

# The Intersection of Ethical Leadership and OCB: Insights for Enhancing Policing Practices

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## Abstract

This literature review explores the influence of ethical leadership on Organizational Citizenship Behavior (OCB) across various organizational settings, assessing the transferability of these findings to law enforcement. While the review recognizes the substantial impact of ethical leadership on promoting a culture of trust, fairness, and justice in organizations, it notes the scarcity of research directly addressing this dynamic within policing. Consequently, it underscores the novelty of applying these established corporate principles to law enforcement, advocating for more targeted research to understand and enhance the interplay between ethical leadership and OCB in the policing context. It provides practical insights from a policing perspective, aiming to translate theoretical concepts into actionable strategies for law enforcement agencies, thereby bridging the gap between academic research and real-world policing applications. Additionally, it proposes insightful recommendations to cultivate ethical leadership paradigms and bolster the relationship between police forces and the communities they serve.

**Keywords:** ethical leadership, organizational citizenship behavior, policing

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## The Intersection of Ethical Leadership and OCB: Insights for Enhancing Policing Practices

This literature review paper explores the complex connection involving ethical leadership and Organizational Citizenship Behavior (OCB) within diverse organizational contexts, focusing on law enforcement. This research methodically examines and integrates empirical studies to uncover the nuanced influences that ethical leadership has in promoting OCB among members of the police force. Ethical leadership, as characterized by Badrinarayanan et al. (2017), involves exhibiting normatively correct behavior through one's actions and fostering such behavior in others via bilateral communication, reinforcement, and informed decision-making. This concept includes aspects of the moral individual, evident in traits like integrity, compassion, and equitable decision-making, and dimensions of the moral leader, reflected in regular discussions about ethics, establishing strong ethical guidelines, and utilizing incentives and disciplinary measures to ensure adherence to these guidelines. Furthermore, Kaptein (2019) introduces the notion of the moral entrepreneur as an innovative element of ethical leadership, underscoring the leader's role in devising and instituting new ethical norms and benchmarks, thus promoting a culture of ethical creativity within organizations.

The primary aim of this study is to shed light on the obstacles and benefits of integrating ethical leadership into police departments, offering a robust framework to augment OCB, which is described as voluntary behavior that goes beyond the basic requirements of one's job and significantly contributes to the organization's overall prosperity and operational efficiency (Organ, 1988).

Through a methodical exploration of existing literature and empirical studies, this paper seeks to bridge the theoretical underpinnings of ethical leadership and OCB with practical applications in policing. It contemplates the role of ethical leadership in shaping a conducive environment for OCB, emphasizing the importance of trust, fairness, and organizational justice as foundational elements in law enforcement agencies. Traditionally defined as a body of civil officers charged with the duty to enforce the law, maintain public order and safety, and safeguard individual liberties, these agencies face the complex challenge of balancing authority and individual rights in their daily operations (Harmon, 2012). The paper also addresses the scarcity of research specifically targeting the intersection of ethical leadership and OCB within the policing context, highlighting this as a vital area for future academic inquiry.

Ultimately, this paper offers actionable insights and recommendations for law enforcement agencies. These suggestions aim to cultivate ethical leadership practices, thereby enhancing OCB, improving police-community relations, and fostering a more effective and morally grounded approach to policing. The ultimate goal is to contribute meaningfully to the evolution of policing practices, ensuring they are effective, ethically, and socially responsible.

## Review of Related Literature: A Synergistic Review of Ethical Leadership and OCB

The nature and structure of the integrative literature review epitomize a comprehensive methodology hoping to synthesize and analyze existing studies to generate novel insights and understandings within the specific field of study. An integrative literature review transcends the mere summation of extant literature bearing on the topic under scrutiny, fostering new knowledge about the topic. Torraco highlights the dearth of methodological guidance for crafting such reviews, underscoring their unique position in academic research as instruments for making substantial contributions to the knowledge base of a discipline (Torraco, 2005). This review meticulously adopts the integrative approach as delineated by Torraco, ensuring a robust and comprehensive examination of the subject matter.

### Method

The methodology for this integrative literature review was implemented from January to April 2024. It was designed to deepen an understanding of ethical leadership and OCB in modern organizations. The search was conducted only in Scopus, a multidisciplinary literature database with many peer-reviewed articles. Scopus is particularly invaluable given its extensive coverage of scientific studies and hence would be an excellent source for acquiring in-depth review literature concerning organizational and behavioral research.

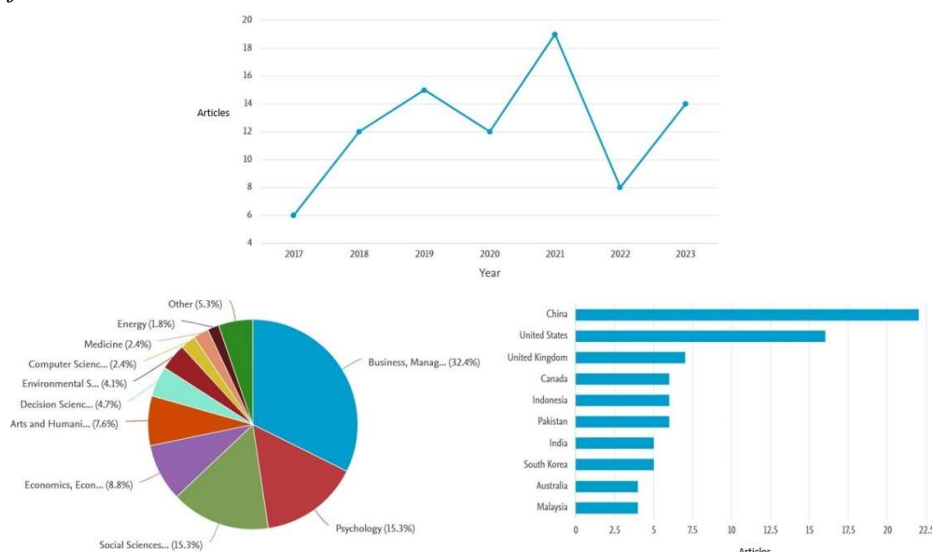
The target peer-reviewed English language articles were available from 2017 through 2024. These years were considered to accommodate recent studies that have captured recent trends in organizational dynamics, which are among the most evolving over the past decade. The search terms used were "Ethical Leadership" and "OCB" OR "Organizational Citizenship Behavior." The terms were selected to probe the relationship between ethical leadership practices and the expression of OCB in organizations.

Specifically, zero articles were found using the search terms "Police," "Policing," or "Law Enforcement" in conjunction with the majority of key term searches. Therefore, this outcome explicitly highlighted a gap in the literature in the direct exploration of ethical leadership and OCB within law enforcement. The lack of findings in this area suggests a possible future research direction, which is one of the studies exploring how ethical leadership influences OCB in law enforcement agencies.

The total number of articles identified as an outcome of this refined and targeted search in Scopus boiled down to 87 peer-reviewed articles. Each article has been critically reviewed for relevancy against the study's objective. The review was conducted in-depth for article abstracts, introductions, and conclusions to ensure this was relevant to the research questions and aims.

In addition, the snowballing technique was used as an additional precaution to ensure no area about the research topic was left uncovered and that rich and detailed information important to the literature review was collected. This technique will involve reviewing the references in the selected articles to identify further relevant studies. This method proves highly effective, especially when capturing insights and perspectives not directly caught by the search criteria applied in phase one. Figure 1 illustrates search results based on years, countries, and areas.

**Figure 1** Results for Peer-reviewed Articles in Scopus: Distribution by Number, Country, and Subject Area



### ***Bridging Ethical Leadership and OCB in Diverse Settings***

Ethical leadership has been the emerging key area of this paper. These studies combine organizational perspectives and examine their impact on OCB in the evolving landscape of corporate endeavors (see Figure 1). Coming up with an embarking literature review seeks systematic interpretation to be extracted from a series of empirical studies that position together to illustrate this connectivity. Starting with Mo and Shi (2017), the review dwells on the psychological mechanisms explaining how ethical leadership influences employee OCB, considering multi-level organizational frameworks. We then move to Gao and He (2017), who take on the interaction between Corporate Social Responsibility (CSR) and OCB, targeting supervisor ethical leadership and perceived organizational justice. This scope further broadens with Gerpott et al.'s (2019) review as it considers how ethical leadership associates with followers' moral identity and leader group prototypicality. Tourigny et al. (2019) build on these dimensions to show insights into how ethical leadership and CSR affect OCB synergistically through organizational trust. Shareef and Atan (2019), on their part, further the discussion on the links between OCB, turnover intentions, and ethical leadership, highlighting a mediating effect by linkage with intrinsic motivation. Lastly is the contemporary view whereby Tangkawarow and Tanoto (2023) examine the impact of ethical leadership on employees' performance, showing OCB and intrinsic motivation. This paper synthesizes the key findings from these studies while seeking to draw practical implications for enhancing organizational practices.

Mo and Shi's (2017) paper on linking ethical leadership to employees' OCB explores the relationship between these concepts in a multi-level framework. The study investigates the psychological mechanisms through which ethical leadership influences employee OCB. It examines this relationship from a multilevel perspective, focusing on two primary mechanisms: emulation of a supervisor's ethical behavior and the impact of ethical leadership on an employee's perceived procedural justice and organizational concern.

Mo and Shi's (2017) study collected data from employees of a pharmacy retail chain in South China. The final sample included 93 teams, comprising 93 supervisors and 486 employees, with an 84.0% response rate. The average team size was 5.23 members, with the average age of employees being 31.17 years and supervisors 39.72 years. The research involved distributing questionnaires to these participants.

The results demonstrated a significant positive correlation between perceived procedural justice and employees' organizational concern and OCB. Additionally, ethical leadership was positively correlated with the supervisor's organizational concern. The study supported the hypothesis that the supervisor's organizational concern mediates the effect of ethical leadership on the employee's organizational concern, and both the supervisor's and employee's organizational concern sequentially mediate the relationship between ethical leadership and the employee's OCB.

Practical implications include promoting ethical leadership to enhance employee OCB, developing ethical leadership and moral connection with organizations through training, and creating a fair and just work environment. Limitations noted include the study's reliance on social learning and social exchange theory without directly measuring role modeling or leader-member exchange. Future research directions suggest exploring additional underlying mechanisms like organizational commitment and adopting a longitudinal research design to understand the causal relationships better. The paper suggests that future research should explore other underlying mechanisms, such as organizational commitment that links the supervisor's organizational concern to employee OCB, alongside the mediating role of the employee's concern. It also recommends using a longitudinal research design and a multisource approach in investigating ethical leadership behaviors and their variance in employees' OCBs.

Insights from this study can be applied to policing practices by emphasizing the importance of ethical leadership within police organizations. Police supervisors who display ethical behavior and concern for their organization can positively influence their subordinates' OCB. Such a role models ethical behavior in addition to fostering a work environment that is fair as well as just to its employees. Police leaders should develop their ethical leadership skills to ensure that the decisions and actions taken are within the organization's ethical level. The promotion of a culture of ethical behavior and procedural justice within the police force will also enhance organizational commitment and job satisfaction and create a facilitating working environment that will, in turn, boost the performance and the public perception of the police force.

Furthering this exploration, Gao and He's (2017) research focuses on the relationship between CSR and employee OCB, specifically examining the mediating role of supervisor ethical leadership and the moderating role of perceived organizational distributive justice. The study aims to explore the effect of CSR on employee OCB with an understanding of its mechanisms and boundaries. It develops the trickle-down model and examines the mediating effects of supervisor ethical leadership and the moderating effect of perceived organizational distributive justice on the CSR-OCB relationship.

The methodology involved collecting field data from 187 employees across four companies located in a central city in China. The study used a multi-wave data collection design, where employees reported their perceptions of firms' CSR and organizational justice at Time 1, their direct supervisors' ethical leadership behaviors, and their own OCB at Time 2 after four weeks.

The empirical findings demonstrated that CSR positively impacts employee OCB, mediated by supervisors' ethical leadership. Furthermore, this mediation effect was moderated by perceived organizational distributive justice, being stronger when perceived organizational distributive justice was lower. The study contributes to the CSR literature by revealing the mechanism of ethical leadership through which CSR leads to increased employee OCB. It also suggests the boundary condition of organizational distributive justice affecting the positive effect of CSR on employee OCB. The study indicates the crucial role of leadership in transforming CSR into positive employee outcomes. The main limitation is the potential for common method bias (CMB) and social desirability response bias due to self-reported data.

The study recommends that future research be cautious in interpreting the observed full mediation effect. It suggests that future research should control for other plausible theoretical explanations, such as perceived self-esteem and felt obligation for the effect of CSR on OCB. Additionally, it recommends exploring the impact of CSR on other in-role and extra-role behaviors of employees.

The study comes up with the following illuminating findings pertinent to policing practices. Firstly, it can likely influence officers' organizational citizenship behaviors by instilling ethical leadership from police supervisors toward positive outputs of the police organization. By encouraging supervisors to exemplify lawful behavior and modeling decisions based on fairness and justice, overall morale and performance can be enhanced throughout the police force. Moreover, highlighting the department's commitment to social responsibility may encourage officers to engage in extra-role behaviors that can be potentially valued for the organization and the community. Also, consider the level of perception of justice in the department, as it might influence how leadership and initiatives in CSR work. Focus on CSR and ethical leadership within the departments where low perceived justice exists will be most effective in boosting OCB amongst the officers.

Expanding the perspective, Gerpott et al. (2019) paper titled "*An Identity Perspective on Ethical Leadership to Explain Organizational Citizenship Behavior: The Interplay of Follower Moral Identity and Leader Group Prototypicality*" contains several key components by focusing on understanding the role of ethical leadership in shaping OCB, particularly through the lens of follower moral identity and leader group prototypicality. The study investigates how ethical leadership influences employee behavior, particularly focusing on the role of moral identity in fostering ethical actions like increased OCB. It posits that ethical leadership enhances employees' moral identity, which inspires more ethical actions. The study also explores how leader group prototypicality (how representative a leader is of the group) strengthens this relationship.

The research comprises two studies: a scenario experiment with 138 participants and a field study with 225 employees. The study employs various methods to measure ethical leadership, leader group prototypicality, follower moral identity, and OCB. These methods include using scales developed by Brown et al. (2005) for ethical leadership and Williams and Anderson (1991) for OCB, among others. The results show that perceived ethical leadership positively affects OCB by enhancing followers' moral identity. However, this effect is significantly stronger when leaders are perceived as prototypical of the group. These findings suggest that the moral component of ethical leadership is crucial in shaping employee behavior, particularly in terms of OCB.

This study is pivotal in differentiating between job and organization engagement and measuring various antecedents and consequences of these engagements. The study underscores the lack of academic research on employee engagement, addressing concerns about its validity beyond being a management fad. Limitations include the potential for common method bias and the need for further research to explore the implications of these findings in different contexts. Future research should explore the boundaries and applicability of these findings in different organizational contexts and cultures. There is also scope for investigating other mediating factors that might influence the relationship between ethical leadership and employee behavior.

Revelation to such insights would greatly propel policing practice. Ethical leadership within the police force gives grounds to enhance organizational citizenship behaviors such as integrity, responsibility, and consciousness of the community needs of the officers through building a strong moral identity. Leaders at various stations of the police department who exemplify their values and ethics can influence the behavior of their subordinates and commitment to ethical conduct more effectively. Practical recommendations should entail training police leaders to effectively embody and communicate ethical standards, word and deed, and behaviors representing the group's moral and ethical values. This can be effective for creating more ethically motivated police

where its officers are not functioning by sole directives but with a sense of moral identity and commitment to community welfare that is shared by all.

Building on these findings, Tourigny et al. (2019) present a comprehensive study on the impact of ethical leadership and CSR on OCB. The study investigates how the ethical behavior of supervisors affects their subordinates' perceptions of CSR and, in turn, impacts their trust in the organization. This leads to increased personal social responsibility and engagement in OCBs directed towards the organization and other individuals. The study utilized a multilevel model to assess the impact of ethical leadership and CSR on subordinate behaviors at the work unit level, mediated by organizational trust at the individual level. Data were collected from 71 work unit supervisors and 308 subordinates across five businesses in a conglomerate company in mainland China. Participants were asked to rate supervisory ethical leadership practices, CSR, organizational trust, personal social responsibility, and OCB.

Results indicated that ethical leadership positively affects CSR at the work unit level. CSR, in turn, positively affects organizational trust at the individual level, significantly impacting OCB through the mediating effect of taking personal social responsibility. This study is significant for several reasons. It provides evidence that ethical leadership creates awareness and shapes perceptions of CSR at the work unit level, directly impacting organizational trust at the individual level. Ethical leadership fosters organizational trust through shared CSR awareness among work unit members, motivating employees to take on additional responsibilities and engage in OCBs. The study's multifaceted approach, involving multiple actors and levels, extends the existing literature and supports the strategic investment in ethical leadership training for managers. Furthermore, it broadens the scope of research on ethical leadership, CSR, and OCB by situating it within China's manufacturing sector, a crucial component of the country's economic well-being.

The paper does not explicitly mention recommendations for future studies. However, the comprehensive nature of the study suggests areas for further exploration, such as examining the impact of ethical leadership and CSR in different cultural or organizational contexts or exploring the longitudinal effects of these variables on organizational outcomes.

Insights from this study can be highly applicable to policing practices. In police organizations, ethical leadership can shape officers' perceptions of the department's social responsibilities, fostering a culture of trust and responsibility. Implementing CSR-oriented practices within the police force can enhance officers' trust in their organization, leading them to engage more in behaviors that benefit the organization and the community they serve. For practical recommendations, police departments should invest in ethical leadership training for their supervisors and promote CSR initiatives that resonate with the officers and the community. This approach can increase engagement in proactive policing behaviors and strengthen community relations, ultimately contributing to more effective law enforcement and community well-being.

Similarly, Atan's (2019) study examined the impact of ethical leadership on followers' OCB and turnover intentions, specifically focusing on the mediating role of intrinsic motivation in these relationships. The present study utilized a quantitative research methodology, where the data was taken from three large public universities within the Kurdistan Region of Iraq. Based on this sample, 351 supervisor-subordinate dyads were observed to conduct the study in that context. The statistical analysis uses the Statistical Package for Social Sciences (SPSS), which involves multiple regression analysis to test the set hypotheses.

The findings revealed that ethical leadership is positively associated with OCB and negatively associated with turnover intentions. Furthermore, it was found that intrinsic motivation fully mediates the relationship between ethical leadership, OCB, and turnover intentions. This research fills a gap in the existing literature by investigating the mediating role of intrinsic motivation between ethical leadership, OCB, and turnover intention, building upon cognitive evaluation theory. The study's originality lies in exploring these dynamics within the Kurdistan Region of Iraq. The study suggests further research into the mediating roles of intrinsic motivation, specifically how it influences the relationships between ethical leadership and both individual and organizational aspects of OCB, as well as turnover intention.

These findings gleaned from the research could form a building block for developing better policing practices. Ethical leaders in the police forces can generate OCBs among their officers and thus create a conducive organizational climate and hence reduce turnover intentions. These findings present a basis for the application by police departments in promoting ethical leadership practices. Some considerations would be training programs that will encourage ethical decision-making, integrity, and transparency in leadership. Moreover, establishing an environment that nurtures employees' intrinsic motivation may further increase positive workplace behaviors and decrease the employee turnover of these employees. Practical guidelines include recognizing and rewarding ethical



behaviors, creating opportunities for meaningful engagement in decision-making processes, and leadership conduct in line with ethical and moral standards.

Lastly, Tangkawarow and Tanoto's (2023) research aimed to investigate the effect of ethical leadership on employee performance, specifically focusing on the roles of OCB and intrinsic motivation in the relationship between ethical leadership and employee performance. This quantitative and causal study examined the relationship between ethical leadership and employee performance through intrinsic motivation and OCB as mediating variables. The sample consisted of back-office employees at a private-owned transportation company in Balikpapan, East Kalimantan, employing non-probability, purposive sampling. The study targeted employees with at least one year of work experience, assuming they would understand their work environment and the impact of leadership. The sample size was determined to be a minimum of 65 based on Isaac and Michael's table, with an error rate of 5%.

The findings revealed that ethical leadership does not directly influence employee performance, contradicting some past studies. However, the study found that ethical leadership is more instrumental in directing individuals to behave ethically, have good morals, and maintain good ethics rather than directly improving employee performance. Intrinsically motivated employees were not found to have improved performance, suggesting that other factors like developmental feedback, organizational commitment, and employee spirituality are necessary for enhancing performance.

The study expands the ethical leadership theory by examining personal aspects, attitudes, and motivation in the relationship between ethical leadership and performance, adding to the understanding of the mechanism of ethical leadership affecting performance. It contributes to the literature on how ethical leadership may increase OCB and influence performance, especially in Eastern cultures. The study also highlights the impact of ethical leadership on employee motivation. The limitations include restricting the sample to one private enterprise, which may limit the generalizability of the findings. Future studies could explore additional variables influencing employee performance and involve direct supervisors in assessing employees' performance. Future research should consider including a broader range of variables that might impact employee performance, such as organizational commitment, developmental feedback, employee involvement, and organizational culture. A larger and more varied sample from different business industries is also recommended to obtain more generalizable results.

This study presents evidence on the significance of operating a police force with an ethical leadership inclination and the inferences that can be made generalizable to enhance policing practices. Law enforcers should be fair and employee-oriented and should strive to maintain integrity. Such a form of leadership can encourage officers to portray positive work behaviors and attitudes that add value to enhancing performance. Developing human resources with practices that promote ethical leadership is crucial to police departments because leaders are strategic for supporters. Finally, creating an ethical climate across the department may be worthwhile. Together with teaching such practices, this might lead to possible enhancement of OCB in officers and overall department performances and community relations, for that matter.

### **Ethical Leadership in Policing: Theoretical Insights and Practical Pathways**

This paper introduces proof of the importance of running an ethical and inclined-leadership police force and the conclusions that could be made generalizable to build upon policing practices. Law enforcement officers should be fair and employee-oriented and strive to maintain integrity. Furthermore, research in policing shows that although authoritarian leadership may hinder officers' readiness to report unethical matters, this can be mitigated by leader benevolence, creating a safer space for officers to voice ethical concerns and positively impact the force (Zheng et al., 2021). Such a form of leadership could be applied in encouraging the officers to portray positive behaviors and attitudes at the workplace, which adds value to enhancing performance. To develop human resources, policing departments must model ethical leadership practices because leaders are strategic supporters. Finally, it may be worth creating an ethical climate across the department. Together with teaching such practices, this may lead to a possible increase in OCB officers and overall department performances and community relations, for that matter.

From the literature review above, the synthesis has presented detailed information about how ethical leadership influences OCB within various organizational frameworks, which can give policing practices many insights. The overall narrative from those studies underscores the imperative nature of ethical leadership in building environments that are favorable for positive actions by employees, higher levels of trust among employees, as well as a higher and improved sense of organizational justice and fairness, all of which are essential in the field of law enforcement.

In theory, the multilevel ethical leadership impact is depicted in literature, as evident in Mo and Shi's (2017) and Gao and He's (2017) studies. Such a multilevel impact would imply that the attitudes and behaviors of subordinates working below these police supervisors would trickle down due to superior ethical behavior and leadership. This finding underscored that ethical leadership is not something manifest as an individual's quality but an imperative with effects at various levels entwined within the organizational structure of policing. However, a wider view is depicted by looking further into CSR and organizational justice, especially in Gao and He (2017). It suggests that increased embracement of social responsibility and fairness among high police departments enhances OCB among police officers. This observation suggests that for police organizations to get and maintain public trust, they must first be seen by the people as entities committed to justice and social responsibility within their communities. Moreover, the moral identity of a leader and the actualization of group values (Gerpott et al., 2019) also exert influence. For policing, this means that leaders who model the ethical standards and values of the police force can more successfully inspire and foster ethical behavior in officers. Figure 2 below presents the themes, key findings from the literature review, and their implications for policing practices.

**Figure 2**

*Literature Review Insights and Policing Implications*

Study (Year)	Theme	Key Findings	Implications for Policing Practices
Gao & He (2017)	Influence of CSR on worker OCB, intermediary function of managerial ethical leadership, conditional role of observed organizational distributive fairness	CSR enhances employee OCB, influenced through ethical leadership and adjusted by perceived fairness in organizational distribution	Encouraging ethical leadership in police supervisors and highlighting the department's CSR can enhance officer morale and performance, especially in departments with lower perceived justice.
Mo & Shi (2017)	The effect of ethical leadership on employee OCB, emphasizing the ethical conduct of supervisors and its effect on employees' perceived procedural justice and concern for the organization	Positive correlation between ethical leadership, procedural justice, and OCB	Police supervisors displaying ethical behavior and concern for their organization can positively influence the OCB of their subordinates, fostering a fair and just work environment.
Gerpott et al. (2019)	The function of ethical leadership in molding OCB via the moral identity of followers and the prototypicality of the leader within the group	Ethical leadership impacts OCB via the moral identity of followers, reinforced by the leader's prototypicality within the group	Ethical leadership in the police force can foster a strong moral identity among officers, leading to increased OCB. Leaders who exemplify the group's values can influence their subordinates' behavior more effectively.
Shareef & Atan (2019)	Influence of ethical leadership on followers' OCB and intentions to leave, with intrinsic motivation serving as a mediating factor	Ethical leadership correlates positively with OCB and inversely with intentions to quit, mediated through intrinsic motivation	Promoting ethical leadership in police forces can generate OCBs and reduce turnover intentions. Training programs that encourage ethical decision-making and intrinsic motivation are beneficial.
Tangkawarow & Tanoto (2023)	Influence of ethical leadership on employee productivity, considering the roles of OCB and intrinsic motivation	Ethical leadership influences ethical behavior and good morals, but not directly employee performance	Ethical leadership in policing is crucial for encouraging positive work behaviors and attitudes. A focus on ethical practices and creating an ethical climate is essential for enhancing OCB and performance.
Tourigny et al. (2019)	Impact of ethical leadership and CSR on OCB, focusing on supervisors' ethical behavior, organizational trust, and personal social responsibility	Ethical leadership influences CSR within the work unit, affecting organizational trust and OCB via personal social responsibility	Implementing ethical leadership and CSR practices in police organizations can enhance trust, responsibility, and OCB engagement, benefiting the organization and the community. Training for supervisors in ethical leadership and promoting CSR initiatives is recommended.

The practical applicability of the findings within the literature review is far-ranging and multifaceted but nowhere more relevant or pressing than the aspects related to implementing ethical leadership amongst police departments. There continues to be a tangible need for further training development concerning ethical leadership. Significantly, studies have shown that ethical leadership fosters the internalization of ethical values and integrity among officers, enhancing their capacity to voice ethical concerns and positively influencing the organizational

culture (Zheng et al., 2022). Efforts towards such training should be designed to develop premier skills in ethical decision-making, with integrity and transparency, not just throughout the rank and file but particularly through those in supervisory roles. These competencies are critical to developing officers who handle situations and contexts with moral certainty and dispense justice and fairness as fundamental principles of the police profession.

Besides, there is a requirement for creating and facilitating an organizational culture and climate where ethics, fair dealings, and justice should never be compromised. This requirement extends even beyond the point of only acknowledging and recognizing, then rewarding, ethical behaviors. It involves setting up systems and processes that collectively promote involvement in the ethical decision-making process while at the same time maintaining procedural justice. Systems of this kind might incorporate clear mechanisms for redressing grievances, lucid forums for deliberating on ethical dilemmas, and open channels to report unethical behavior without fear of reprisal. In line with these efforts, it is crucial to integrate procedural justice principles comprehensively into police department policies, ensuring fairness in officer treatment and interactions with the community, thereby establishing an organizational culture where ethics are not merely advocated but are deeply embedded in everyday practices (Quattlebaum et al., 2018). This is supposed to nurture an environment in which ethics are not only preached but are essentially integrated within the day-to-day fabric of the operational activity of the policing organization.

Another major practical relevance concerns integrating CSR within policing policies. Incorporating CSR into the operational framework of a police department actively enhances community relations. This can be realized through some forms of incorporation, such as community outreach programs, collaborative community policing initiatives, and active involvement in local events and causes. This participation of police departments in such CSR activities can showcase that the police departments are committed to the welfare and betterment of the communities. Moreover, integrating CSR within police departments, especially when combined with ethical leadership, has significantly amplified employees' socially responsible behaviors, reinforcing the department's commitment to community welfare and strengthening public trust (De Roeck & Farooq, 2018). This approach establishes trust and a certain image of the police among the public as responsible and socially responsive people.

Alongside these approaches, police departments should be encouraged to take a more holistic view of their societal role. This would involve recognizing the broader social issues and consequences of actions and decisions. It requires a cultural shift that views policing as not an enforcement tool but a service provider to the social fabric. Empirical evidence supports a transformative shift from a warrior mindset to a guardian mindset in policing, fostering an approach that values collaboration with the public and prioritizes communication, ultimately leading to more empathetic and community-oriented police services (McLean et al., 2020). This change in perspective can enable transformation towards having a police force that is more empathetic and community-oriented, where the top needs and concerns of community members are part of the decision-making process.

The focus of ethical leadership in police departments, therefore, is not simply about following moral principles; it's about making a total paradigm shift in the way policing is conceptualized and carried out. By instilling ethical leadership and fueling it with the development of ethical organizational culture and promoting CSR, police forces can improve their effectiveness, restore public trust, and ultimately contribute to developing safer and fairer communities. These efforts are, however, very challenging and necessary for modern policing to evolve into becoming a profession that will be respected and appreciated by the society it protects.

### **Recommendations for Future Studies**

The complex and dynamic context of contemporary law enforcement today places much emphasis on the need for increased academic research in the area of ethical leadership as well as its influence on OCB in policing. The research would need to focus on several critical areas, which will add depth to our understanding and practical application of ethical leadership amidst varying policing contexts.

First, analyzing the different cultural contexts and how they influence the ethical leadership-OCB policing relationship is difficult. Policing does not occur in a vacuum; instead, it is deeply rooted within the very cultural fabric of the society that it serves. The practice of ethical leadership within different cultural settings would present unique challenges and also unique opportunities. Arguably, therefore, practices of leadership that are effective and sensitive to culture would be developed through research about this area of study. Understanding how ethical leadership manifests and is perceived in different cultural manifestations could help reshape dynamic policing practices that respect and incorporate the cultural nuances to be adaptive and responsive.

Secondly, there is a need for longitudinal studies to trace the causal relationships and long-term effects of ethical leadership on OCB in police organizations. It would provide a temporal perspective on where researchers could observe the development and sustainment of the effects of ethical leadership initiatives over time. This is



crucial in distinguishing between short-term and long-term effects and long-term trends and understanding the lasting effects of such ethical leadership practices on the behavior and attitudes of personnel police. A longitudinal investigation could identify the stages or phases of ethical leadership development within police organizations to assist strategic focus and provide a roadmap for continuous improvement.

Further future explanations regarding ethical leadership and OCB in the police should include many variables for an immediate understanding of relevant dynamics. Variables of study Organizational commitment, involvement, and employee, as well as the contextual influence of distinctive styles at any particular time from an emergency point of view about ethical leadership and OCB, are some critical areas for studying. For instance, understanding how different policing styles – community-oriented or zero-tolerance - are moderated by and interact with ethical leadership practice. Further, the employee's degree of involvement in forming perceptions and effectiveness in ethical leadership investigation can offer insights into participation elements in police organizations' ethical decisions.

Not only that, but one can also question the factors that are external to the organization and may affect how effective ethical leadership in policing is. Such factors could involve public perceptions, the legal environment, and the organizational and socio-political climate. Identifying how such external factors may interact with internal leadership practices could provide a more complete picture of the difficulties and possibilities in implementing ethical leadership within policing.

Overall, therefore, further academic research on the issue of ethical leadership and OCB within police organizations thus needs to be a comprehensive study based on various cultures, a time value analysis, and encompassing many kinds of internal and external variables. This kind of extended research would contribute not only to the academic discourse but also bring about some practical insights on how ethical leadership practices in policing can be developed and sustained through some executive sensitivity towards the police officers and the communities for whom they work.

## **Conclusion**

In conclusion, the comprehensive literature review presented in this paper highlights the pivotal role of ethical leadership in influencing and enhancing OCB within the domain of law enforcement. This exploration illuminates the multifaceted impact of ethical leadership, extending from theoretical foundations to pragmatic strategies for the effective management and leadership of police organizations.

The synthesis of studies demonstrates that ethical leadership is not merely desirable but a fundamental catalyst for cultivating environments conducive to positive employee actions, fostering trust, and reinforcing a sense of organizational justice and fairness. These elements are particularly crucial in law enforcement, where officers' ethical conduct and alignment with organizational values directly influence public trust and the efficacy of policing.

The practical implications of these insights are manifold. They underscore the necessity of embedding ethical leadership principles within police training and development programs. Such initiatives should focus on enhancing skills in ethical decision-making, fostering transparency and integrity, and nurturing an organizational culture where ethical standards are not only upheld but are integral to the operational ethos of the police force. Moreover, integrating CSR into policing strategies can significantly bolster community relations, demonstrating a commitment to societal welfare and justice beyond traditional law enforcement roles.

Future research in this area should aim to delve deeper into the nuances of ethical leadership within diverse cultural contexts and examine its long-term impacts on OCB in policing through longitudinal studies. Expanding the scope to include various internal and external variables will provide a more holistic understanding of the dynamics in the intersection of ethical leadership and OCB within police organizations.

Ultimately, embracing the principles of ethical leadership in policing can lead to more effective internal operations, foster stronger community relationships, and contribute to the evolution of law enforcement into a profession that commands respect and appreciation from society. This evolution is not only a strategic imperative but a moral one, reflecting contemporary society's changing demands and expectations for a police force that is as committed to ethical conduct as it is to uphold the law.

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