



Buffering Effect Of Conscientiousness On The Relationship Of Ethical Leadership With Organizational Citizenship Behavior And In Role Performance (A Case Study Of Education Sector)

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Abstract- Ethical leadership is one of the most recent and unexplored area in the education sector of Pakistan. Every organization has their ethical code of conduct which must be followed. The aim of this study is to find the impact of ethical leadership on employee's job behavior. This study also finds the moderating role of Conscientiousness on the relationship between ethical leadership and employee's job behavior. Convenient sampling technique with (n=511) was used. A time lag research design was used in this study. The results of the study revealed that ethical leadership has positive and significant effect on employee's work behavior (organizational citizenship behavior at organizational level, organizational citizenship behavior at individual level and in-role performance). Moreover, results also shows that conscientiousness has significant mediating role between ethical leadership and employee's work behavior. This study will open new avenue for scholar and as well for practitioner.

Key Words: ethical leadership, employee's work behavior, conscientiousness

I. INTRODUCTION:

Corporate world besides its financial concerns is more becoming a keen observer to profusion of unethical practices happening in the globalized corporate world. The flows of these questionable practices generate the concern of society in organizational ethical performances (Kuvaas & Buch, 2018). A study by Bandura (1977) based on social learning theory, psychological attributes and ethical control showed that a link between style of supervisor ethical leadership and the subordinate's job performance should be the mediation of goal correspondence and the psychological capital. The findings on the ethical leadership and job performance also show substantial inferences for practice and research (Trevino, Weaver, Reynolds, 2006; Bouckennooghe et al., 2015). Moreover, it is viewed as the phenomenon of OCB from the time when an idea showed up in the writing as of not long ago, its definition and evolving nature. Likewise, it is investigated the connection amongst organizational citizenship behavior and other related concepts, its association with leadership style, states of mind, values, and so on. Through breaking down the core idea, it is disclosed the likelihood to deal with the sort of a style and particularly leader's part as motivational factor to participate in Organizational Citizenship Behavior (Qin et al., 2017). The ethical leadership has successfully drawn the attention of the local and global researchers in influencing the OCB and Job outcome (Wayne et al., 1997).

Present theories of Organizational behavior are being established as well as verified in areas like North of America. Biggest factor lies in limited data which is given by researcher of countries from Asia / sometimes it consists of loss of focus on their local research area. Therefore in areas like Western countries, this research raises some concerns about prevalence, importance and ultimate strength of such topics in non-western countries and developing countries such as Pakistan. However, in Pakistan, during the past few years, the state of research and development in the fields of social sciences has taken a new position whereby indigenous research has been encouraged by the Higher Education Commission and local universities. This particular study provides basis for diminishing loss of knowledge by doing research considering Pakistani culture in order to provide exemplary vision by its nationals on the

research area. Ali, A., Ahmad, S., Saeed, I (2017) called that future work ought to look at the part of individual contrasts including different sorts of certain speculations with respect to human instinct..

No such prove is seen from the developing countries which had contributed in particular information. Introductory indication is the prove of raising demands of job and work load in countries like Pakistan which gives difficulty to researchers to conduct their research in these areas. (Bouckenooghe et al., 2014; Zafar & Khalily, 2015). This research may aid in conducting this study in local areas with the help of western studies. Ethical leadership style has relatively gained more attention in specifically Asian countries in recent year. It is a purely new concept and first time an empirical study was conducted by (Brown et al., 2005). Most of the study in past was conducted in developed countries (particularly China, UK and USA). Importance of this study must be understandable before it is practical in Eastern countries. The substantial research work conducted in past provides abundant of solid proves that the Ethical Leadership significantly impacts the OCB & the employees in-role performance. It can better results in the improvement of the overall organizational performance as well. Most of the work on ethical leadership with required occupation results questionable.

Firstly present study structure must correlate with the information on that area of research that is already available via ethical leadership that is connected to results in jobs. Specifically the influence and association of jobs with the different forms of Justice which can help the managers to understand how ethical style of leadership impacts the job outcomes. Secondly, the moderating impact of conscientiousness and the association among Distributive, the Procedural, the Interactional justice, the OCB and employees in role performance. Ultimately the current study carried out will be the first step of research which will be used as a guide for future researches to be conducted in local areas considering social, cultural values and working of educational institutions.

II. LITERATURE REVIEW

2.1 Ethical leadership and Job outcomes:

2.1.1 Relationship with OCB's:

According to Aquino, Freeman, Reed, Lim, & Felps, (2009) the ethical behavior demonstrated by the organizational member's results in the long term survival of the workforce and the organization. Such type of ethical behaviors is most often demonstrated by the workforce on voluntarily basis. As a matter of fact Mayer et al., (2009, 2012), revealed that the various organizational challenges can be easily faced if the organizational members cooperate with each other and demonstrate full ethically desirable behavior. Moreover promoting and motivating a desirable organizational citizenship behavior is not less than a challenge for the ethical leaders. The ethical leaders are highly expected to work for the promotion of highly desirable ethical behavior and acting as a role model at the same time. The same fact has been endorsed by Bandura (1986) who states that the organizational members feel more relaxed and satisfied when the ethical standards are being exercised in the organizational policies and procedures. Other studies conducted by Monim et al., 2008; Minson & Monim, (2012) are of a view that employees compare and evaluate their actions and reactions with the actions and reactions of their superiors in order to arrive at an ethically desirable solution of various organizational issues.

Blau, (1964) believes that the ethical style of leadership not only helps the organizational managers to influence the job outcomes of their coworkers but also can better shape and reshape their organizational citizenship behavior. It also helps in creating and maintaining a friendly and a positive working relationship between the managers and the subordinates. As a matter of fact the subordinates of the ethical leaders used to perceive a positive and a fair sense of treatment from the side of their superiors. According to Eisenbeiss, (2012) such type of positive feelings and perceptions result in creating and maintaining trust relationships. It also helps in the creation of ethically desirable organizational citizenship behavior. Piccolo et al., (2010) is of a view that EL has a deeper link with OCB and the job outcomes of the employees. Therefore these studies strongly believe that the ethical leaders in comparison to the unethical leaders can better influence the job outcome and organizational citizenship behavior at organizational and individual levels. Gini, (1998); Treviño and Harrison, (2005), have provided strong empirical evidences proving the association between the EL & OCB at organizational and individual levels.

H1: there is positive a relationship between ethical leadership and organizational citizenship behavior at individual level (OCBI)

H2: there is a positive relationship between ethical leadership and organizational citizenship behavior at organizational level (OCBO)

2.2 Relationship of Ethical Leadership with In-Role Performance:

According to Trevino et al., (2006) there has been immense focus on the ethical style of leadership as it has successfully drawn the attention of the organizational managers. The interest level of the organizational managers in ethical leadership has drastically increased over the period of time. The same fact has been identified by Brown et al., (2005, 2006). According to these studies the ethical leaders can make a best possible combination of various ethical leadership styles (transformational, charismatic, authentic and transactional style of leadership) to influence the job outcome in general and in role performance in specific. Moreover the ethical leaders are highly considerate, caring, trustworthy and strong character individuals who always preferred to make justified decisions in the best in trust of the organization.

According to Blau, (1964) and Bandura, (1977) about the ethical leadership there are two different perspectives that the researchers have explained. The two theoretical perspectives are titled as the social learning theory and the social exchange theory. As far as the social exchange perspective is concerned it is of a view that when the organizational members perceive their leaders as honest and ethical they are most likely to reciprocate in a way that most positively influences the individual and organizational work performance. While Brown, (2007) revealed that the organizational managers must present themselves as a role model to their coworkers and subordinates in order to obtain a desirable organizational citizenship behavior. Based on the overall significance the ethical leadership has been found the most effective style of leadership that positively influences the employee's behavior (De Hoogh & Den Hartog, 2008). Moreover Thomas, Schermerhorn, & Dienhart, (2004) are also of a view that the ethical leaders can better help the organization to minimize their operational cost and to maximize their profit margins. However they argued that the association amongst EL and the group work performance is still one of the most researchable areas for the present and future researchers.

In the light of the above mentioned literature the following hypothesis has been designed to check any possible association between EL and the In-role performance.

H3: There is a positive association amongst EL and the In-role performance.

2.3 Moderating Role of Conscientiousness:

Hogan & Roberts, (1996) revealed that the personality of an individual basically refers to the intrinsic and extrinsic features that can help us to explain his/her behavior or patterns of behaviors in a given situation. It is also said that personality includes the emotions, attitudes and thoughts of individuals towards a particular environment. The personality has been described from various perspectives by various authors in different times. Some of them explains personality of individual on the basis of individual traits and features while some of them explain personality from a social cognitive point of view. As a matter of fact the personality researchers must appropriately focus on both the approaches (Funder, 2001). Moreover from individual traits perspective the researchers believed that the personality of an individual can be better conceptualized with the help of a five factor model. This five factor model includes various dimensions like the conscientiousness, the emotional stability, the extraversion, the agreeableness and the openness to experience (Goldberg, 1990, 1992; McCrae & Costa, 1999). To make a proper assessment of individual personality we have to consider individual difference variables. Moreover we also need to consider the narrow traits as well as the broader traits of personality assessment. The conscientiousness is considered to be the most significant factor of assessing an individual's personality.

The conscientiousness is considered to be the most powerful factor amongst five factor model when the personality researchers are interested in knowing the working behavior of employees. According to McCrae & Costa, (1987); Digman, (1990); Mount & Barrick, (1995) the conscientiousness is comprised of two aspects: 1. Achievement 2. Dependability. According to Johnson & Ostendorf, (1993) the individuals who are having lower ranking on the conscientiousness's spectrum are found to be careless, disorganized and the one who can be easily confused and distracted. As a matter of fact the individuals who are highly ranked at the higher end of conscientiousness they are found to be: (1) high performance achievers, disciplined, honest and cultural following (John & Srivastava, 1999), (2) careful thinkers and followers of ethical standards (Costa & McCrae, 1992), (3) As an organizational leader they always prefer to demonstrate the ethically desirable behavior (Kalshoven et al., 2011). According to Barrick & Mount,

(1991) the employees who are having higher ranks of conscientiousness are found to be dedicated, hardworking and diligent. Moreover they are highly efficient as compared to their coworkers and they are perceived as high performance oriented.

According to Baker et al., (2016) the employees who were ranked highly on the conscientiousness scale were found to be more productive, fair, honest, dependable and high performance oriented as compared to their fellow workers. According to Digman, (1990) the five factor model is highly significant for the ethical leaders when they want to predict the individual's employee job outcome as well as the organizational productivity (Barrick & Mount, 1991). In addition to this (Salgado, 2002) revealed that the five factor model is also highly influential in measuring the counterproductive working behavior of employees. Organ & Ryan, (1995) are of a view that the conscientiousness factor also helps the organizational leaders to create and maintain a desirable OCB.

Nerstad et al. (2018) is also of the same view that the highly conscientious workers have comparatively stronger dependability. They also have more professional efficacy towards their jobs. Mostert and Rothmann (2006) showed that the conscientiousness serves as a strong predictor in measuring the job commitment level of employees. Inceoglu and Warr (2011) argued in their study that conscientiousness is the strongest factor amongst the 5 factor model in impacting the EL and job outcome. Moreover Halbesleben, Harvey and Bolino (2009) showed that highly conscientious workers display the higher levels of job commitment on the basis of their personal and professional attributes.

H4: Conscientiousness moderates the relationship between ethical leadership and (a) OCBI, (b) OCBO, and (c) In role performance

III. METHODOLOGY

3.1 Population and sample:

The author of the current study has selected the faculty members those are currently serving in public and private sector chartered Universities of Khyber Pakhtunkhwa, Pakistan. These faculty members are currently teaching the under graduate and post graduate level students at the private & public sector Universities of Khyber Pakhtunkhwa. The utmost importance of the present study is to deal with measuring the connection between EL and the employee's job outcomes irrespective of the public or private university in which they are employed. Moreover, the current study helps in understanding the role and importance of ethical leadership in influencing the job outcomes of teaching staff employed at the public and private sector Universities of Khyber Pakhtunkhwa.

We are unable to include whole population in the study because of problems like: resource limitations, time controls, entree to research locations, huge distribution of the nominated institutes & the major reason being longitudinal study design. For which convenient sampling was used as a demonstrative sample of study. The sample size comprised of 282 faculty members associated with private universities and 322 faculty members from public universities. The total sample size comprised of 604 faculty members.

3.2 Research Design:

The author of the present study has intended to explore the influence of EL on the job outcome of employees while considering conscientiousness as a moderator. Therefore the current research keeps its own indigenous importance as the previous studies were field based. According to (Lepine et al., 2003; Podskkoff et al., 2009), the cross-sectional surveys can be better performed through longitudinal data collection techniques as it helps in better constricting the power and ability of implications. In the light of the above mentioned discussion the author of the current study has adapted the time lag study data collection techniques in order to investigate any possible associations between the considered variables. In this connection the author firstly collected the data on Ethical leadership. Moreover, the data on conscientiousness was subsequently gathered at time 2 while adapting the self-reported data collection method. Last but not the least the behavior of employees and their job performance was finally collected at time 3.

3.3 Measurement Instruments:

3.3.1 Ethical Leadership:

Brown (2005) developed Ethical Leadership Scale (ELS) that is being implemented in the current study. There are 10 items of scale. For instance an item can be, “reasonable and sensible decisions are made by our head of the organization”. 0.95 was the Cronbach’s alpha of ethical leadership.

3.3.2 Organizational Citizenship Behavior:

As reported by Lee & Allen, (2002), 14-items scale has been used for measuring behaviors of citizens which is directed by (OCBO) organization. The behaviors of citizens pointed at aiding people (OCBI). Patterns of OCBO behaviors consist of joining additional organizational functions with providing innovative ideas for enhanced working of the organization. While behaviors of OCBI consist of aiding colleagues whom are not present or share their workload. The frequency was rated by supervisors on the basis of 5-point scale (1=Strongly Disagree to 5=Strongly Agree). The Cronbach alpha value reported by the above mentioned study is 0.96.

3.3.3 The Conscientiousness:

9-items scale measuring the conscientiousness has been developed by John, Donahue and Kentle, (1991); John and Srivastva, (1999). In order to measure the conscientiousness the 5-point scale has been designed. Its ranges from 1= strongly disagree to 5 = strongly agree. The Cronbach alpha value reported by the above mentioned study is 0.70.

3.3.5 In- Role Performance:

The job performance has been measured by 7-items scale developed by William and Anderson (1991). According to the authors the measure reliability was found to be $\alpha = 0.85$.

Table 1 List of Instrument used:

Variable	Source	No. of Items	Reliability
Ethical Leadership	Brown et. al, (2005)	10	0.95
OCBI & OCBO	Lee and Allen (2002)	14	.96
Conscientiousness	John, Donahue & Kentle., (1991); John & Srivastva., (1999)	9	.70
In-role performance	William and Anderson, (1991)	7	.85

IV. RESULTS AND DISCUSSION

4.1 Correlation Analysis:

The reported correlational values that were more than 0.10 were considered significant at $p < 0.5$ and $p < 0.01$. The mean value of ethical leadership were (M=4.12, SD=1.23), conscientiousness (M=4.12, SD=1.19), OCBI (M=4.12, SD= 1.15), OCBO (M=3.56, SD= 1.17) and in-role performance (M= 4.12, SD= 1.19).

The correlation between the variables i.e. ethical leadership and the job outcome has a positive and significant association with OCBI ($r = .34$), OCBO ($r = .42$), and In-role performance ($r = .52$).

4.2 Confirmatory Factor Analysis:

Table 2: Model Fit Indices of each study variables

Model Test	χ^2	χ^2 / DF	CFI	NFI	TLI	GFI	AGFI	RMR	RMSEA
Ethical Leadership	823.960	23.542	.90	.87	.89	.89	.87	.06	.08
In role Performance	159.38	31.87	.96	.95	.91	.93	.90	.04	.060
Conscientiousness	784.58	29.05	.94	.90	.93	.89	.87	.05	.07

O CBI	473.702	33.836	.93	.91	.90	.88	.85	.05	.07
OCBO	486.06	34.71	.96	.94	.93	.91	.89	.04	.06

4.3 Path model from Ethical Leadership to Outcomes:

The researcher ran factor analysis to find fit indices of ethical leadership. The results revealed that fit indices showed good model fit such as chi-square (χ^2) CMIN= 14533.906, degree of freedom (DF)= 431, CMIN/df= 33.721, comparative fit index (CFI)= .91, (TLI)= .90, normed fit index (NFI)= .89, goodness-of-fit-index (GFI)= .87, Adjusted goodness of fit index (AGFI)= .88, (RMR)= .04, root mean square error of approximation (RMSEA)= .07.

The parameter estimates values comprised of the standardized regression weights. The significant value also validates the appropriateness of the structural model. Moreover the recorded values showed that structural path model from the EL towards OCB. The results revealed that the structural path model from EL to OCB at individual level (β = .44, $P < .005$), Employee performance (.27, $P < .003$) was significantly positive and organizational citizenship behavior at organizational level (β = -.35, $P < .15$) was negative and insignificant.

4.4 Regression:

Researchers performed multiple linear regression to test the hypotheses and to perform the moderated multiple regression analyses. This moderating impact has been recommended by Cohen, Cohen, West, and Aiken (2013). These analyses are mostly used for finding the association between two variables.

4.10 Main Effects of Ethical leadership on Employees work behavior:

Table 3: Interactive effects of conscientiousness and Ethical Leadership on Work Outcomes:

	OCBI		OCBO		In-Role Performance	
	β	ΔR^2	β	ΔR^2	β	ΔR^2
Step 1						
Organization	.26***		.21***		.24***	
Tenure	.17***		.16***		.17***	
		.27***				.24***
Step 2						
Conscientiousness	.28***		.21***		.29***	
		.21***		.19**		.20***
Step 3						
Cons*EL	.15**		.22**		.28***	
		.19**		.20***		.21***

Note: N= 511

* $p < .06$

* $p < .05$

** $p < .01$

*** $p < .001$

In order to perform the moderated regression analysis the scholar subtracted the mean of the moderating and independent variables from the individually recorded values of moderating and independent variables. For moderation analysis, the researcher entered the interaction term of ethical leadership and conscientiousness in step 3 of the regression analysis. The derived significant value confirms the moderation impact of EL on conscientiousness.

The results of the main and the combined impacts of the conscientiousness & ethical leadership over the employees behavior i.e OCBI, OCBO and In-Role Performance are shown in table 3 (step 3). Results reported the moderating influence of conscientiousness over the association between the ethical leadership and employee's behavior. Moreover results revealed that the interaction term between ethical leadership and conscientiousness were found significant with work outcomes i.e OCBI ($\beta = .15, p < 0.001$), OCBO ($\beta = .22, p < 0.001$) and In-role performance ($\beta = .28, p < 0.001$). Therefore conscientiousness significantly acts as a moderating variable over the association between ethical leadership and the work outcomes.

V. CONCLUSION:

The 21st century managers are faced with a fierce business competition both at the local and global levels. The 21st century has opened new avenues of enhancing individual and organizational productivity (Kuvaas & Buch, 2018). These newly emerging avenues can both be seen as challenges and opportunities by the organizational leaders (Mete, 2013). The 21st century managers are trying to explore new ways through which they can enhance their individual and organizational productivity (Hassan et al., 2011). Organizational managers are in a pursuit of exploring new managerial tools and techniques through which they can positively influence the job outcomes of their subordinates and coworkers.

This study provides an opportunity to observe the model and theories which were previously tested in the western context. The current study intended to do the same in the Eastern context to give clear implications for both practitioner and the managers in a developing country like Pakistan. This study focused on the ethical leadership and work outcome framework to provide some useful and interesting findings by using organizational justice as a mediating mechanism through which ethical leadership is closely related with the work outcomes. While conscientiousness was found a positive catalyst between the organizational justice and the job outcomes relationship. The findings of this study are different from so many Western studies.

However, the findings of the current study are consistent with Bass, (1990); Brown et al., (2005); Hassan & Ahmed, (2010); Kacmar et al. (2011); Zafar et al., (2014); Kuvaas & Buch, (2018). Last but not the least more exploration is needed in the domains of ethical leadership and work outcomes relationship in a developing perspective like Pakistani context which cover and understand their boundary conditions.

VI. STUDY LIMITATIONS AND FUTURE RESEARCH DIRECTIONS:

The current study because of time and resource curbs was narrowed down specifically to educational sector i.e. Public and Private Universities of Khyber Pakhtunkhwa (KP) and thence can be made widespread in other future endeavors. The study was also limited as stratification was done. The population was divided into 2 different layers; university and faculty. This study provides uniqueness in the theoretical insights and the methodological strength. As similar to another research studies there are some weaknesses which if considered and studied thoroughly by the future researchers can bring a positive opportunity for expanding the ethical leadership area. Firstly, despite of the existing study used cross-sectional research approach which cannot be considered as full longitudinal study. The present study can be categorized at three different time intervals since the independent variable i.e. ethical leadership was measured at Time 1, the mediator variable i.e. organizational justice was measured at Time 2 and moderating variable conscientiousness and all dependent variables were measured at Time 3. In future the researchers can use the longitudinal research design which contains more than one time interval. In such research design the data relevant to the different variables can be recorded at the time period being consumed.

Secondly, one other limitation of this study is that though even the cross-sectional data with time lag research design at three different time periods was used although all variables were taped from the same source. However, some of the variables were measured through supervisory rating, like in-role performance which is considered the best accurate measurement. While some other variables i.e OCBI and OCBO which were considered on the basis of self-reported data didn't give clear results. Moreover peer rating or supervisory rating gave clear and accurate results.

Lastly, this study found support for all direct, indirect paths through mediation and moderation and outcomes relationship. Future researchers must investigate the mediating role of other variables like

trust, work engagement, motivation, working conditions to establish the relationship between EL and job outcomes. Future researchers also used other moderating variables like personality trait i.e Big five traits, core-self-evaluation, self-efficacy etc.

VII. THEORETICAL IMPLICATIONS:

For the last several decades the attention of the researchers has been diverted towards the constructive side of leadership. The past history indicates that those organizations suffered a lot where the organizational members were not having the ethical leadership. Ethical leadership style has relatively gained more attention in specifically Asian countries in recent years. It is a purely new concept and for the first time an empirical study was conducted by (Brown et al., 2005). Most of the studies in the past were conducted in developed countries particularly, China, UK & USA. Importance of these studies must be understood before practicing it in the Eastern countries. Extensive literature provided by the past researchers strongly supports the fact that the EL has a good impact on employee's job outcome. It results in creating a favorable OCB has positive impacts on in role performance.

VIII. MANAGERIAL IMPLICATIONS:

This study recommends many suggestions for managers working in the educational sector in specific and other sectors in general. This study confirmed that subordinates expect ethical behavior from their supervisor or managers at the work place. As a matter of fact if the supervisor shows ethical behavior in the working environment their subordinates are better motivated. They also better focus on their work and their performance levels are consistently increased over a period of time. This provides the organizations with the most desirable results in the short and long run.

It leads towards the creation of the most desirable ethical behavior. The additional analysis suggested that conscientiousness plays important role and considered as catalyst to improve positive outcomes. Finally, the findings of this study also suggested that conscientiousness also buffered against the unethical behavior of leader on outcomes. Therefore, manager must focus on those employees who have high level of conscientiousness at the time of selection where role conflict, role ambiguity, job insecurity, and environmental uncertainty are high. So manager must take high conscientiousness employee on job which reduces level of ambiguity and uncertainty.

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