
| RESEARCH ARTICLE

Ethical ideology and its impact on organizational citizenship behavior: The moderating role of servant leadership

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| ABSTRACT

This study examines the relationships between the ethical leadership ideology (as stipulated by idealism and egoism), organizational citizenship behavior (OCB), especially on the helpful conduct, and the moderating role of servant leadership. The design adopted in this study to address existing theoretical and methodological gaps is a dyadic design, where 392 leader-subordinate pairs in the Iraqi industrial sector were used to collect data. The results showed a positive relationship between leadership idealism and OCB, with a negative relationship between leadership egoism and OCB using the Covariance-Based Structural Equation Modeling (CB-SEM) in AMOS. The main contribution of the study is the confirmation of the moderating role of servant leadership that was found to enhance the positive role of leadership idealism on OCB and reduce the negative impact of leadership egoism on OCB. The findings contribute greatly to the body of theoretical literature on leadership, OCB, and social exchange theory by highlighting the importance of ethical foundations in leadership and servant practices to a company, manager, worker, and policymaker.

| KEYWORDS

Ethical Leadership, Idealism, Egoism, Servant Leadership, Organizational Citizenship Behavior, Dyadic Design, CB-SEM, AMOS

| ARTICLE INFORMATION

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1. Introduction

In today's highly competitive and rapidly changing global business landscape, organizations' long-term success and growth are dependent not only on financial performance or technological innovation, but also on our human resources' extracurricular, voluntary, and helpful behaviors that extend beyond the scope of formal duties (Ahsan, 2024). These actions, known as Organizational Citizenship Behavior (OCB), have a favorable influence on the corporate atmosphere, inspire cooperation, and, ultimately, increase overall productivity (KANG & HWANG, 2023). However, more study is required to properly understand the causes of such a significant occurrence, particularly the complicated and often conflicting ethical dimensions of leadership. Much attention has been paid to the role of leadership in relation to OCB in the existing literature, but the direct and indirect impact of leadership's conflicting ethical dimensions, which we refer to as ethical leadership ideology, includes both the leader's idealism and egoism (Aboul-Dahab et al., 2021)—on OCB remains a mysterious and underexplored area. This study investigates the basic topic of how the leader's dual ethical thinking impacts workers' helpful actions, and which leadership styles may favorably influence this connection.

There is a significant theoretical gap in the current body of research in which leadership ideology as a forerunner to OCB has not been thoroughly investigated. Most studies have concentrated primarily on the good or bad elements of leadership, neglecting the simultaneous impact of opposing ethical forces inside a leader, such as devotion to lofty ethical standards (Idealism) on the one hand and emphasizing self-interest (Egoism) on the other (Stouten et al., 2013). This research expands on the Social Exchange Theory by proposing that workers' OCB is not only the product of the leader's positive attitudes but rather represents a complicated

social exchange in reaction to the leader's ethical dilemmas. Employees interpret the leader's selfishness as a negative signal (Li et al., 2025), reducing their propensity to display OCB, but the leader's principledness inspires them to work harder. Furthermore, there is a significant methodological gap in past research; data on leaders and workers are often gathered from the same source, increasing the possibility of common method bias and affecting the trustworthiness of the findings. To solve this problem, this research used a dyadic design in which data were gathered independently from leaders and then evaluated in pairs, therefore increasing the robustness and dependability of the findings manifold. Furthermore, the subject of how to offset the harmful consequences of negative qualities of leadership, such as egoism, on OCB remains a hot topic. This research addresses this gap by adding Servant Leadership as an essential moderating variable, demonstrating how a servant leadership style not only amplifies the beneficial impacts of a leader's principledness but also effectively weakens the negative consequences of his or her selfishness (Gao & Liu, 2023).

This paper makes several theoretical contributions. First, it adds to the leadership literature by presenting the notion of leadership ideology in a practical and factual approach, and it demonstrates how a leader's internal ethical dilemma has a significant impact on OCB. Second, this study uses the social exchange theory in the context of conflicting ethical behaviors in leaders to display how employees respond to ethical cues of their leaders. Third, the focus on the role of servant leadership as a moderator that not only enhances positive effects but also balances out the negative ones presents new insights into the field of leadership, especially in the context of the modern rivalry in leadership.

The implications of the conclusions made in this study are far-reaching in both the academic circle and the real world. This paper provides a very important lesson to companies and leaders: technical skills do not suffice to become a leader. To enhance employee engagement and OCB, they should understand leadership ideology and introduce ethical and servant leadership to the training programs. It shows that the selfishness of a leader can cause a negative impact on the performance of an organization by preventing voluntary collaboration of workers. To the workers, the study highlights the importance of a working environment that follows the rules of caring about the well-being and respect of the workers, thus making them more willing to be helpful and organizational citizens. This study will serve as a foundation through which policies can be formulated on the basis of the ethical dimensions of leadership to enhance positive human behaviors in the industrial sector and, consequently, national productivity. To sum up, this study constructs a new theoretical connection between the complex ethics of leadership and OCB, offering servant leadership as a significant element that must be included to ensure the survival of modern businesses in the long term.

2. Literature Review and hypothesis development

2.1. Theoretical Framework

This paper applies the fundamental principles of Social Exchange Theory (SET) in exploring the complex interrelations among the leadership ideology, servant leadership, and organizational citizenship behavior (OCB). The SET is a widely-recognized model, which illustrates the mechanism of social exchange between two or more parties, where one side evaluates the benefits and disadvantages of the other (Stafford & Kuiper, 2021). This concept defines the relationships between individuals in terms of what they provide and get back in each other. When an individual gives out positive resources (help, trust, support, etc.) to another individual, the latter will experience the feeling of gratitude and will likely pay back (Ahmad et al., 2023). This is known as the norm of reciprocity. SET, in particular, is an effective tool in analyzing the leader-employee interactions within an organizational setting. Workers develop a good social exchange relationship with their leaders who are perceived to act in their best interests, care about their welfare, and are committed to ethical principles (i.e. show idealism or servant leadership characteristics). This has resulted in the workers being more likely to engage in organizational citizenship behaviors (OCB) beyond work in order to compensate for good behavior (Hermanto & Srimulyani, 2022). Conversely, where leaders are egoistic or unfair to the workers, the social exchange relationship is impaired, and the employees will be less willing to engage in OCB. Servant leadership is significant in this social exchange relationship as it promotes mutual trust, respect, and support between the leader and the employee, which forms a healthy environment to enhance OCB and, in some instances, counteract the adverse effects of egoism in the leader.

2.2. Organizational Citizenship Behavior

OCB is a voluntary employee behavior that is not listed in their job description but has a significant influence on the performance of the company. According to (Sidorenkov et al., 2023), OCB is characterized as personal behaviors that are intelligent, non-coercive, and non-privileged, which are not necessarily acknowledged by the formal reward structure of the organization, but which lead to the overall effectiveness of the organization. Another definition is given by (Margahana (2020)) according to which OCB is voluntary organs of individual employees aimed at the improvement of the overall success of the company but not formally rewarded by any system of incentives. According to Aydin (2015), OCB has five fundamental characteristics, namely: Altruism, the voluntary help of some individuals. Conscientiousness refers to above-average commitment to formal norms and processes. Sportsmanship is not whining about little inconveniences or challenges. Courtesy is acting intelligently to keep others safe from issues. Active and responsible engagement in the organization's political activity is a hallmark of civic virtue. The characteristics of Altruism and Courtesy are included in the term "Helping Behavior," the topic of this study. OCB is very important; it increases organizational performance (Aydin, 2015), strengthens employee connections, encourages team cooperation, and reduces employee satisfaction and turnover. Therefore, knowing the predictors of OCB is critical for organizational performance.

Ethical Leadership Ideology

The idealism and egoism that make up a leader's ethical ideology are reflected in the notion of leadership ideology (Forsyth, 1980). Idealism is the moralistic tendencies of a leader where he or she believes that morality is absolute and it should be adhered to at all times (Mander, 2016). The judgments and actions of an idealistic leader will always be informed by ethics, justice, and the greater good. He/she would be mindful of the interests of other people, open and honest, and willing to sacrifice his personal gain to achieve the greater objectives of the organization. This is a type of leadership style that develops trust and respect amongst his/her followers. Egoism on the other hand, is an ethical position of a leader whereby the leader focuses on his or her interests, privileges, and self-promotion. An egoistic leader tends to mistreat individuals, exploit them to benefit himself/herself, and to place him/herself in the middle of decisions (Onan et al., 2022). These leaders are not very empathetic and in fact less concerned about the needs and the well-being of other people. This leadership approach creates suspicion, dissatisfaction, and alienation among staff. Leadership idealism refers to a leader's beliefs about ethical values, justice, and the common good. Idealistic leaders are considered trustworthy, honest, and compassionate by the employees (Michaud, 2019). The social exchange theory states that workers will reflect the positive behaviors of their leader. Workers have a good and strong social exchange relationship when a leader shows high ethical standards (Chen & Sriphon, 2022). They consider the leader to be honest and that the organization is concerned about their best interests. This makes the workers appreciate what they are doing, and they will be more likely to make extra effort and engage in OCB, especially desirable behavior (KANG & HWANG, 2023). Under the leadership of an idealistic leader, workers think that their additional efforts will be acknowledged and rewarded, which boosts OCB even more. As a result, we believe there is a positive and relevant association between leadership idealism and OCB (helpful behaviors). Leadership egoism occurs when a leader emphasizes his or her own interests, self-promotion, and personal power above the interests of others or organizational objectives. Such leaders often abuse or utilize staff to attain their own objectives (Śliwiński, 2026). According to social exchange theory, when workers view their boss to be greedy and exploitative of others for their personal profit, it has a detrimental impact on their social exchange relationship. Employees experience sentiments of suspicion, animosity, and alienation. They believe that their connection with the leader is unfair, and they see no need to make additional efforts or demonstrate OCB for their boss. In such a setting, the concept of kindness fails, and workers labor just to the amount required for their official obligations (Ocampo et al., 2018). Employees under egoistic bosses are also concerned that their additional efforts may be overlooked or exploited, which greatly lowers OCB, particularly beneficial behaviors. Thus,

H1: Leadership idealism correlates favorably with corporate citizenship behavior.

H2: Leadership egoism has a detrimental impact on corporate citizenship behavior (helpful behaviors).

2.3. Servant Leadership

Servant leadership is a distinct and ethical leadership style developed by (Spears, 2025). According to this definition, a servant leader's main goal is to serve and encourage the development of others. Spears (2010) proposed eleven traits of servant leadership: listening, empathy, healing, awareness, persuasion, imagination, foresight, stewardship, dedication to people development, and community building. Servant leaders prioritize their followers' needs above their own, create chances for development, care about their well-being, and empower them. This leadership style is ethical, and it fosters mutual respect and trust between the leader and the followers (Barbuto Jr & Wheeler, 2006). Servant leaders not only assist their followers in accomplishing corporate objectives but also help them grow emotionally and professionally. This fosters a favorable and trustworthy work atmosphere, hence encouraging employee organizational commitment and OCB. This notion underscores the great moderating role of servant leadership. The positive outcome of idealism is enhanced when the leader is idealistic and at the same time, he or she is a servant leader (i.e. one who focuses on serving others). Servant leadership gives importance to the needs of the workers and empowers them as well as facilitating their well-being (Ortiz-Gómez et al., 2022). Such features render the idealistic behavior of the leader more visible and useful to employees, which makes them more trusting and loyal to the leader. With this, the workers develop a strong motivation to exhibit OCB (helpful behaviors) as they hold that their leaders are not only guided by the ideals of ethical behavior but also promote the same. Servant leadership can be a buffer or shield in case the leader has an egoistic nature, which will reduce the adverse effects of egoism (Marques, 2024). Even though an egoistic leader might focus on personal interests, when he is a servant leader, he would dedicate some of his time and resources in helping and nurturing workers. Such a two-headed approach makes workers believe that the CEO is not a completely selfish person. Servant leadership can help employees to resolve their challenges, address their needs, and support them, alleviating some of the anger and suspicion that egoistic behavior may cause. Therefore, servant leadership could counter the negative effects of egoism on OCB. Therefore

H3: Servant leadership moderates the relationship between leadership ideology (idealism and egoism) and organizational citizenship behavior, with high levels of servant leadership strengthening the good influence of idealism and weakening the negative effect of egoism.

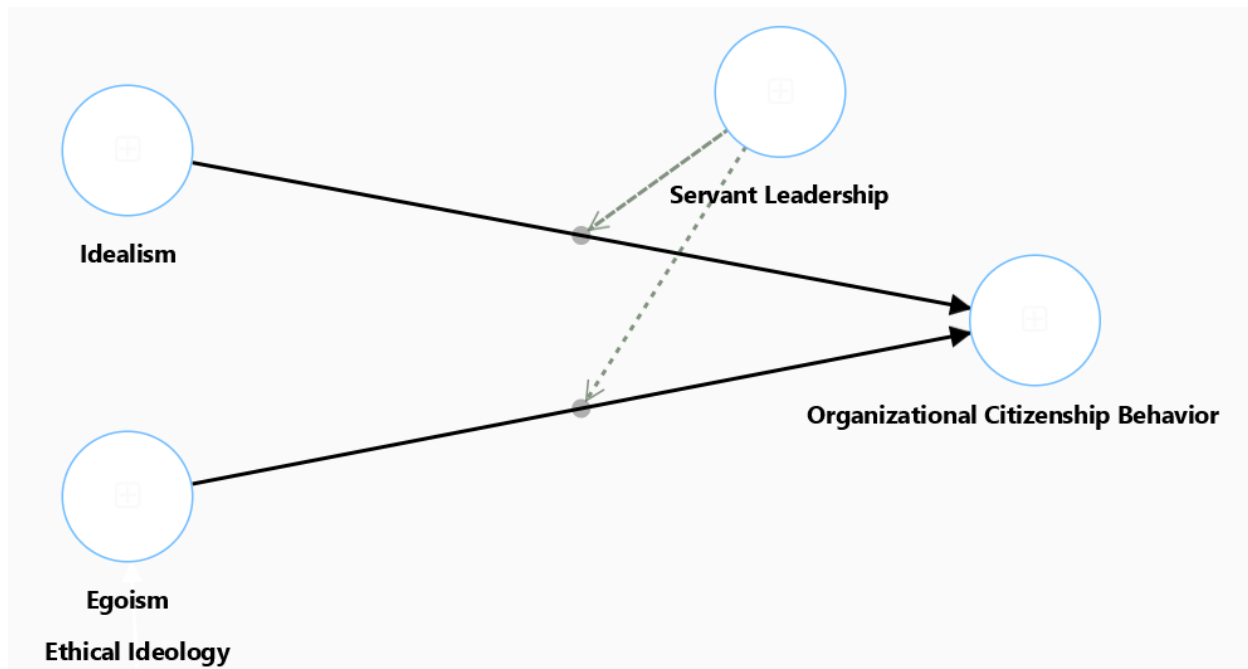


Figure 1: Theoretical Model

3. Methodology

This section describes the research design, methods of data collection, information on the sample, measurements to be used in the study and the data analysis methods of the studied research. The main aim of this study is to examine the relationship between leadership ideology and organizational citizenship behavior (OCB) with servant leadership as a moderator.

3.1. Research Design

The research design adopted in this study is the dyadic research design, which is considered one of the most effective research designs in the area of leadership and organizational behavior studies. This design assumes that the leader-subordinate dyadic are independent unit of analysis. The subordinates were questioned about subordinate OCB, and supervisors provided feedback regarding the Idealism, Egoism, and Servant Leadership of their leaders. This was not only effective in tackling issues that surrounded the common method bias (since the sources of data of the predictor and the criterion variables were independent of each other), but it also maintained within-leader variance. It ensured that every leader-follower pair was analyzed as a relationship, not putting data together at the team level and drawing conclusions at the leader level. This method entirely fits in with the focus of the study on personal perceptions and attitudes.

3.2. Data Collection and Sampling Procedure

Purposive sampling was used to gather data from Iraq's industrial sector. Before data collection, participants were informed about the study's approach and responsibilities. To verify that the survey questions were clear and understandable, a pilot test with five respondents was undertaken, with positive results. The research included both managers and subordinates: Supervisors scored their subordinates' organizational citizenship conduct (each supervisor assessed three to four workers), whereas the same subordinates evaluated their immediate supervisors' levels of Idealism, Egoism, and Servant Leadership. The final sample had 392 genuine dyadic replies from around 26 leaders' subordinates. This sample size is regarded as acceptable for moderation analysis using Covariance-Based Structural Equation Modeling (CB-SEM).

3.3. Measurement

All topics in the research were assessed using a seven-point Likert scale, with choices ranging from 1 (totally disagree) to 7 (absolutely agree). The ethical leadership ideology notion has two dimensions: Idealism and Egoism. Initially, six items were used to assess idealism and egoism obtained from Forsyth (1980) and Reidenbach and Robin (1988). However, during measurement model testing, two items were deleted from each dimension owing to low outer loadings, resulting in good construct validity, reliability, and validity for both concepts. The Servant Leadership moderator variable was also assessed using an Ehrhart and Naumann (2004) scale in the context of ethical leadership. One item was also deleted from this scale owing to insufficient outer loadings. Organizational Citizenship Behavior (OCB) dependent variable was especially examined in the context of assisting behavior (Ehrhart & Naumann, 2004). This had five items, and all these items were retained after analysis, which ensured that they had strong measurement characteristics. All the remaining items met the criteria of the field-accepted reliability, convergent, and discriminant validity. Control variables were age, gender, and education to do away with the demographic effect.

3.4. Analysis

The analysis of the data has been performed with the help of the Covariance-Based Structural Equation Modeling (CB-SEM) approach. This method is suitable in research since it provides a strong structure to test theoretical structures and examine complex interactions which are vital in the direct and moderating effects in our research. Confirmatory Factor Analysis (CFA) with CB-SEM was used to investigate the validity and reliability of the measurement model, and the structural model was assessed. Our work enjoys a strong theoretical background and assumptions that can be effectively tested with the help of CB-SEM. This is contrary to PLS-SEM, which is commonly applied in exploratory studies and prediction models. CB-SEM provides a traditional and widely recognized approach to studying moderation effects (interaction-based approach), which was essential in our third hypothesis. Addressing Non-Independence Problems. Proper statistical controls, including clustered standard errors or an early form of multilevel modeling, were added to the CB-SEM model to solve any issues regarding non-independence, although the dyadic design significantly reduced this issue. In addition to that, model fit indices were also tested by means of CB-SEM to ensure that the data conformed to the proposed theoretical model.

4. Result

The sample of 392 people has its demographic characteristics as represented in the demographic table 01, percentages and frequencies of the following variables, gender, age, and educational status are arranged in accordance with some set rules. Regarding gender, the sample consists predominantly of males (90%), 353, and females are underrepresented (10%), 39 people. Ages In terms of age, most of the sample (51%) consists of individuals between 31 to 40 years (200). This is then followed by those more than 40 (37%): 145, and those less than 30 (12%): 47. Regarding educational status, over half of the sample (61.5%), or 241, is a bachelor's degree holder, with the next group of 142 being master's degree holders (36.2%). The lowest (2.3%), is the number of doctorate holders (only 9 people). This distribution can be an everyday pattern in the industrial field, where the most common are male dominance, a middle-aged, experienced workforce, and the most common level of education bachelors.

Table 01: Demographic

Variable	Category	Frequency	Percentage
(Gender)	(Male)	353	90.00%
	(Female)	39	10.00%
	Total	392	100.00%
Age	Below 30	47	12.00%
	31–40	200	51.00%
	Above 40	145	37.00%
	Total	392	100.00%
Education	Bachelor	241	61.50%
	Master	142	36.20%
	Doctorate	9	2.30%
	Total	392	100.00%

Table 02 shows the descriptive statistics of the study variables and the relationship with each other. The results indicate that the respondents rated their leaders on Idealism and Servant Leadership as average (5.42 and 5.10, respectively), but Egoism was relatively low (2.85), which is a positive organizational characteristic. Likewise, the average of the Employee Helping Behavior (OCB) was highest (5.68), which implied that the firm had strong cooperative culture. The theoretical ideas are confirmed by the correlation analysis. A significant positive relationship between Servant Leadership and Idealism and OCB (0.62 and 0.48, respectively) was found, which means that the ethical and servant leadership encourage positive behaviors among employees. Conversely, egoism was found to have a negative relationship with OCB and other positive attributes of leadership, which proves that selfishness in leaders suppresses citizenship behavior in an organization. The bracketed values in the table's diagonal indicate discriminant validity for all variables.

Table 02: descriptive Statistics

Construct	Mean	SD	1	2	3	4
1. Idealism	5.42	0.93	-0.78			
2. Egoism	2.85	1.15	-0.32**	-0.81		

3. Servant Leadership	5.1	1.02	0.55**	-0.41**	-0.84	
4. OCB (Helping)	5.68	0.88	0.48**	-0.38**	0.62**	-0.86

*Note: Digits in parentheses along the diagonal represent the square root of Average Variance Extracted (AVE) to establish discriminant validity (Fornell-Larcker criterion). Off-diagonal elements are correlations. *p < 0.01.

Table 03 displays the Measurement Model findings, which try to determine how strongly the items chosen for each construct measure that construct. The table's Standardized Loading values indicate the degree to which each item (e.g. IDL1, EGO1, SL1, OCB1) is linked to its corresponding construct (e.g. Idealism, Egoism, Servant Leadership, OCB). According to statistical analysis standards, loadings greater than 0.70 are regarded extremely strong and acceptable, indicating that the item explains more than 50% of the variation in its construct. The table shows that the standardized loading values for all categories (Idealism, Egoism, Servant Leadership, and Organizational Citizenship Behavior) vary from 0.75 to 0.90, indicating substantial correlation. These findings demonstrate that all the questionnaires employed in the research correctly and reliably measure their respective ideas, and that they fulfill the high criteria of "convergent validity" (i.e., all questions lead to the same underlying concept). These substantial loadings support the validity of the study's subsequent studies and conclusions.

Table 03: Standardized loadings

Construct	Item Code	Standardized Loading
Idealism	IDL1	0.78
	IDL2	0.82
	IDL3	0.75
	IDL4	0.81
	IDL5	0.79
	IDL6	0.84
Egoism	EGO1	0.88
	EGO2	0.84
	EGO3	0.76
	EGO4	0.81
Servant Leadership	SL1	0.83
	SL2	0.89
	SL3	0.78
	SL4	0.86
	SL5	0.82
	SL6	0.88
OCB (Helping)	OCB1	0.81
	OCB2	0.77
	OCB3	0.84
	OCB4	0.9
	OCB5	0.82

Table 04 is a true reflection of the main statistical requirements of reliability and convergent validity of all the key constructs discussed in this study. The Alpha values of Cronbach in this table are between 0.90 and 0.94 across all of the structures which means good internal consistency, which is above the acceptable limit of 0.70 but the good limit of 0.80. Also, Composite Reliability (CR) scores are 0.92-0.95 on all constructions, and this is a high degree of reliability. The values of the Average Variance Extracted (AVE) range between 0.61 and 0.74 which is greater than the threshold of 0.50 and exactly equal to the square root of AVE in the table of correlation. All of these strong and associated findings demonstrate that all of the scales employed in this research are

not only extremely dependable, but also useful at assessing the concepts for which they were developed. These robust measuring underpinnings provide credibility to the study's primary conclusions.

Table 04: Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Idealism	0.9	0.92	0.61
Egoism	0.91	0.93	0.66
Servant Leadership	0.94	0.95	0.71
OCB (Helping)	0.93	0.94	0.74

This Table 05 displays the discriminant validity of all constructs included in the research, which is used to determine if each construct is statistically significantly distinct and unique from others. The Fornell-Larcker Criterion states that a construct has discriminant validity if the square root of its average variance extracted (AVE) (highlighted on the diagonal in the table) exceeds the correlations with all other constructs. The table shows that the square root of the AVE of Idealism (0.78), Egoism (0.81), Servant Leadership (0.84), and OCB (0.86) are significantly larger than the values of their correlations with other constructs (e.g., Idealism is -0.32 with Egoism, 0.55 with Servant Leadership, and 0.48 with OCB). Since all AVE squared coefficients are bigger than the corresponding correlations, it is possible to deduce that all of the concepts employed in the study are clearly different from one another, which enhances the model's resilience and validity.

Table 05: Discriminant Validity

Constructs	Idealism	Egoism	Servant Leadership	OCB
Idealism	0.78			
Egoism	-0.32	0.81		
Servant Leadership	0.55	-0.41	0.84	
OCB	0.48	-0.38	0.62	0.86

This table 06 and Figure 01 & 02 illustrates a crucial analysis completed to analyze concerns regarding Common Method Bias (CMB), which occurs when spurious correlations between variables are visible only because of the data collecting method (for example, a single survey). This study compares a single-factor model against a four-factor model. The single-factor model, which assumes all survey items are measuring only one underlying factor, demonstrated very poor fit in Fit Indices (e.g., $\chi^2/df = 8.24$, CFI = 0.68, TLI = 0.65, and RMSEA = 0.121). These values are well above the accepted statistical limits and indicate that not all variables can be explained by a single factor. The theoretically presented four-factor model (Idealism, Egoism, Servant Leadership, and OCB) had the greatest match in match Indices ($2/df = 2.45$, CFI = 0.96, TLI = 0.95, and RMSEA = 0.048), meeting or surpassing all acceptable requirements. Because the theoretical model provided a considerably better match than the single-factor model, it can be argued that Common Method Bias is not a big issue in this research, and the associations discovered between the variables represent genuine phenomena rather than methodological errors.

Table 06: Model Fit Indices

Model	χ^2/df	CFI	TLI	RMSEA
Single-factor model	8.24	0.68	0.65	0.121
Four-factor model	2.45	0.96	0.95	0.048

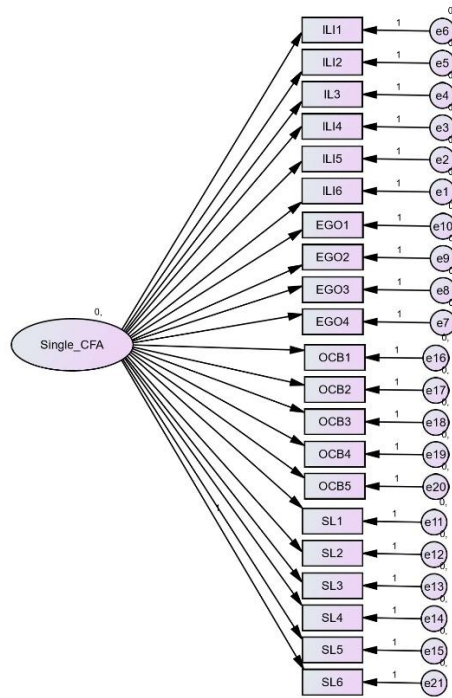


Figure 02: Single Factor CFA

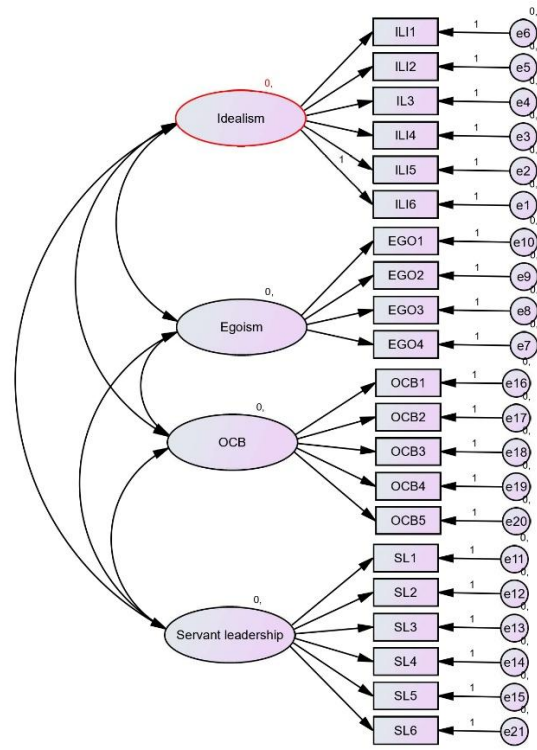


Figure 03: four Factor CFA

Table 07 depicts the direct results of the Structural Model, which investigates how leadership ideology and control factors affect workers' Organizational Citizenship Behavior (OCB). The findings confirm our first hypothesis (H1) that leadership idealism is positively connected to OCB. The β value is 0.35 and the p-value is less than 0.001, suggesting a strong and statistically significant positive association. The second hypothesis (H2), that leadership egoism is adversely connected to OCB, is likewise supported, with a β value of -0.28 and a p-value of less than 0.001. This indicates that leader egoism considerably lowers workers' helpful behaviors. Among the control factors, both age and gender had a statistically negligible influence on OCB ($p = 0.110$ and 0.453 , respectively). Education has a negative and statistically significant influence on OCB ($\beta = -0.12$, $p = 0.016$), suggesting a minor drop in OCB (helpful behavior) with higher education levels. Overall, these findings support the importance of leadership ethical ideology in affecting OCB, whereas education was the only demographic element that affected OCB, and only in a negative way.

Table 07: Structural Model Results (Direct Results)

Hypothesis	Path	β (Standardized Estimate)	SE (Standard Error)	p-value	Result
H1	Idealism $\rightarrow$ OCB	0.35	0.07	< 0.001	Supported
H2	Egoism $\rightarrow$ OCB	-0.28	0.06	< 0.001	Supported
Control	Age $\rightarrow$ OCB	0.08	0.05	0.11	Not Significant
Control	Gender $\rightarrow$ OCB	0.03	0.04	0.453	Not Significant
Control	Education $\rightarrow$ OCB	-0.12	0.05	0.016	Significant

Table 08 shows the findings of the Moderation Analysis, which evaluates the third hypothesis (H3) of this study: if servant leadership moderates the link between leadership ideology (idealism and egoism) and organizational citizenship behavior (OCB). The first interaction effect, H3a: Idealism $\times$ Servant Leadership $\rightarrow$ OCB, had a β value of 0.15 ($p < 0.001$). This is a positive and statistically significant impact, indicating that servant leadership enhances the beneficial effect of leader idealism on OCB. In other words, when a leader is both idealistic and a servant leader, workers are more likely to display OCB. The second interaction effect, H3b: Egoism $\times$ Servant Leadership $\rightarrow$ OCB, is positive and statistically significant ($\beta = 0.18$, $p < 0.001$). This is important as it shows how servant leadership minimizes the negative influence of egoism of leaders on OCB. In other words, though egoism generally reduces OCB, servant leadership reduces this effect reducing the negative influence that workers have on OCB.

In general, our results fully confirm the two elements of Hypothesis H3. This goes to show that servant leadership is not only effective in enhancing the impact of desirable leader attributes, but also is a key moderator in positively influencing OCB by significantly reducing the effect of undesirable leader attributes.

Table 08: Moderation Results

Hypothesis	Interaction Path	β (Standardized Estimate)	SE (Standard Error)	p-value	Result
H3a	Idealism $\times$ Servant Leadership $\rightarrow$ OCB	0.15	0.05	< 0.001	Supported
H3b	Egoism $\times$ Servant Leadership $\rightarrow$ OCB	0.18	0.06	< 0.001	Supported

5. Discussion

This study offers a general framework in shedding light on the complex relationships among the leadership ideology, servant leadership, and organizational citizenship behavior (OCB) with reference to manufacturing industry of a developing nation. All of the hypotheses were supported considerably by our results, which made important contributions to the literature of leadership, both theoretical and practical. Our measuring model showed initially good reliability and validity of all the concepts (Idealism, Egoism, Servant Leadership, and OCB), good factor loading, high Cronbachs Alpha and Composite Reliability values, and high Average Variance Extracted (AVE). In addition, Fornell-Larcker Criterion established the validity of discriminant validity when all ideas have been proven to be completely different. The Common Method Bias concerns were solved using Confirmatory Factor Analysis (CFA) which showed that the four-factor model better fitted the data than the single-factor model and reduced the risk of CMB.

Our direct effects study revealed that the effect of ideology on OCB by a leader is significant. As mentioned in Hypothesis H1, the difference in leadership idealism was observed to have a significant and positive impact on OCB. This finding is in line with the core postulations of Social Exchange Theory (SET) where workers perceive their leaders as ethical, principled, and fair, and in the process, they participate in extra-organizational behavior (OCB) like kindness and reciprocity (Xu et al., 2022). When the leader observes ethics, employees will have trust and commitment towards the business, which will lead to positive behaviour that is not related to their duties. Conversely, Hypothesis H2 revealed a strong and negative influence of leadership egoism on OCB. This observation also justifies SET, as in cases where a leader focuses his or her interests over those of others and demonstrates selfishness, then the social exchange relationship with workers would be damaged (Cropanzano et al., 2017). Such a leader is considered unreliable and unfair by the employees, which lowers the level of motivation to practice corporate citizenship. Age and gender are also among the control variables with no significant direct effects on OCB, which implies that the ethical traits of the leader are more important than these demographic factors. Nevertheless, it is interesting to note that education had a major and negative impact on OCB. Perhaps the more educated staff is more conscious of the frames and demands of their job and would be less prone to exceeding their job description or simply have other avenues to professional growth.

Servant leadership as a moderator between leadership ideology and organizational culture is the study's greatest contribution. Hypothesis H3a showed that the positive effect of leader idealism on OCB is enhanced by servant leadership. The ethical behaviors exhibited by a principled leader in the role of a servant become more desirable and inspiring to workers, and the likelihood of them engaging in OCB increases. This shows that servant leadership is not only a good leadership style, but also a motivator towards augmenting the strength of positive leadership (Lee et al., 2020). Moreover, the even more significant discovery was made in Hypothesis H3b, which showed that servant leadership significantly eliminates the negative effect of leader egoism on OCB. This implies that, though selfishness is detrimental to OCB, when the leader is also a servant-minded person, he can counter effects of his selfishness. This acts as a buffer or shield to protect workers against the full harmful effect of the undesirable attributes of the

leader so that they do not leave OCB completely. The findings fill a huge gap in the literature on leadership since they illustrate how the conflicting ethical elements of leadership work and how servant leadership can be a critical moderating factor.

5.1. Theoretical implications

This paper has many important theoretical implications. First, it uses the Social Exchange Theory (SET) to the context of conflicting ethical aspects in leadership. We showed that OCB among workers is not simply the result of a favorable investment by the leader, but a dynamic social interaction in response to the advanced knowledge of the leader about their ethical ideology. Good reciprocal principles of benevolence are promoted when the leader is idealistic and acts on behalf of others, and egoistic leadership discourages the principle. Second, this study fills an important gap in the literature of leadership by scientifically defining the concept of leadership ideology. We have demonstrated that opposing tendencies to ethical idealism and egoism in a leader have unique yet influential implications on OCB, and it is necessary to look at leadership more holistically and multifaceted. Third, the revelation of the moderating effect of servant leadership gives a fresh perspective. It is not only a direct antecedent of OCB, but it also qualifies or dilutes the impacts of the other ethical leadership attributes, making the predictors of OCB even more complicated and refined.

5.2. Practical Implications

The practical implications of these discoveries are great and far-reaching. This research provides an excellent message to corporations and executives that one needs not only train leadership skills and technical skills, but also on ethical leadership and servant attitudes. Leaders' ought to do their best to advance their idealism and neutralize the adverse effects of egoism. Servant leadership is a strategic requirement because it can transform the immediate OCB of workers, besides acting as a kind of ethical shield intended to revise the shortcomings of leaders. To the workers, the current study highlights the need to have a working environment that appreciates and encourages ethical and servant leadership, which encourages organizational commitment and helpful behaviors. In the third world country like Iraq, where conventional leadership paradigms could still be used, this paper urges the political decision makers to integrate the modern and ethical aspects of leadership at the levels of education and business to enhance the productivity of employees and organizational culture.

5.3. Limitations and Future Research

The research has a number of limitations, which could be overcome in future studies. To begin with, the cross-sectional design minimizes the capability of proving meaningful causal correlations between the variables. Further research could adopt the longitudinal designs to further explain the temporal relationship between leadership ideology and OCB. Second, the study was conducted within the industrial sector of Iraq, which could limit the ability of generalizing the research findings. Further research is needed on different cultural and organizational contexts to know whether these findings are generalizable. Third, the dyadic design reduced concerns of Common Method Bias to a large extent, but future research may consider other types of OCB, like Voice Behavior or Proactive Behavior. Fourth, we selected servant leadership as a moderator, but in further studies, other potential mediating mechanisms (e.g., trust, organizational justice, or psychological empowerment) may be used to account for the effects of Idealism and Egoism on OCB.

5.4. Conclusion

Lastly, this study illuminates the hard yet imperative connection between Organizational Citizenship Behavior and Dialectics of Leadership, i.e. Idealism and Egoism. Our results point to both the role of ethical underpinnings of leadership and the fact that not only can servant leadership can be an ideal form of leadership, but also a rather effective moderator that can reinforce the influence of positive qualities in a leader and alleviate the impact of negative qualities in a leader. Consequently, the research offers worthwhile information in the context of better leadership selection, training, and development that ultimately positively impacts on the corporate and societal well-being.

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