The Effect of Ethical Leadership On Workplace Bullying, Voice Behavior and Work Engagement Among Employees

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Abstract

The motive of this research is to recognize the practices of ethics that are beneficial for the outcome of the employees in Organization in the association with the work engagement and voice behavior and workplace. For this purpose, researcher used quantitative method and the data collection method is closed close ended questionnaire by which Researcher targeted Business Institutes of Karachi Pakistan by using systematic random sampling which constructed on Likert scale. By using suitable method e.g. confirmatory factor analysis and structural equation modeling. Ethical leaders through work engagement how they impact employees' productivity we analyzed that by our hypothesis. Finding of this study show that ethical leadership has no relation with work engagement that determines other factors as well, by this study importance of having ethical leadership is important or not in organizations can be determine. This study is based on service sector but it will be beneficial for other sectors as well.

Keywords: work engagement, voice behavior, workplace bullying, organizational identification, workload, ethical leadership, working condition.

Introduction

Overview:

Employee voice behavior in which company gives rights to their employees for giving their opinion by generating new ideas, creativeness, innovation in their work for the success of their organization make them a part of decision making. Work place bullying is a misconduct behavior by one person to another person by their abusive behavior that insult person which make people feel humiliated in the work environment. The purpose of bullying is to harm other person self-respect, dignity. Work engagement refer to a workplace in which employee are highly involved and dedicated to their given work task by organization for the success of their organization. That shows enthusiasm with company, they are highly productive employee's Ethical leadership view as valuable for an employee. Researchers draw conservation resource theory that show that ethical leadership can decreasing the emotional exhaustion of employees. Ethical leadership helps an organization to grow faster. Ethical leaders are very precious to any organization because of their behavior, fairness, honesty, loyalty, supportiveness to their subordinates, giving respect and equality among the employees. Performance of organization increases. This theory shows

perception of loss of resources that threat of resource and inability for taking new resource (Hobfoll, 1989). Resource can be anything that people value personally, researcher describe them categorized as objects people, working conditions, and characteristics. (Halbesleben & Harvey, 2009). Ethical leader's themed shows leaders character leader's honesty his accountability towards his work and employees, consideration of respect for his employees and his thoughts about organization and society (Resick, Martin, Keating, & Dickson, 2011)

(Van Dyne & LePine, 1998) stated that Employee behavior of voice is an employee's feedback in form of opinions, suggestion and ideas about work for better the working performance or environment of organizations process. It represents employee's capability of doing work and giving changing ideas with creativity. Can define voice behavior as "the behavior. (Van Dyne, 2001) said that Voice behavior is socially as it is based on promoting change by promoting change intentions. Further, as it is for changing the status and having challenges for intentions of improvement create social risk. Therefor organization need strong management support for handle the social risk just to take out the best voice behavior make improvement that focus on the expression that make intentions to give challenge to improve not to criticize (Feldman, 2012) .For organizations benefits voice behavior is a result of performance appraisal when it's leaders appraise them. (Milliken & Morrison, 2003) Researches shows that employees did not get feedback when they speak out because they have a fear of their co-workers because they don't have leaders support. Accordingly, how leaders leave impact on employees and how they perceive is very important for an employee for encouraging and hiding their own voice.

(Sixth European Working Conditions Survey – Overview Report , 2017) In a workplace Bullying is still a common problem among in one workers from six workers Bullying is subjected as lackness of social behavior which include harassment, violence and kind of unwanted physical attention which leads towards negative situation for worker to working. (Einarsen & Hoel, 2009) stated that Bullying is widely concept of lackness of social behavior which based on negative acts that consist of long period for harming the target. (Bjorkqvist, Lagerspetz, & Kaukiainen, 1992) said that The kinds of bullying can be described in two forms direct act or indirect. Direct acts such as false allegations, result of verbally aggression and isolate someone from working group by laughing at them with their personal and professional things. Indirect acts like gossiping on someone's back, make jokes, spread or make some false rumors. (Einarsen, 1999) The major part defined that the duration and consistency is the main element of bullying. The core part of bullying is that target should have perceived it as negative act of aggression which defines that bullying has a psychological component in it. (Zapf & Cooper, 2011) The basic reason for studying bullying is that who did what to whom and what was the lackness behind it for doing it.

(Schaufeli, Salanova, & Bakker, 2002) said that Work engagement define as positive state of mind at work which consist of hard work, dedication. (Leiter & Taris, 2008) People are highly motivated and dedicated towards work and work activities." A positive, fulfilling, work related

state of mind that is described by Dedication, hard work, absorption". Vigor defined as determination, someone's willingness to doing work consistency. Dedication defined as sense motivation, challenge. Absorption defined as concentration of work and then time quickly pass because of interest (Taris & Shimazu, 2009) Work engagement triggered by their characteristics of environment like resources of job. In addition, work engagement associated with physical resource as well like relationship with their leaders and co-workers, job satisfaction

Problem Statement:

In this Research paper (Brown & Treviño, 2006)Researcher says on basis of Theory social exchanges, ethical leadership give support of work for employees (nurses) to build ethical reaction or voice against something not good. Ethical leaders is someone who want to see their organization their employees and stakeholder towards better. (Mayer, Kuenzi, & Greenbaum, 2009)Argues that if leaders provide good environment and favorable working ethics than it should be easy to reduce bullying environment from working place. Ethical leaders not just make ethical environment but also create good behavior among workers during work. As per the recent study, (Piccolo, Greenbaum, & Folger, 2010) says that the Ethical leaders influence the individual person's feeling towards work through positively influence of work environment. Researcher (Qi & Ming, 2014) further argued that feel of oneness among workers may develop by the behavior of ethical leaders. Leader's ethical behavior may lead positively towards developing Of their co-workers identification in the organization. As ethical leader works actively in organization so Leader improve and promote oneness of employees and negatively voice behavior (Cremer & Knippenberg, 2003).According to Researcher (Van, 2000), if individual persons sense their oneness and create their identification so they own organizations goals as their own which minimize the work bullying because of Ethical leaders presence.

In this research paper we are extending a new variable Work engagement in this framework, that's is a research gap of our study which having a relationship with Ethical leadership. Ethical leadership is based on equality and integrity (Brown, Treviño, & Harrison, 2005) who deal their team with equality that encourage the team to be highly dedicated to their work (Saks, 2006).Ethical leader motivates the subordinates by involving them in decision making with a clear mind set of goal of organization and hopes from subordinates for their task (Piccolo & Greenbaum, 2010) that involves themselves highly for their work (Bhatnagar, 2012).

Objectives:

- Our very first objective is to check that ethical leaders have a effect on decreasing workplace bullying among employees in organization because of his fair treatment among employees, giving respect to employees can reduce bullying between employees.
- The next objectives the Research is analyzing of the relation between Voice Behavior and Ethical Leadership by giving their rights to gives ideas, opinions for the success of organization.
- The last objectives are to check that ethical leader can increase engagement of employees in work by encouraging them in Decisions, can motivated them to work hard and are highly productive.

Scope:

We are doing research on business institutes of Karachi with the employees of marketing, finance, administration and IT department, we are taking data individually with the employees of institutes. Our interference in this research is moderate for collecting a data. We are doing correlational study among the construct, this study is based on cross sectional study, because we have a limited time to complete this research in a 5 months. This research is helpful for all the organization who want to achieve his goal by introducing ethical leadership to employees.

Literature Review

Definition and Explanation:
Voice behavior:

Voice behavior define as "promotive behavior that emphasizes expression of constructive challenge intended to improve rather than merely criticize". Voice behavior gives the expression to promote voice in order to change something in a positive manner (Van Dyne & LePine, 1998). Voice behavior can be result of responding business conditions, about to making decisions, giving information to upper management for improvement. (Morrison, 2011) .Voice behavior could play a significant role in order to seek productivity, improvement, quality (Dundon & Wilkinson, 2004). Researchers paid valuable attention to the relation between Ethical leadership and voice behavior (Chao & Wang, 2015)

Relationship Between Ethical Leadership and Voice Behavior:

Transformational Leadership, Researchers utilize the literatures existence on ethical leadership and how it make impact on voice behavior (Chamberlin & Newton, 2017). Some studies (Brown & Treviño, 2005)shown that Ethical leadership has positive impact and relation on voice behavior. Researcher further noted that when Ethical leaders are highly dedicated to positive environment, believe in fair and in equality than employees modified their behavior with the

behavior of Leader, Employees more prefer to speak up about changings, innovations, give reports of problems about negative behavior and suggest suggestions. (Brown & Treviño, 2006, p.)Ethical leaders is the one who want to see and sees the best of organization, stakeholders and employees. (Chan & Mak, 2O12) Stated that Ethical leader provide the framework in which they provide positive response. (Gu & Jiang, 2015) Under the supervision of ethical leaders followers or employees receive support and care. Previous studies proved ethical leaders get positive results from employees in form of performance and behavior by creating the relation of mutual bond of trust.

H1: Ethical leadership has positive relation with Voice Behavior

Workplace bullying:

Workplace bullying is a repetitive action of mistreatment, destructive behaviors without the consent of individual or more (Fernet & Austin, 2005)Some other Researcher explained bullying as, the concept of bullying address to direct or indirect behavior of aggression whether it's directed or unintentionally towards employees or organizational member, this behavior is perceived as causing several stress the person, offensive, and in few cases it causes disturbing in Job performance or unhappy work environment. (Einarsen & Hoel, 2009)Bullying Research has primary focused on explore and collect the data to analyze "who does what to whom; when, where, why; and with what kinds of consequences for the organization and those targeted. (Glaso & Hetland, 2010)

Relationship Between Ethical Leadership and Bullying:

Bullying literature has focused on the leader's part in eliminating it and its negative consequences. (Mayer, Kuenzi, & Greenbaum, 2009) In this study Researchers claim that leaders could be able to decrease bullying by encouraging to communicate about ethics and positive environment for working. Ethical leaders improve the way of employees' behavior at job improves also make the atmosphere of harmony and ethics in between the organization and followers. Furthermore, Researcher claimed that leaders involved in "demonstrating integrity and high ethical standards, considerate and fair treatment of Employees, and holding employees accountable for ethical conduct". (Brown & Treviño, 2005) Thus, supposed to be ethical, for leaders it is essential to behave as trustworthy, to do deal with fairness, to be honest, ethical leader take decisions with principles and also righteous in their life's. When Leaders deals their professional and personal life with values of ethics. Than Ethical leader present them as character models for followers because in workplace they promote justice behavior. (Bandura A. , 1977) As per the theory of Social learning, through the leaders or character models Individuals absorb new values, behaviors and attitudes by strengthening so, leaders have impact on individuals through their actions. (Kohlberg, 1969) Furthermore, SLT (Social Learning Theory) said that employee's behavior could

change by their leaders that how they affecting on them. In a same concept Researcher suggest, "Development of morality is dependent on role models".

Researcher discussed that leaders may discourage or inspire the followers to bully their co-workers. Researcher through the study said that Ethical leaders because of their Ethical values neglect to promote the bullying in organization or in between their subordinates. Furthermore, Ethical leader promote positive attitudes, values, energy to their followers that make a impact positively on individuals and also Leader discourage bullying in work environment (Baillien, Neyens, & De, 2009)

H2: Ethical leadership has negative relationship with Workplace Bullying.

Work Engagement:

Defined Work engagement in context of "positive, fulfilling, work-related state of mind that includes concepts such as vigor, dedication, and absorption". (Salanova & Schaufeli, 2008) Vigor defined by determination to give efforts in a work, energy of high level, mental flexibility, working with consistency even in difficult situation. Dedication means high involvement in job, being challengeable, inspire, and identified with pride. Absorption is about to do work with concertation, working with engrossment, like generally unaware of surroundings during work that they don't know how time quickly passed. (Rich & Crawford, 2010)

Relationship Between Ethical Leadership and Work Engagement:

Work engagement intellectualized as variable that are unique in providing encouragement and motivation of members that Make employees dedicated to their job in emotional, physical and intellectual terms. Researcher found that Ethical leadership is impacting positively on Work engagement. (Piccolo & Greenbaum, 2010) The process of social information perspective, that supposes individuals get affected their encouragement from the signs that they collect from the job environment, that describe the reasons through which employees wok engagement could be influence by Ethical leadership. For Instance, Leaders give responsibilities to employees because they know that this is way to motivate them, with the consideration of development of employees need about their work and increasing in perception of employees about their job's importance. Some leaders by extended individual employees responsibly they would increase the individuals control sense. Past researchers found that individuals who more concentrated and inspirable and who give improvement in amount of mental, cognitive and physical vigor to job are more devoted and engaged to the work. Such researches used SLT (social learning theory) perspective to describe that how individuals work engagement get effected through leaders. Leaders delivers them a character model and create personnel cost. On the basis of SLT when Ethical leaders are devoted to work, then employees learn and try to adopt the behaviors of their leader that are their role model. Previous studies found that Ethical leadership have positive impact on Work Engagement, because employees get influenced by their leader and want to give the best output to organization

by their vigor and dedication. Some studies and Researcher used social learning theory (SLT) concept for analyzing that in which ways Leader impact on Employees engagement and involvement in work. Ethical leaders work as role model for employees. On the social learning perspective, Ethical leaders are dedicated to their work, then employees learn and try to adopt the behaviors of their role models, and then they put their all efforts and energy in work.

H3: Ethical Leadership has positive relationship with Work Engagement.

Workload and working condition:

Studies on work designs topic pay focused on the consistency of work environment. On per recent study, ethical leaders impact work environment positively because they promote the sense of significance (Piccolo & Greenbaum, 2010) .Ethical leader while designing job they place justice, fairness and ethics at their primary focus, they feel that if the work environment of organization will be ethical and peers will work fairness than organizations productivity will be increase (Brown & Treviño, 2006) .When leaders are designing the job they must considered the aspects of quantitative and qualitative, quantitative aspects says that employees at work should be worked with acceptable workload and qualitative aspect are associated with working condition that are most important variable for employees (Humphrey & Nahrgang, 2007) . Ethical leaders impacts on both aspects that as they prioritized their employees well-being. (Stouten & Baillien, 2010) Associating the SLT, study analyzed that presence of ethical leadership in Institute will be role model and they will work with positive attitude. And also their presence will surely promote work environment with qualitative and quantitative.

H4. Ethical leadership at Institutes will negatively impact on poor working condition

H5. Ethical leadership at Institutes will negatively impact on work overload.

As per the bullying's model of three-way, work load or working condition make impact on the employees stress level, which shows that they feel lackness of support or ethical leadership (Baillien, Neyens, & De, Towards a three way model of workplace bullying: a qualitative study, 2009). Researcher in a past recent study, focused that when employee's workload increases than their responsibility increased and they have to work with poor working condition (Udod & Cummings, 2017). Leaders with no or less focus on employee's workload or working condition that makes discrimination in design job but also discourage the commitments of employees that they make with their task, when employees received extra work or work load so they find the unethical ways for the completion of task and also they face bullying and voice behavior situation that the reason of lackness of ethical environments presence. Study analyzed that three way model can be spread by including work load or working condition as variables of working environment (Stouten & Baillien, 2010)

H6. Poor working condition mediates the relationship between ethical leadership and Bullying.

H7. Workload mediates the relationship between ethical leadership and bullying.

Organizational Identification:

Researcher said that Authoritative ID is the "impression of unity with or having a place with an association, where the individual characterizes oneself regarding the organization(s) in which the person is a part" (Mael & Ashforth, 1992). Besides, people who are firmly related to their association characterize their feeling of unity as hierarchical personality. It could likewise be lined up with OST that associations' specialist (for example pioneers) sets up impression of help among its subordinates (for example nurture here) to create feeling of unity. Along these lines, this examination contended that pioneers' moral conduct (as a hierarchical operator) may build up the feeling of unity among the medical caretakers. When all is said in done, moral conduct of the pioneers may emphatically contribute in building up their subordinates' relationship with the association (Qi & Ming-Xia, 2O14)

H8: Ethical leadership is positively influence to organizational identification.

To accomplish those objectives, people dependably raise voice and stand for troubles and unwanted components that can be block accomplishment of execution objectives. Such conduct is frequently past one's occupation obligations and duties and one's relationship with association is accepted to anticipate such additional job conduct decidedly (Riketta & Dick, 2005)

H9: Organizational identification mediating the relationship of ethical leadership and employee voice at Institutes.

As per Researcher, people with solid recognizable proof see authoritative objectives as their own, and they apply additional job practices in achieving those objectives (Van Knippenberg, 2OOO) Additional job conduct incorporates helping other (for example peers) past their formal sets of expectations to achieve their authoritative goals. Along these lines, it may be accepted that while applying endeavors in accomplishing authoritative objectives, workers help each other and this at last debilitate harassing in the work environment (Islam & Ahmed, 2O16)

H10: Organizational identification mediating the relationship between ethical leadership and workplace bullying.

(Bakker & Schaufeli, 2008) Employee's strong link with organization also motivates the employees for working hard and make their interest in work. Increasing employee engagement could be physical or mentally, that reflect their concepts of behavioral attitude. Researcher describe work engagement as "a positive, fulfilling affective-motivational state of work-related well-being that is characterized by vigor, dedication, and absorption. (Newman & Dana, 2O1O) Researcher argue that as per the study line work engagement is a motivational state for a employee, furthermore, if employee have high level of organizational identification so this identification encourage employee to engage in their work and work hard. With organization Employees psychological bond improve the employees engagement in work. (Dutton & Dukerich, 1994) Employees whose have high level of organizational identification are active and engage in their work that is given by their ethical leader.

H11: Organizational identification mediating the relationship between Ethical leadership and Work engagement

Methodology

Data Collection Method:

In this study the data we have collected through questionnaire. The questionnaire was filled by the individually from employees of business institutes in Karachi Pakistan. The questionnaire divided into two parts. First part is demographics that consist of gender in which we have collected data from both male and female according to their experience and age. Second part consist of variable related statement. By this we are checking their opinion that according to them whether by ethical leadership we can stop bullying or not, Ethical leadership can increase work distributed among employees. In this questionnaire we scale the statement with (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Sampling Size:

In this study, our sample size is 230.But after filter it was clear by 200 taken data from a current employee the data we have collected from employees in a quantitative manner for statements of their opinion. Close ended questionnaire is given to employees of different areas. This study was doing in a non-contrived environment.

Instrument for data collection:

We have collected statements of construct Ethical leadership from (Islam & Ali, 2018), bullying from (Markos & Sridevi), voice behavior from (LePine & Van Dyne, 2001) , work engagement from (Ahmad & Gao, 2018).

Statistical Technique:

We are having use excel, SPSS, Amos for our testing. In excel we have done a coding of data we have collected from employees, then we have uploaded file on SPSS for Cronbach alpha, for checking the reliability. Than CFA applied by using Amos for hypothesis testing, MSV and ASV, model fitness

Research Model:
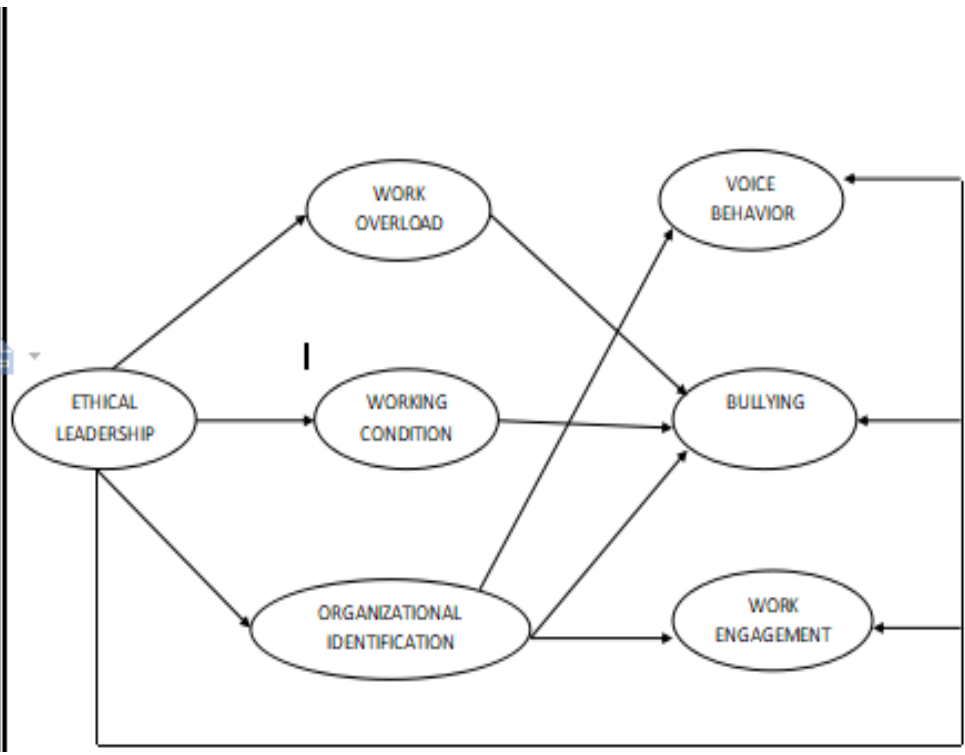
Result & Analysis

Demographic Frequencies:

Table: 1

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	4	2.	2.	2.
	21-30	153	76.5	76.5	78.5
	31-40	40	20	20.	98.5
	41-50	3	1.5	1.5	100.0
	Total	200	100	100.0	
Total		200	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 – 2 Years	101.	50.5	50.5	50.5
	2- 4 Years	44.	22.	22.	72.
	4- 6 Years	28.	14.	14.	86.5
	6 -8 Years	25	12.	12.	99.
	Above 8 Years	2.	1.	1.	100.0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	84	42.	42.	42.
	FEMALE	116	58.	58.	100.0
	Total	135	100.0	100.0	

Frequencies of Demographics:

In above result of descriptive statistics, we have collected data from 230 respondents. after filter a data it become 200.In result it is clear that 116 females have given the response which is 58% in which they female from the age of 21 to 30 with a 0 to 2 years' experience.

Confirmatory Factory Analysis:
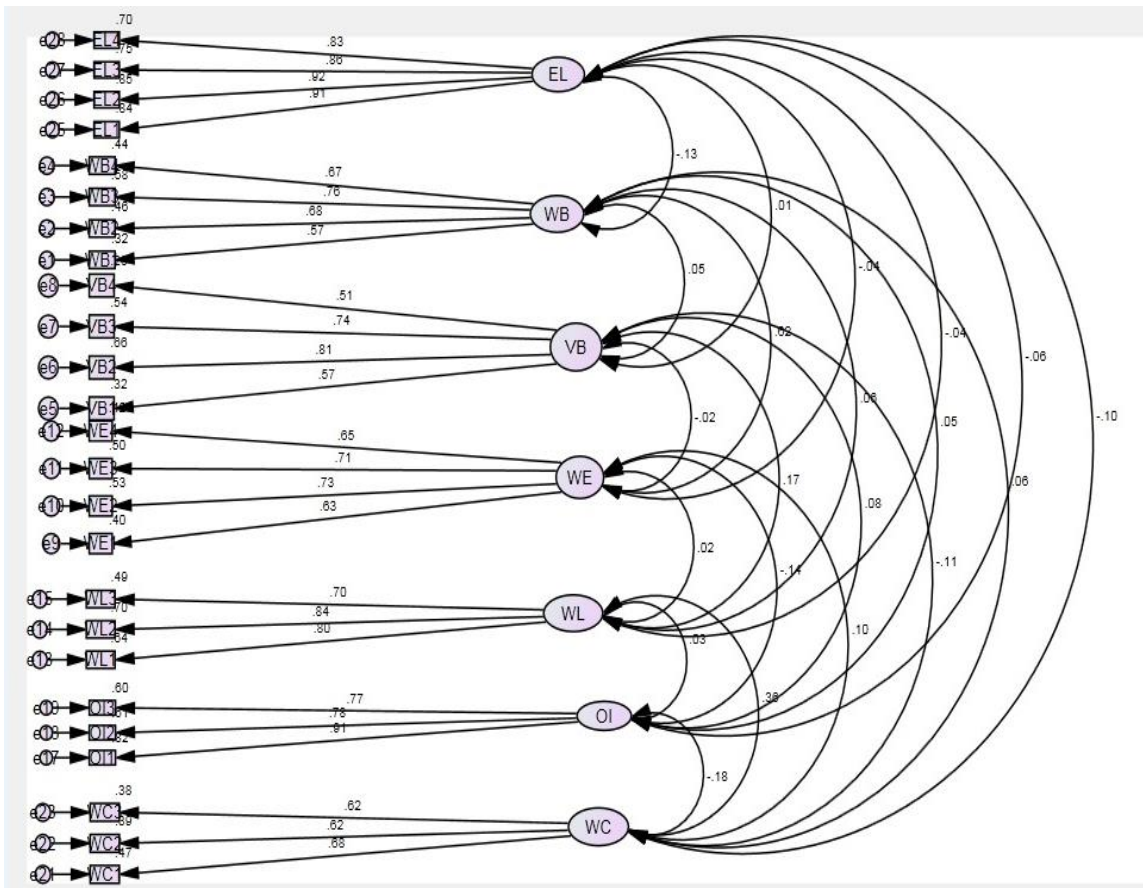
The CFA model express the co-relation between variables in which values are given through the arrows by standardized format , CFA model shows co-relation between all variables also errors defining that how much each variable has error for other variable.

Reliability and Validity:

| Construct/Indicators | Standardized factor Loading (CFA-AMOS) | Construct Reliably | | Construct Validity | | |
		Cronbach's Alpha	Composite Reliability (CR)	Convergent Validity	Discriminant Validity	
				Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
Ethical leadership						
EL1	.91					
EL2	.92					
EL3	.86	.934	0.932	0.77	0.016	0.005
EL4	.83					
Workplace Bullying						
WB1	.57					
WB2	.68	.755	0.767	0.453	0.384	0.068
WB3	.76					
WB4	.67					
Voice Behavior		.749	0.758	0.447	0.028	0.012
VB1	.57					
VB2	.81					
VB3	.74					
VB4	.51					
Work Engagement						
WE1	.63					
WE2	.73	.770	0.775	0.464	0.38	0.068
WE3	.71					
WE4	.65					
Work Load						
WL1	.80	.821	0.825	0.612	0.129	0.027
WL2	.84					
WL3	.70					
Organization Identification						
OI1	.91					
OI2	.78	.860	0.862	0.676	0.032	0.01
OI3	.77					
Working Condition		.670	0.676	0.410	0.144	0.03
WC1	.68					
WC2	.62					
WC3	.62					

(Hair, Black, & Tatham, 2009) The research says that if standardized factor value is higher than 0.5 it is acceptable. (Moss & Prosser, 1998). In this study, the researcher accept greater than 0.6 value of Cronbach alpha. (Fornell & Larcker, 1981) Says that if composite reliability value is greater than 0.6, CR is acceptable and if the value of AVE 0.4 is also acceptable. The variables are acceptable of convergent validity

Model Fitness Analysis:

CMIN/DF	P	GFI	AGFI	CFI	TLI	RMSEA
1.35	0.00	.88	.85	.94	95	.042

The measurement of Model consists of seven indices which describe the Model Fitness. The model fitness value consists of CMIN, P, Goodness of Fit Index(GFI), Adjusted goodness of fit index(AGFI), Comparative Fit Index (CFI), Tucker Lewis Index (TLI) and Root Mean Square Error of Approximation(RAMESA). Mostly of the values CFI, TLI and RAMESA is per requirement of Threshold (2006) however GFI is as per according to the Bagoozi &Yi 1988. Furthermore, AGFI value is according to the Gefen, Straub & Boudreau 2000. The values show that the Model is fit

Hypothesis Testing Using Mediation Analysis:
Mediation Analysis:
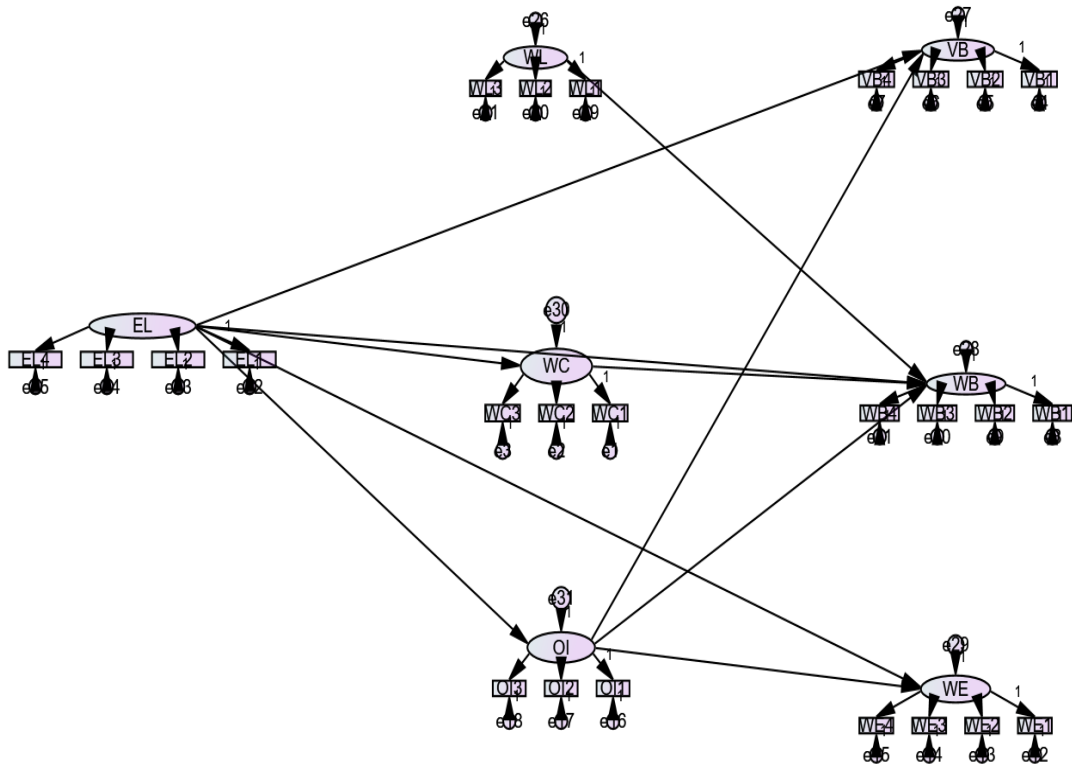
Indirect Effect:

	EL	OI	WC	WL	VB	WE	WB
OI	….	….	...	.....	.....	.....	....
WC	…	….	....	....	...	....	....
WL	….	…	....	....	.....	....	...
VB	.285	….	....	.....	....	....	....
WE	.273	…..	.....	.....	....	.....	….
WB	.698	…..	.....	....	....	....	....

To test the mediation analysis Ethical Leadership have been taken as Independent Variable and Voice Behavior, Bullying and Work Engagement have been taken as Dependent variable, whereas the Organizational identification, working condition, workload have been taken as Mediator. The indirect Effect of VB, WE and WB show that EL have insignificant relationship at 0.05 confidence interval.

Direct Test:

	EL	OI	WC	WL	VB	WE	WB
OI	.348	….	….	…..	....	....	....
WC	.340	….	….	…..	....	....	....
WL	.711	…	…..	…..	....	.....	....
VB	.907	.344	…..	…..	.....	....	.....
WE	.495	.131	….	…	....	...	….
WB	.193	.732	.922	527	.....	....	.....

The Direct Effect of EL shows significant Relationship with Dependent Variables VB, WB and WE which means that OI and WC and WL is a true mediator.

Conclusion and Discussion

This Research conclude that this study gives a new to explore the leadership style and how and in which way they impacted on employees. As per the Hypothesis testing H1 which was that Ethical leadership has direct negative relation with Voice Behavior of employees but as our hypothesis is rejected that showing that Ethical leaders has positive impact on employees voice behavior that means If Leader has positive and the encourage their employees and they enforce positive behavior that helps the other employees and colleagues, H2 and H3 result showing that Ethical leaders presence will negatively impact on employees work engagement and on bullying perspective leaders is not impacting. Through Mediators presence variables impacting directly to variables Ethical leadership is directly effecting the Voice behavior and Bullying and Work Engagement but they don't have indirect relation with Workload, Working condition and organizational identification. Ethical leadership doesn't have any impact through workload to bullying, employees can do perform better with or without bullying but with the presence of Ethical leader, also employees can be engage in work by the presence of their leader but it's not necessary

that organizational identifications element is mandatory for employees to engage in their work. Through our Research we found that different work institutes impact their leaders and their employees just like in our study in Business institute presence of Ethical Leader is not necessary for employees to work with enthusiasm, if employee is dedicated to their work so they don't need their Ethical leaders presence for their better performance in their work

Recommendations and Limitations

Throughout the Research we analyze that as we changed our Research Services hospitality to Education Sector because of this changes we analyze that in Education Sector in Faculty there's no need of Ethical leader's presence, employees can perform better on their own only if they are dedicated to their work. We as a Researcher recommends to future researcher that they can also change the dimension from education sector to other sector by this we can better analyze that how Ethical leaders impact on different working dimension or is ethical leader's presence even have any importance or impact towards employees productivity and in which dimension they impact so we can better analyze that dimension. We have small sample size because of time limitations. This study focus only on business institutes. we can add new variable of organization performance in this model. In Future study new mediation, moderation variable in this model.

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