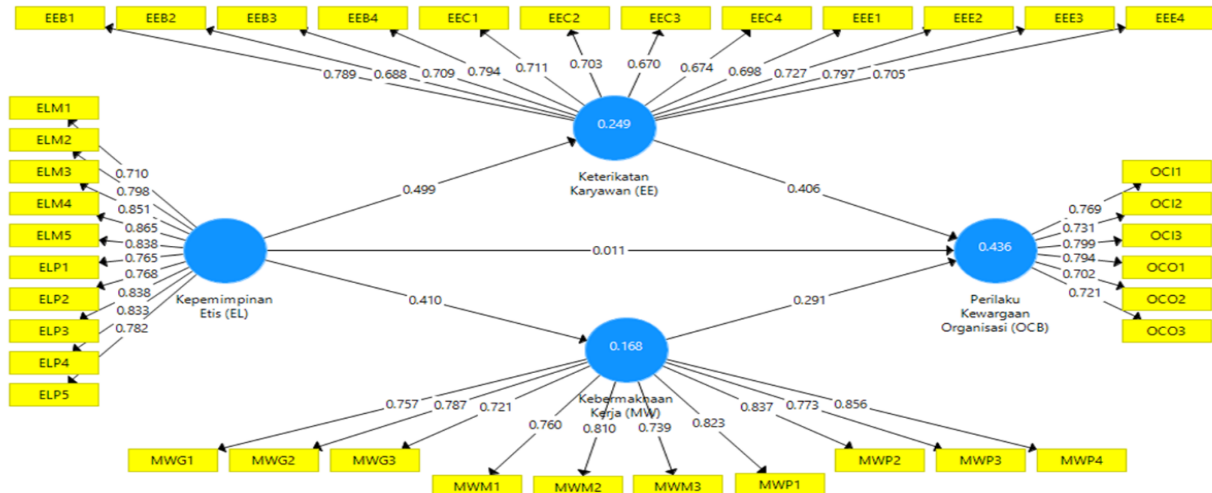


Figure 1 Results of Loading Factor Analysis

Next is the discriminant validity as measured by the Fornell-Larcker value

Table 2 Fornel-Larcker Criterion

Variable	Meaningfulness of Work (Y2)	Ethical Leadership (X)	Employee Engagement (Y1)	Organizational Citizenship Behavior (Z)
Work Meaningfulness (MW)	<b><u>0.787</u></b>			
Ethical Leadership (EL)	0.410	<b><u>0.806</u></b>		
Employee Engagement (EE)	0.756	0.499	<b><u>0.723</u></b>	
Organizational Citizenship Behavior (OCB)	0.603	0.334	0.632	<b><u>0.754</u></b>

Source: Smart PLS Data Processing Results (v. 3.2.9)

The  $\sqrt{AVE}$  value shows the diagonal and vertical direction values of each variable column) which are underlined and written in bold have a correlation value of one  $\sqrt{AVE}$  with the variable construct higher than other latent variable constructs. So the instrument is declared valid.



Table 3 Heterotrait-Monotrait (HTMT) Ratio

<b>Indicator</b>	<b>Meaningfulness of Work (Y2)</b>	<b>Ethical Leadership (X)</b>	<b>Employee Engagement (Y1)</b>	<b>Organizational Citizenship Behavior (Z)</b>
Work Meaningfulness (MW)				
Ethical Leadership (EL)	0.434			
Employee Engagement (EE)	0.819	0.533		
Organizational Citizenship Behavior (OC)	0.658	0.369	0.690	

Source: *Smart PLS Data Processing Results (v. 3.2.9)*

The processing results in Table 3 show that the *Heterotrait-Monotrait ratio (HTMT)* value is <0.90 for each variable so it can be said to be valid (Henseler et al., 2015). So all latent variables have good discriminant validity.

1) Reliability Test Results

Construct reliability testing evaluates the constancy of the instrument. According to Chin, (1998:320), A variable is declared reliable if the composite reliability value is > 0.70.

Table 4 Reliability Test Results

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Reliability Limits</b>	<b>Conclusion</b>
Work Meaningfulness (MW)	0.931	0.942	0.70	Reliable
Ethical Leadership (EL)	0.940	0.949	0.70	Reliable
Employee Engagement (EE)	0.917	0.929	0.70	Reliable
Organizational Citizenship Behavior (OC)	0.848	0.887	0.70	Reliable

Source: *Smart PLS Data Processing Results (v. 3.2.9)*

All research instruments were declared to have high reliability.

4.2. Inner Model Testing

Table5 R<sup>2</sup> Value

	R <sup>2</sup>	R <sup>2</sup> Adj	Information
Meaningfulness of Work (Y2)	0.168	0.163	Weak
Employee Engagement (Y1)	0.249	0.244	Weak
Organizational Citizenship Behavior (Z)	0.436	0.426	Currently

Source: Processed Primary Data

Table 5 shows ethical leadership impact OCB by 43.60 % and the remaining 56.40% is influenced by other variables. Meanwhile, the R<sup>2</sup> value of employee engagement variable is 24.90 %, which indicates that the ethical leadership and employee engagement variables themselves influence organizational citizenship behavior by 24.90% and the rest is impact by other variables. The variable meaningfulness of work is 16.80 %, which indicates that the variable ethical leadership and meaningfulness of work itself influences organizational citizenship behavior by 16.80% and the rest is influenced by other variables. When using the *adjusted R<sup>2</sup> parameter*, it can be concluded that changes in variations in the mediating variable OCB can be explained by exogenous variables (employee engagement and meaningfulness of work) simultaneously by 42.6 %. In total, ethical leadership has an impact on OCB through employee engagement and meaningfulness of work, amounting to 41.70 % and 58.30% is influenced by other variables.

*Path coefficient*, the value that states the direction of the variable relationship. It is said to be positive if the value is > 0 and it is said to be negative if the value is < 0. The following is a table of *path coefficient* and *f-square (f<sup>2</sup>) values*:

Table 6 Path Coefficient & f<sup>2</sup> values

Variable	Path Coefficient	f <sup>2</sup>
EL --> EE	0.499 Positive	0.332 Moderate
EE --> OCB	0.406 Positive	0.113 Small
EL --> OCB	0.011 Positive	0,000 No Effect
EL --> MW	0.410 Positive	0.202 Moderate
MW --> OCB	0.291 Positive	0.064 Small

Source: Processed Primary Data

Note: EL = Ethical Leadership; EE = Employee Engagement; MW = Meaningful Work; OCB = Organizational Citizenship Behavior

Results obtained:

1. Impact ethical leadership on employee engagement, the f<sup>2</sup> value is 0.332 (moderate) and the

*path coefficient* is 0.499 (positive), Thus ethical leadership has a moderate and positive impact on employee engagement.

2. Impact of employee engagement on OCB, the  $f^2$  value is 0.113 (small) and *the path coefficient* is 0.406 (positive), Thus employee engagement has a small positive impact on OCB.
3. Impact of ethical leadership on OCB, the  $f^2$  value is 0.000 (no influence) and *the path coefficient* is 0.011 (positive), thus ethical leadership has no impact positive on OCB.
4. Impact Ethical leadership on meaningfulness of work, the  $f^2$  value is 0.202 (moderate) and *the path coefficient* is 0.410 (positive), Thus ethical leadership has a moderate positive impact on meaningfulness of work.
5. Impact work meaningfulness on OCB, the  $f^2$  value is 0.064 (small) and *the path coefficient* is 0.291 (positive), Thus work meaningfulness has a small positive impact on OCB.

Next is Predictive relevance ( $Q^2$ ) where if  $Q^2 > 0$  then the observation value is good and if  $Q^2 < 0$ , then the observation value is not good.

Table 7 Predictive Relevance

Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Meaningfulness of Work (Y2)	1,620,000	1,457,677	0.100
Ethical Leadership (X)	1,620,000	1,620,000	0
Employee Engagement (Y1)	1,944,000	1,703,168	0.124
Organizational Citizenship Behavior (Z)	972,000	746,022	0.232

Source: Processed Primary Data

$Q^2$  value is above 0, so it is said that all model variables have good observation value.

Table 8 Model Fit

Testing	Satur Model	EstModel
SRMR	0.081	0.156
NFI	0.668	0.650
rms Theta	0.143	

Source: Processed Primary Data

Then for the criteria of a good or unknown fit model from several parameters, namely SRMR below 0.10; second is the NFI value approaching 1 or above 0.90; and third is the Theta rms value below 0.102 so that it is stated to meet the requirements

The next measurement is the Variance Inflation Factor (VIF). According to Hair et al. (2017) a VIF value of 5 or more indicates a co linearity problem

Table 9 Multicollinearity Test (VIF)

Variable	Work Meaningfulness (MW)	Ethical Leadership (EL)	Employee Engagemen t (EE)	Organizational Citizenship Behavior (OCB)
Work Meaningfulness (MW)				2,340
Ethical Leadership (EL)	1,000		1,000	1,336
Employee Engagement (EE)				2,591
Organizational Citizenship Behavior (OCB)				

Source: Processed Primary Data

Correlation independent variables does not show symptoms of multicollinearity because *the Variance Inflation Factor (VIF) value* is <5.

The components that are used to assess the next *inner model* are: GoF is used to test the suitability of the overall model. The GoF value obtained is between 0 and 1 (small GoF value = 0.00 -0.24; moderate GoF value = 0.25-0.37; large GoF value = 0.38-1) with formulating

$$GoF = \sqrt{\text{Rata-rata AVE} * \text{Rata2 R}^2}$$

$$GoF = \sqrt{0,59025 * 0,284}$$

$$GoF = \sqrt{0,16782775}$$

$$GoF = 0,409667853$$

This means that the level of match between the observed value and the expected value in the model is large because GoF=0.40.

#### 4.3. Hypothesis test

##### 1) Direct Influence

The hypothesis is accepted if  $p < 0.05$ .

Table 10 Direct Effect Test Results

Variable	Ori. Sample	Mean (M)	STDEV	T Stat	P Val.	Information
EL →EE	0.499	0.510	0.088	5,644	0,000	Significant & Positive
EE →OCB	0.406	0.416	0.098	4,137	0,000	Significant & Positive
EL →OCB	0.011	0.009	0.072	0.156	0.876	Insignificant & Positive
EL →MW	0.410	0.421	0.085	4,816	0,000	Significant & Positive
MW →OCB	0.291	0.294	0.093	3,116	0.002	Significant & Positive

Source: Processed Primary Data Results

Note: EL = Ethical Leadership ; EE = Employee Engagement ; MW = Meaningful Work ; OCB = Organizational Citizenship Behavior

2) Indirect Influence

Table 11 Indirect Effect Test Results

Variable	Ori. Sample	Mean (M)	STDEV	T Stat.	P Val.	Information
EL -> EE -> OCB	0.203	0.211	0.058	3,505	0,000	Significant & Positive
EL -> MW -> OCB	0.119	0.125	0.050	2,373	0.018	Significant & Positive

Source: Processed survey results

Notes: EL = Ethical Leadership ; EE = Employee Engagement ; MW = Meaningful Work ; OCB = Organizational Citizenship Behavior

5. Discussion of Research Results

1) The Impact of Ethical Leadership on Employee Engagement

Ethical leadership directly has a significant positive effect on employee engagement, as indicated by the *p-val* (0.000) < 0.05 and the *t-stat* (5.644) > 1.96. The effectiveness of good ethical leadership carried out by the company's managerial staff. The results of the study are same with Sugianingrat et al. (2019) and Alam et al. (2021) where ethical leadership has a significant positive impact on employee engagement. The positive influence of ethical leadership on employee engagement at PT. Bank X. The results of this research can be a guide for companies in building an effective ethical leadership atmosphere to build and increase employee engagement.

2) The impact Employee Engagement on OCB

Employee engagement directly has a significant positive effect on OCB as indicated by the *p-val* (0.000) < 0.05 and the *t-stat* (4.137) > 1.96. The study results are same with Yuniawan et al. (2021); Indryani & Ardana (2019) where Employee engagement has a significant positive impact on OCB. The better the employee engagement, the better the OCB.

3) The Impact of Ethical Leadership on OCB

Results proven that ethical leadership has no direct and insignificant impact on OCB as indicated by the *p-value* (0.156) > 0.05 and *the t-stat* (0.876) < 1.96. The study results are in line with Adawiyah et al. (2022); Ahn et al. (2018); Hanaysha et al. (2022); Qasim et al. (2020); Shareef & Atan (2019); Su & Hahn (2021); Yang & Wei (2018).

4) The Impact Ethical Leadership on Work Meaningfulness

Ethical leadership directly has a significant positive effect on the meaningfulness of work as indicated by the *p-value* (0.000) < 0.05 and *the t-stat*(4.816) > 1, 96. The study results same with Mohsin et al. (2021); Tahir (2020); and Demirtas et al. (2017).

5) The Impact of Work Meaningfulness on OCB

Meaningfulness of work directly has a significant positive effect on OCB as indicated by the *p-value* (0.002) < 0.05 and the *t-stat* (3.116) > 1.96. The study results are in line with Supanti

& Butcher (2019) and Youn & Kim (2022) which stated that perceptions of the meaningfulness of work have a significant positive impact on OCB

6) The impact Ethical Leadership and OCB Mediated by Employee Engagement

Ethical leadership indirectly has a significant positive effect on OCB through employee engagement as indicated by the  $p\text{-val}(0.000) < 0.05$  and  $the\ t\text{-stat} ( 3.505) > 1.96$ . The study results are same with Bah et al. (2020) where Ethical leadership has a positive impact on OCB with employee engagement as the mediator.

7) The Impact Ethical Leadership and OCB Mediated by Work Meaningfulness

Ethical leadership indirectly has a significant positive effect on OCB through employee engagement as indicated by the  $p\text{-val} (0.018) < 0.05$  and  $the\ t\text{-stat} ( 2.373) > 1.96$ . The study results are in line with Gurmani et al. (2021); Wang & Xu (2019); and Demirtas et al. (2017) where the leadership variable can significantly mediate the meaningfulness of work

## 6. Conclusion and Suggestions

### 6.1. Conclusion

The conclusion of the study is (1) Ethical leadership has a significant positive impact on employee engagement at PT. Bank X Surabaya. (2) Employee engagement has a significant positive impact on OCB of employees at PT. Bank X Surabaya. (3) Ethical leadership has an insignificant positive impact on OCB of employees at PT. Bank X Surabaya. (4) Ethical leadership has a significant positive impact on the meaningfulness of work of employees at PT. Bank X Surabaya. (5) Meaningful work has a significant positive impact on OCB. (6) Employee engagement mediates ethical leadership on OCB of employees at PT. Bank X Surabaya. (7) Meaningful work mediates ethical leadership on OCB of PT. Bank X Surabaya.

### 6.2. Suggestions

The study's suggestions are

(1) For further researchers, The structural model of organizational citizen behavior found is still moderate, therefore it is suggested for further research to consider other factors such as organizational commitment, organizational climate, organizational culture, and several other factors.

(2) For banking companies (a) Viewed from the perspective of ethical leadership, companies are advised to create a good and clear roadmap for successors/prospective leaders so that leaders emerge from leadership with high work enthusiasm and maximum work performance, (b) Viewed from employee engagement, companies are advised to strengthen the vision and mission in every meeting or training model that exists as well as in real materials, which makes employees understand better. (c) Seeing the meaningfulness of work, companies are advised to carry out participatory management practices by considering other factors in the work environment. (d) Looking at organizational citizenship behavior, companies are advised to look for potential organizational citizenship behavior in candidates (prospective employees) during

the recruitment process, then actively involve leaders in providing appropriate and effective examples and directions, and review performance management (KPI).

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