RESPONSIBLE LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATION ROLE OF EMPLOYEES CSR PERCEPTION

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ABSTRACT

The main objective of this study was to examine how responsible leadership in the food and beverage industry (FBI) affects organizational citizenship behavior (OCB) both directly and indirectly. The indirect relationship between responsible leadership and OCB is examined through the mediating role of employees' perceptions of CSR. A cross-sectional design was used to collect data from 237 employees of the Ethiopian FBI. A quantitative methodology was used for the study. It was predicted that organizational citizenship behavior (OCB) positively correlates with responsible leadership. It was also predicted that the relationship between responsible leadership and OCB is positively mediated by employees' CSR perceptions. According to the results of the study, OCB is positively predicted by responsible leadership. Most importantly, the influence of responsible leadership on OCB was found to be positively mediated by CSR perceptions. The theoretical and practical implications of the study, limitations and future research directions are also addressed.

Keywords: Responsible Leadership, Perception of CSR, Employee, Organization Citizenship Behavior, Mediation

JEL Classification: C12. C83. D23. O30, M10, M12

INTRODUCTION

The food and beverage industry (FBI) faces specific CSR challenges, such as sustainability, environmental impact, labor practices, and product safety (Boumediene & El Houda, 2018). Employees in this industry may be particularly attuned to these issues (Brown & Treviño, 2006; Hartmann, 2011; Maloni & Brown, 2006). In this industry, responsible leadership is critical to ensuring that CSR initiatives are implemented effectively and are seen as genuine. Leaders who prioritize sustainability, ethical sourcing, and fair labor practices can significantly influence employees' CSR perceptions (Maak & Pless, 2006). Employees in the FBI, when they realize that their organization is dedicated to responsible actions, they are more inclined to participate in behaviors that enhance workplace ethics, improve customer service, and contribute to the organization's success (A. Kim et al., 2017). In addition, most of the current literatures have established a positive relationship between responsible leadership and Organizational Citizenship Behaviors (OCBs) (Abbas et al., 2022; Thakur & Sharma, 2019; Zhao & Zhou, 2019). However, these studies focus primarily on the direct effects of responsible leadership on OCB without examining the processes that mediate these effects. This exclusion restricts the real-world uses of the research and leaves the issue of cause and effect unanswered. To fill these voids, the current study looks in to the order of impacts of responsible leadership on OCB and seeks to discover the underlying mediating processes.

OCB research in the FBI has made significant progress, but there are still some important research gaps that remain unexplored. First, most of the OCB research in the FBI has been generalized from other industries without in-depth exploration of industry-specific factors (De Roeck & Farooq, 2018; Paillé & Boiral, 2013). The unique demands of the food and beverage sector, such as high employee turnover, low wages and intense customer interaction, suggest that there are different motivators for OCB, such as employees' CSR perception, focus on customer satisfaction and job satisfaction (W. G. Kim et al., 2005). Research could investigate these specific drivers in more detail. Second, while the relationship between actual CSR practice and OCB has been investigated, there is little evidence on how CSR perceptions specifically within the FBI promote OCB. Given the industry's increased focus on sustainability, ethical sourcing, and labor practices, a valuable area of research would be to examine how these practices influence employee voluntary behaviour (Hartmann, 2011; Maak & Pless, 2006; Maloni & Brown, 2006). Third, there is a need for more research on how leadership styles, particularly responsible leadership, influences OCB within the FBI.

Given the operational challenges of the industry, understanding how responsible leaders inspire and motivate employees to engage in discretionary behavior could provide insight into promoting OCB in high-pressure work environment. Addressing these gaps could lead to a more nuanced understanding of OCB in the FBI and provide actionable insights to improve organizational outcomes through improved employee behavior.

Responsible leadership is viewed as a style where a leader acts as a connector of relationships with stakeholders and addresses current Gaps in both theory and real-world leadership problems (Maak & Pless, 2006; Zhao & Zhou, 2019). Responsible leadership intentionally concentrates on accountability issues, including proper mora l choices, building trust, and promoting sustainable growth (Behringer & Szegedi, 2016) (N. M. Pless & Maak, 2011a). Responsible leadership is also a wide-ranging idea where workers see their organization as ethical and active in caring for stakeholders beyond the company and the employees they**.** (N. Pless & Maak, 2004; Thakur & Sharma, 2019). Despite the abundance of literature on the motivational effects of responsible leadership on employees' actual CSR practices (Maak & Pless, 2006; N. M. Pless & Maak, 2011b; Voegtlin, 2011), there is a lack of literature on the impact on employees' perceptions of CSR and the ultimate impact on OCB. Therefore, it is important to determine whether responsible leadership led to a notable perception of CSR by workers in the FBI. Furthermore, the study of antecedents of CSR perceptions has been relatively neglected (Gond et al., 2017), Since there are limited research efforts focused on verdict these kinds of causes (e.g., (Panagopoulos et al., 2016; Wu et al., 2015). As a result, there have been request to find more factors influencing perceived CSR (e.g. (Lee et al., 2013). Based on social learning theory (SLT) (Bandura, 1977) and stakeholder theory (Freeman, 1984), one of the goals of this research is to address these assertions by examining responsible leadership as a factor that influnce internal CSR perceptions and OCB.

Because they set the tone for conduct across the entire firm through the collective behaviors of their leaders, employees are an important stakeholder group (Thakur & Sharma, 2019). Because leaders are adept at motivating and overseeing subordinates as well as serving as vital characters in influencing and shaping employees' willingness to contribute in extra-role behaviors, leadership has been recognized as a crucial factor in determining employee OCB (Ramus, 2001; Thakur & Sharma, 2019). For example, it has been suggested and acknowledged that responsible leadership—which calls for moral conscience toward the stakeholders both inside and outside the organization—is one of the primary indications of employee open communication behavior (OCB).

Although research in other industries, including banking, insurance, education, health, and hotels (Han et al., 2019a; Thakur & Sharma, 2019; Zhao & Zhou, 2019), has shown that responsible leadership has a positive impact on workers' OCB, there is a lack of literature to confirm whether this is also the case in the FBI.

In the context of the service industry, several studies have made different attempts to investigate the mediation effects of CSR between different leadership styles and OCB. For instance, The relationship of Ethical Leadership and OCB mediating by CSR (Hayat, 2023) and between Authentic Leadership and OCB (Iqbal et al., 2018; Khattak et al., 2019). In the framework of the service industry, both studies carried out their research. Even though (Chan et al., 2022) made an effort to include both the manufacturing and service sectors in their investigation on the mediating role of CSR between OCB and transformational leadership, 63% of their data came from the former. Furthermore, rather than concentrating on how employees viewed CSR, both research examined the mediating impacts of the actual CSR actions. There is a dearth of research on how employees' perceptions of CSR affect the relationship between OCB and leadership styles in the manufacturing sector. Several previous researchers have suggested that future studies focus on diverse organizational settings, such the manufacturing industry, in light of the study gap (Hayat, 2023; Iqbal et al., 2018; Khattak et al., 2019). This study attempts to bridge these gaps by examining the mediating influence of CSR perception among Responsible Leadership and OCB in the manufacturing business, specifically in the FBI.

The existing body of research on the function and status of CSR, OCB, and leadership styles yields inconsistent results. While some researches (Ahmed et al., 2022; Chan et al., 2022; Hayat, 2023; Iqbal et al., 2018) suggested that leadership styles influence OCB through CSR, others suggested that leadership style mediates the relationship between CSR and OCB (Gao & He, 2017). Further research on the relationship between other leadership styles, like responsible leadership and OCB, has been suggested by authors who have studied the relationship between transformational leadership and transactional leadership and OCB (Ahmed et al., 2022), inclusive leadership style and OCB (Hanh Tran & Choi, 2019), and authentic leadership and OCB (Iqbal et al., 2018; Khattak et al., 2019). In an attempt to close these gaps, this study examines how employees' perceptions of CSR in the setting of the FBI relate to responsible leadership and OCB. This study aims to bridge the knowledge gap by providing clarification on how employees' perception of CSR affects the association between responsible leadership and OCB.

More precisely, the goal of this research is to catch out how employees' perceptions of CSR are influenced by responsible leadership through role modelling and how employees' perspectives on CSR serve as a link between OCB and responsible leadership. The perception of CSR by employees is a topic that has not received much attention in CSR research (Lee et al., 2013).

Through the lens of SLT and Stakeholder Theory (Bandura, 1977; Carroll & Brown, 2018; Freeman, 1984), the researcher expands on CSR concept in relation to employees engagement. Stakeholder theory states that businesses have obligations to various stakeholder groups, including employees (Freeman & Dmytriyev, 2017; S. Kim, 2023). While Stakeholders Theory highlights the importance of addressing the needs of various stakeholders (Freeman, 1984; Maak & Pless, 2006), SLT explains how employees learn and internalize CSR values by observing their leaders (Bandura, 1977). SLT also complements Stakeholder Theory by providing a framework for understanding how leaders' actions serve as models for employees and other stakeholders, encouraging behaviors that benefit a wide array of stakeholders. Together, these theories assist explain why employees' increase perception of CSR gear to higher levels of OCB. Previous study on the indirect effect of responsible leadership on employee OCB through the employee's perception of CSR activities has not produced enough proof.

LITERATURE REVIEW
Responsible Leadership
Han et al. (2019) Responsible leadership is described as a group of behavioral traits that take into consideration not just the benefits of the organization but also those of stakeholders, like employees. A responsible leader finds harmony between leadership qualities and social accountability by taking the requirements of the various stakeholders in the company into account. A responsible leader seeks to balance the interests and advantages of all stakeholders, including employees, in the economic, social, and ecological spheres (Han et al., 2019b; Zhao & Zhou, 2019). Responsible leadership has ramifications on several levels. Micrologically speaking, it can lead to lower levels of unethical behavior and employee turnover and higher levels of job satisfaction, organizational commitment, and work performance (Shi & Ye, 2016; Voegtlin, 2011). Responsible leadership places a strong emphasis on leader ethics and lives by moral standards, setting an example of moral behavior for staff members. Additionally, workers typically view leaders as role models from whom they can learn.

In other words, by being a good role model, responsible leaders can impact and improve the ethical behaviour of their teams by actively engaging in social responsible activities, such as, creating comfortable working place for staff, producing healthy and safe foods for customers, cooperating with partners fairly and honestly (Shi & Ye, 2016).

Employees Perception of CSR

Perception is the process through which individuals interpret and make sense of their surroundings by comprehending and organizing their sensory experiences (Odunayo. T & Oladipupo., 2016). According to (Lee et al., 2013), employee perception of CSR refers to how much employees believe their employer supports social cause-related initiatives. Employee perception of CSR activities was defined by (Nazir et al., 2014) as the extent to which employees believe their employer advocates for and carries out social welfare initiatives. Studies additionally indicate that employees' attitudes and behaviors are significantly impacted by their views of how fair an organization's activities are (Cropanzano et al., 2001). When determining whether management is dependable and impartial, employees frequently rely on their own judgement. Their behavior toward management reflects these perceptions. Employees' perception CSR have been shown to elicit emotional, behavioral, and attitude reactions.

Organization Citizenship Behavior (OCB)

 (1988) defined OCB as individual actions that are not openly or acknowledged by the formal system but collectively enhance the efficient operation of the organization" (p. 4) Moreover, it is recognized that an individual's actions can jointly and successfully enhance an organization's business performance (Alshihabat & Atan, 2020). Discretionary behavior refers to actions that go beyond a formal job description, but they nonetheless involve the individual playing an extra role through their voluntary participation (Ahmed & Khan, 2019; Ozyilmaz et al., 2018). The term "discretionary" refers to a behavior that is not required by the job description or the role in question. This concept placed more focus on the contribution of OCB to overall organizational success than it did on the specific outcomes (Podsakoff et al., 2014). Thus, with OCB, the emphasis is on workers' voluntary and extra-effort attitudes and actions (ibid).

Theories to be applied

To discover the association between responsible leadership and OCB, with employees' CSR perception as the mediator, various theories can be applied to understand the dynamics of leadership influence, employee perceptions, and behavioral outcomes.

Social Learning Theory (SLT)

Social Learning Theory (SLT) explains how individuals observe and imitate behaviors from role models in their environment, especially those in leadership positions (Bandura, 1977). Employees learn and internalize ethical behaviors and values by observing responsible leaders, which influences their perception of CSR and motivates them to act in ways that benefit the organization, including through OCB. That is, responsible leaders who demonstrate ethical and socially responsible behavior can influence employees' perceptions of CSR. This, in turn, can lead to employees exhibiting OCB as they internalize the socially responsible behaviors promoted by their leaders. Employees observe responsible leadership, form positive CSR perceptions, and are motivated to engage in OCB, which reflects a social learning process.

Responsible leaders who demonstrate ethical behavior and commitment to CSR make place where staffs are likely to involve in OCB by observing and mimicking those actions. Employees perceive these leaders as socially responsible, influencing their perception of CSR and encouraging behaviors that exceed formal job requirements (OCB).

Stakeholder Theory (ST)

Stakeholder Theory (ST) emphasizes that organizations are accountable to a wide range of stakeholders, with staffs, the community, and the environment. Responsible leaders who prioritize stakeholder interests tend to foster positive CSR perceptions among employees. This, in turn, motivates employees to engage in OCB, as they feel they are paying to a wider organizational purpose that benefits all stakeholders (Freeman, 1984). Responsible leadership promotes CSR by addressing stakeholder concerns, leading to employees perceiving the organization positively and engaging in OCB. That is, by integrating Stakeholder Theory, responsible leadership is seen as balancing the interests of multiple stakeholders through CSR initiatives. This enhances employees' perception of the organization's promise to CSR, which in turn fosters OCB, as employees feel aligned with the organization's ethical and socially responsible mission.

Integrating SLT and Stakeholder Theory

By combining SLT and Stakeholder Theory, organizations can better understand how the behavior of ethical leaders (and other stakeholders) influences employee actions and corporate practices, particularly in socially responsible activities. In SLT, behaviors are learned through social interactions. Employees learn how to behave ethically and responsibly by observing how the organization and their leaders engage with its stakeholders. If stakeholders demand transparency and ethical practices, employees are more likely to adopt these behaviors.

Ethical leaders model behavior that aligns with stakeholder interests (e.g., sustainable practices, fair treatment of employees), and employees, in turn, emulate these practices (Bandura, 1977; Freeman, 1984).

Responsible Leadership and perception of CSR

Leadership is responsible not only for influencing the implementation of CSR but also for shaping employees' CSR perceptions (Maak et al., 2016; Voegtlin, 2011; Wang et al., 2019). According to Hamdani et al.(2024), the goal of leadership is to influence organizational values and inspire followers to act in the interests of society. Responsible leadership integrates social responsibility with leadership style by considering the interests of multiple stakeholders, including employees (Han et al., 2019b). Some previous studies have indicated that leadership styles, such as servant leadership (Lythreatis et al., 2021), ethical, participative, and transformational leadership (Lau, 2010; Nazir et al., 2014), and transactional leadership (Du et al., 2013; Lau, 2010) to have a significant influence on CSR perceptions. While other authors have also demonstrated the important role played by responsible leadership in the promotion of CSR practices (Maak et al., 2016; Manzoor et al., 2019; Voegtlin, 2011), there is a dearth of works that shows the effect of responsible leadership on employees' CSR perception.

In SLT CSR related behaviors are observed by employees when responsible leaders are engaged in CSR-related activities, which ultimately build a positive perception of CSR in the organization (Bandura, 1977; Brown & Treviño, 2006). In Stakeholders Theory employees perceive CSR as authentic and legitimate when responsible leaders engage them in dialogue and make decisions that consider their interests. This participatory approach enhances the credibility of CSR efforts, leading to a positive perception of the organization's commitment to social responsibility (Freeman, 1984; Maak & Pless, 2006). According to the literature mentioned above we propose the following:
H1: Responsible leadership has a positive effect on employees' perception of CSR

Employee Perception of CSR and OCB

Literature has recently begun to concentrate more closely on the issue of understating the connection between how CSR is perceived and OCB (Freire et al., 2022). Employees, who believe their company is involved in CSR initiatives, are more likely to work harder (Story & Neves, 2015). Employees' views on CSR, in turn, influence their actions, since relevant CSR creativities educate employees about organizational justice, and therefore, enhance their levels of OCB (Farid et al., 2019).

Studies conducted in sectors other than the FBI showed a positive relationship between CSR perception and OCB. For example, a study conducted on higher education create that employees' perception of CSR to have a helpful effect on OCB through changing their conduct and attitudes towards the organization (Rupp, Abatzoglou, et al., 2013). Similarly, studies conducted on consultancy firms, innovation and technology organizations, airlines, and health clinics, and financial firms indicted that staffs who perceive that their organization is socially responsible are more likely to establish and involve in OCB (Lee et al., 2013; Story & Neves, 2015; Zhang et al., 2014). Despite the increasing research on how CSR affects workers' attitudes and behaviors (Mueller et al., 2012), literatures are scarce regarding the effects of employees CSR perception on OCB in the context of FBI. SLT and Stakeholders Theory, together, help explain why employees' positive perception of CSR leads to higher levels of OCB, as they feel inspired to contribute beyond their formal duties. Based on the description above, it is hypothesized that:

H2: Employee Perception of CSR has a significant relationship with OCB

Responsible Leadership and OCB

A study conducted on the service sector found OCB to be directly impacted by responsible leadership (Zhao & Zhou, 2019). When a leader interacts with subordinates and shows them attention, colleagues are strongly motivated to exercise discretion. According to Han et al. (2019), their interaction was the basis for the influence that transpired. Responsible leadership naturally aligns with the principles of Stakeholder Theory as both emphasize the importance of looking beyond the narrow interests of shareholders and considering the broader impacts of business decisions (Freeman, 1984; Maak & Pless, 2006). Responsible leaders are model ethical behavior, motivating staff to go beyond their official duties and engage in actions that benefit the company. The responsible leader also fosters trust and commitment among employees, which enhances their willingness to engage in OCB. (Podsakoff et al., 2014; Voegtlin, 2011; Waldman & Galvin, 2008).

Responsible leaders, through their ethical behavior, model actions that employees and other stakeholders are likely to adopt, fostering a culture that benefits the entire stakeholder community. On the other hand, when employees perceive that their organization is committed to meeting the needs of multiple stakeholders through CSR, it fosters a sense of inclusiveness, fairness, and belonging. This positive perception can further enhance (Kim et al., 2017; Rupp et al., 2013)

H3: Responsible leadership has a significant relationship with OCB

The mediating role of CSR perception between Responsible Leadership and OCB

Responsible leadership consist of a group of behaviors that focus on not just the needs of the company but also those of stakeholders including employees like staff members(Han et al., 2019b) by promoting their OCB either directly or indirectly through Perceived CSR is the way individual think and fell as they gather and sort details about CSR activities and create opinion about them (Gond et al., 2017). Employees perceive CSR initiatives favorably when their organization successfully organizes, carries out, and assesses the CSR initiatives (Lee et al., 2013; Nazir et al., 2014). CSR value attributes such as fairness encourages employees to demonstrate OCB (Hamdani et al., 2024). Leaders, through CSR, model ethical behavior for their employees and those employees who perceive this concern and empathy from their leaders are more likely to display behaviors that are expected of them in return (Hamdani et al., 2024). Positive CSR perceptions encourage employees to go beyond their formal roles, contributing to the overall organizational well-being (Farid et al., 2019). When workers perceive that their firm is openly dedicated to CSR, they are more likely to align their personal values with organizational goals, which can enhance job satisfaction, commitment, and discretionary efforts like OCB (Rupp et al., 2013). From the above literature we can infer those employees' CSR perception acts as a mediator between responsible leadership and OCB. That is, responsible leaders enhance CSR perception, which in turn encourages employees to engage in OCB. Essentially, the perception of a socially responsible organization motivates employees to demonstrate positive organizational behaviors, as they feel aligned with the organization's ethical values and societal goals.

H4: Employees perception of CSR mediates the relationship between RL and OCB.
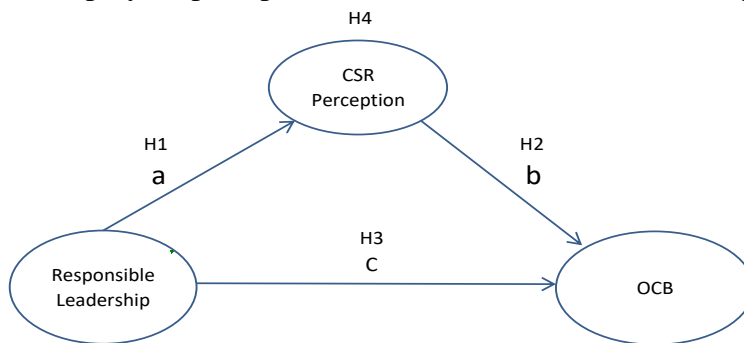

Figure 1 Proposed Model

MATERIALS AND METHOD

Participants and Data Gathering

The study initially targeted to collect information or data from 20 Share Companies of the Ethiopian FBI. Out of the 20 companies, we managed to get permission only from the top management of 17 food and beverage share companies. Based on the information provided by the HR of each company, a random sampling was applied to select participating employees. The nature and purpose of the research were discussed with employees. Employees were also requested their willingness to participate as respondent and they were told that their answers would be kept private and have the opinion to end their involvement whenever they wish. A total of 255 questionnaires, which were translated into Amharic language, were distributed to the employees using personal visits, email, and online survey. In total, 237 working and useable surveys were collected with a valid response rate of 93%. The participants responded to the questionnaire on responsible leadership, perception of CSR, Organizational Citizenship Behaviour (OCB). The sample consisted of 130 males and 107 females, 144 were Bachelor degree holders, 49 were post graduates and the remaining 44 had other qualifications such as diploma. The majority of the participants were between the age of 25-44, 182 (76.8 per cent) and around 50 per cent of the respondents had been associated with their present company for past ten years. In developing the questionnaire a pilot test was conducted with help of 20 participants working in the FBI. Based on the feedbacks and suggestions given by the participants, improvement on the questionnaire had been made. Data were collected between August, 2022 and July 2023.

Measurement of Variables

The study comprised three conceptual variables and employee demographics. Every characteristic is measured using Likert-type scales, which have values between 1 and 5. Employee opinions on CSR and OCB were measured on a scale of 1 (strongly disagree) to 5 (strongly agree). We employed a scale for responsible leadership that went from 1 ("Not at All") to 5 ("Frequently, if not always").

Dependent Variable: Employee OCB.

24-item scale developed to measure employee OCB Alshihabat & Atan, (2020). Sample of items are "I support those with demanding workloads," "I am consistently prepared to offer support to those in my vicinity," "I strive to prevent causing issues for my colleagues," and "I am aware of how my actions influence others' work." "I propose ideas to enhance work processes." The reliability of these items was found to be 0.839 in this study.

Independent Variable: Responsible Leadership

We adopted (Zhao & Zhou, 2019) with 16 items scale sample items include "My manager communicates with various parties like customers, staff, labor groups, suppliers, ...", "My manager shows an understanding ofthe important claims from st akeholders", "My manager thinks about the results of decision for the implicated stalkers'', ''my manager include the impacted stakeholders in decision processes'', ''my manager evaluates different stakeholders claims before choosing a path'', and '"works to reach an agreement among the impacted stakeholders". The reliability of these questions was 0.890 in this research.

Mediator: Employees Perception of CSR

Employees perception of CSR is measured by using (Sarfraz et al., 2018)12-item scale. Example items include "Our corporate has a procedure in place to reply to every customer grievance", "The managers of this organization try to obey with the law and regulations", "Our business has a comprehensive code of behaviour", and "Our business encourages employees to connect civic organizations that support our community". The reliability of these ten items was 0.842 in this study.

Control variables

Demographic factors (gender, age, education, and organizational tenure) are controlled for in this study. Gender is measured using dummy variables: 1 for males and 2 for females. The following age ranges are used to measure age: 18–24, 25–34, 35–44, 45–54, 55–64, and over 65. Less than one year, one to five years, six to ten years, eleven to fifteen years, sixteen to twenty years, and more than twenty years are the five categories used to quantify organizational tenure. Five categories are also used to quantify educational attainment: high school, associate's degree, bachelor's degree, master's degree, and doctoral degree.

Data Analysis

The data was analyzed using structural equation modelling, or CB-SEM, in the IBM SPSS AMOS (23) software. The model was fitted and the validity and reliability of the data were evaluated using confirmatory factor analysis (CFA) (See Annex 1). Employee views of CSR acted as a mediating factor in the path analysis that used the Maximum Likelihood (ML) estimation approach to assess the impact of responsible leadership on OCB. When testing a suggested factor structure, the most popular statistical method is CFA (Alshihabat & Atan, 2020; De Roeck & Farooq, 2018; Newman et al., 2014). This tactic was put forth and employed in accordance with earlier writers (Gao & He, 2017; Ong et al., 2018; Wang et al., 2019). Therefore, a number of metrics, including the Chi-square and Root Mean Square, were used to assess the model's fitness.

Thus, the model's fitness was assessed using a number of criteria, including the Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Chi-square (Alshihabat & Atan, 2020; De Roeck & Farooq, 2018; Newman et al., 2014).

RESULTS AND DISCUSSION
Descriptive Statistics, reliability and correlation
As shown in Table 1 below, the Cronbach alpha for the three variables: responsible leadership, employees' perception of CSR, and OCB, ranges between 0.839 and.890 indicating that we can rely on these variables.

Table 1 Reliability Analysis

Variables	No.of items	Cronbach alpha
Responsible leadership	16	0.890
Employees CSR Perception	12	0.842
OCB	24	0.839

Table 2 below displays the correlation, mean, and standard deviation of the studied variables. This study examined the interactions between responsible leadership, employees' perceptions of CSR, and OCB. The table shows that the independent variable (responsible leadership) and the dependent variable (OCB) have a positive and statistically significant correlation (r=.372** and p=0.01). A favourable and statistically significant link exists between the dependent variable (OCB) (r=.793**, p=0.01) and the mediating variable (employees' perception of CSR). As a result, OCB is highly influenced by the independent variable (responsible leadership), and there is a strong positive correlation (r=.411**, p0.01) between this variable and the mediating variable (employees' perception of CSR). Taken together, these findings provide preliminary evidence in favour of our central hypotheses.

Table 2 Means, Standard Deviation, CR, AVE and correlation

Variables	Mean	Std.Dev	CR	AVE	1	2	3
Responsible leadership	3.5675	0.4781	0.942	0.503	1		
Employees CSR Perception	3.5313	0.5549	0.923	0.500	0.372**	1	
OCB	3.7556	0.5406	0.974	0.612	0.793**	0.411**	1
**. Correlation is significant at the 0.01 level (2-tailed), n=237							

Employees' perception of CSR mediates the relationship between responsible leadership and OCB

Table 3 Regression Analysis

R^2	Adjusted	Responsible	T	P
0.629	0.627	0.8399*	19.957	0.000

The **findings from the** regression analysis, **presented** in Table 3 demonstrate that the predictor variable, responsible leadership account **demonstrate** that he **predictor variable,** responsible **for** 62.9% of the **changes** in the outcome variable, OCB, with an R² value of 0.629. The analysis **shows** a positive and statistically **meaningful link** between responsible leadership and OCB (t = 19.957, p < .05). This **implies** that results, as shown in Table 3, indicate that the predictor variable, responsible leadership explains 62.9% of the variation in the outcome variable, OCB,. The analysis reveals a positive and statistically significant relationship between responsible leadership and OCB (t = 19.957, p < .05). This suggests that for every one-unit increase in responsible leadership, there is a corresponding 0.8399-unit increase in OCB, based on the unstandardized regression coefficient of 0.8399.

Mediation Analysis

The table below (Table 4) shows how responsible leadership and OCB are influenced. The table presents the direct, indirect, and overall effects. We follow the mediation method established by Hayes and Preacher in 2022 using the PROCESS MACRO the results indicate a strong link among all the variables. Additionally, the Sobel test reveals a meaningful relationship, implying that the connection between responsible leadership and OCB is influenced by employees' views on CSR.

Table 4 Mediation Analysis Summary and Results
RL=Responsible leadership, CSRP= CSR Perception, OCB=Organizational Citizenship Behavior

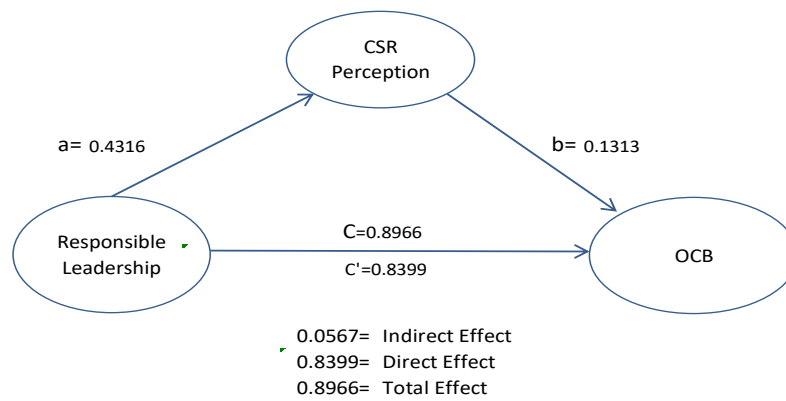| Path	Unstandardized Coefficient	Coefficient Std. error	t	p	Bootstrap	
RL--->CSRP	0.4316	0.0703	6.1410	0.000	0.2931	0.5701
RL--->OCB	0.8399	0.0475	17.6948	0.000	0.7464	0.9334
CSRP--->OCB	0.1313	0.0409	3.2115	0.001	0.0508	0.2119
Sobel Test		0.0199	2.845	0.001		

Figure 2. The model of the study showing the mediation of CSR perception between RL and OCB

The study evaluated how employees' perceptions of CSR mediated the link between RL and OCB. The outcome supported H4 by showing a large indirect influence of responsible leadership on OCB. Additionally, it was discovered that the mediator's presence had a substantial direct impact on OCB (c'=0.8399, p<0.001). The association between responsible leadership and OCB is partially mediated by employee perceptions of CSR, as both the direct and indirect effects of responsible leadership on OCB are statistically significant. Because the product of pathways a, b, and c is positive, the mediation is complimentary.

DISCUSSION AND CONCLUSION

With a focus on the Ethiopian FBI specifically, the current study attempted to examine the relationship between OCB and responsible leadership through the mediation of employees' perception of CSR in the manufacturing sector. Data was collected using a survey. Prior to data analysis, an instrument validity and reliability test was performed, and the results were valid. H3 was confirmed by the discovery that OCB and responsible leadership had a positive and significant relationship (Table 5). Additionally, the association between OCB and responsible leadership is found to be mediated by employees' perceptions of CSR.

The current study improves our understanding and backs to the current literature related to leadership styles and OCB in four ways. First, it ensured that responsible leadership has a positive and significant effect on employees' CSR perception, which, in turn, affects their OCB, confirming H1 and H2 (Table 5). This can be taken as a continuation of previous studies which were conducted on the direct and indirect role of other leadership styles on OCB. Hence, our findings can be taken to be consistent with the findings of prior studies which were conducted in the service sector (Hayat, 2023; Iqbal et al., 2018; Khattak et al., 2019).

Second, while previous studies mainly focused on how the actual CSR practices mediates the relationship between various leadership styles and OCB (Hayat, 2023; Iqbal et al., 2018; Khattak et al., 2019; Kim & Thapa, 2018), our findings indicate that employees perception of CSR also to have the same effect in mediating the association among leadership styles and OCB, confirming H4 (Table 5). Third, this study was conducted to address the research gaps that need to be addressed in future studies, as suggested by previous studies (Hayat, 2023; Iqbal et al., 2018; Khattak et al., 2019) regarding the applicability of their findings outside the service sectors and with a different leadership style other than Ethical Leadership (Hayat, 2023) and Authentic Leadership (Iqbal et al., 2018; Khattak et al., 2019). Our findings confirm that previous findings are applicable to the manufacturing sector with responsible leadership. Four, the study used SLT and Stakeholders Theory to investigate the connection among responsible leadership and OCB. The integration of the two theories in the association among responsible leadership and OCB via CSR perception provides a nuanced understanding of how responsible leaders model ethical behavior (SLT) while addressing stakeholder needs (Stakeholder Theory), leading to a positive CSR perceptions among employees, which in turn motivate them to engage in OCB. Additionally, while employees observe and internalize responsible leaders' behavior through the lens of SLT, influencing their perception of CSR (Aguinis & Glavas, 2012; Groves & LaRocca, 2011), Stakeholders Theory supports the notion that responsible leadership should be in line with the interests of different stakeholders, guaranteeing that CSR practices are authentic and significant (Freeman, 1984; Maak & Pless, 2006). This integration suggests that employees, inspired by responsible leadership and a positive CSR perception, are more likely to adopt OCB.

From the foregoing discussion, it can be concluded that companies need to act ethically and responsibly if they want to stay around in society for a longer time. This includes both their leaders and employees. According to Han et al. (2019), leaders must act responsibly and integrate social responsibility with their leadership styles in order for companies to generate profits and benefit their stakeholders. A leader's ability to inspire followers to behave in the best interests of society and to influence organizational values is a key factor in determining how CSR is perceived and performed (Hamdani et al., 2024). The credibility, reputation, and image of their organization will all be further enhanced by such responsible leadership. Responsible leaders who effectively manage stakeholder interests and demonstrate ethical behavior enhance employees' perception of CSR. This positive perception encourages employees to go beyond their formal roles and engage in OCB, contributing to the organization's overall success.

Table Summary of Results

Hypothesis		Result
H1:	Responsible leadership has a positive influence on employees' perception of CSR	Accepted
H2:	Employee Perception of CSR has a positive effect with OCB	Accepted
H3:	Responsible leadership has a positive association with OCB	Accepted
H4	Employees perception of CSR mediates the connection with responsible leadership and OCB	Accepted

Managerial Implications

In the FBI, responsible leadership shows a critical role in shaping CSR perceptions, which in turn fosters OCB among employees. Managers in this sector must focus on integrating sustainability into leadership practices, aligning CSR with core operations, involving employees in CSR activities, and promoting ethical sourcing and health-conscious products. By doing so, they can create a culture where employees are motivated to engage in voluntary behaviors that contribute to the company's success and social responsibility. When examined through SLT and Stakeholder Theory, the association among responsible leadership, CSR perceptions, and OCB in the FBI reveals several key managerial implications.

From the perspective of SLT, the study has the following managerial implications: First, managers in the FBI must consistently model responsible behavior, including ethical decision-making, commitment to sustainability, and social responsibility. Their actions set the standard for employees, who will mirror these behaviors, leading to higher engagement in CSR initiatives and OCB. Second, encouraging and rewarding employees who actively participate in or promote CSR initiatives reinforces the behaviors learned through observation. This further solidifies CSR as a core value within the organization and increases OCB. Third, Managers should provide training programs that not only focus on technical skills but also on ethical decision-making, sustainability practices, and corporate social responsibility, reinforcing the responsible behaviors they wish employees to emulate.

From the perspective of Stakeholder Theory, the study has the following managerial implications: First, managers need to take a holistic approach to CSR by addressing the needs and concerns of all stakeholders, from ethical supply chain management to community engagement and environmental stewardship. By doing so, employees develop positive CSR perceptions, which in turn enhances OCB. Second, managers should regularly communicate how the company's CSR initiatives benefit various stakeholders, such as by reducing environmental damage or improving local communities' livelihoods.

Clear communication enhances employees' understanding of CSR efforts and motivates them to support these initiatives through OCB. Third, involving employees in CSR-related decision-making processes can further enhance their perceptions of the company's stakeholder engagement. This inclusion fosters a greater sense of ownership over CSR initiatives, encouraging employees to take on additional responsibilities voluntarily.

While leaders, under SLT, must model ethical behaviors, leaders under Stakeholder Theory need to balance stakeholder interests effectively. Both approaches emphasize the importance of clear communication, employee involvement, and ethical leadership to foster a culture where employees engage in OCB through their commitment to CSR. By implementing these strategies, managers in the FBI can enhance their employees' CSR perceptions, resulting in stronger voluntary contributions that support the organization's ethical and social goals.

Significance of the Study

The aim of this research was to explore the connection between responsible leadership, employees' perception of CSR and OCB. The importance of examine this relationship between responsible leadership and OCB via CSR perceptions in the FBI is complex, particularly when looked at through the framework of SLT and Stakeholder Theory.

SLT proposes that employees learn behaviors by observing and imitating the actions of their leaders. In the FBI, where social responsibility, sustainability, and ethical leadership are vital, the study of this relationship is significant for several reasons: First, to understand the influence of responsible leadership on behavior. The study emphasizes how responsible leaders in the FBI can act as role models for responsible behavior. Through their commitment to sustainability, ethical supply chain management, and social responsibility, responsible leaders influence employees' perceptions of CSR. The study also allows businesses to understand how responsible leadership directly influences employee behavior through observation, creating a ripple effect where employees adopt similar values and behaviors, leading to higher engagement in CSR activities and OCB. Second, to promote ethical work cultures. Understanding the connection between responsible leadership and CSR perceptions helps in building a workplace culture where ethical practices are valued. In industries like FBI, where sustainability and ethical sourcing are critical, this study highlights the importance of leadership in shaping employees' attitudes toward these initiatives. As employees imitate leaders' responsible behaviors, this study shows the potential for fostering OCB, where employees voluntarily contribute to initiatives like waste reduction, energy conservation, and community engagement. Third, it enhances employees' engagement.

The study is significant for revealing how responsible leadership, through the mechanism of SLT, enhances employee engagement in CSR initiatives. Engaged employees are more likely to internalize CSR values, leading to greater alignment with organizational goals and willingness to engage in voluntary, pro-social behaviors.

Under Stakeholder Theory the study of responsible leadership, CSR perceptions, and OCB in the FBI is important for several reasons. First, it balances stakeholders need. This study highlights the critical role of responsible leadership in balancing the competing needs of diverse stakeholders, which is particularly crucial in the FBI. The study also underscores how leaders who prioritize stakeholder well-being positively influence employees' perceptions of CSR. This not only improves internal stakeholder (employee) relationships but also strengthens external stakeholder trust, benefiting the company's reputation and performance. Second, it contributes to sustainability of goals. The FBI is a key player in global sustainability efforts due to its substantial environmental impact. By examining how responsible leadership and positive CSR perceptions lead to greater employee contributions (OCB), the study offers insights into how businesses can achieve their sustainability goals more effectively. Third, ensure long term business success through sustainable competitive advantage and building trust with customers. The study reveals that companies that adopt responsible leadership practices and engage employees in CSR through positive perceptions can gain a sustainable competitive advantage. Satisfied employees who engage in OCB are likely to enhance organizational efficiency, innovation, and customer satisfaction. For the FBI, where transparency and ethical practices are essential to building trust with consumers, this study highlights how responsible leadership can influence consumer perceptions indirectly through employees. Employees who are proud of their company's ethical practices are more likely to advocate for the brand, which boosts consumer trust and loyalty.

Limitations and Future Directions

Although this study provides various contributions to the existing literature, it also has several drawbacks. First the scale used to measure responsible leadership comes from scales created by scholars from culture outside of Ethiopia and other developing countries. Therefore, the meaning of responsible leadership and its validation across different cultures, including Ethiopian society, need more exploration. Second most of the data was gathered through employee self-assessments. The leaders' self-assessment of responsible leadership was not included. It remains unclear whether leaders' views on leadership differ from those of employees.

Future studies should examine how organizational citizenship behavior is influenced by responsible leadership as determined by leaders' evaluations. Third, in our analysis we focused the manufacturing industries, particularly regarding the Ethiopian Foreign business investment. It would be beneficial to investigate the same issue in different organizational environments to better understand the connection. Fourth as we examined this relationship solely within Ethiopian context, it limits the ability to generalize. Future researches might explore the relationships in other culture to broaden the findings. Fifth, the present research treats responsible leadership as a combined variable and did not analyze the impact of individual aspects of responsible leadership on organizational citizenship behavior. Future researchers should assess how each aspect of responsible leadership affects organizational citizenship behaviour for clearer insights. Finally, we examined employees' perceptions of corporate social responsibility as a mediator between responsible leadership and OCB. Other researchers might also investigate the mediation role of employees' perceptions of corporate social responsibility between various leadership styles and organizational citizenship behaviour.

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