

**Ethical Leadership and Organizational Citizenship Behavior:
Mediating Role of Organizational Justice: A Case Study of
Education Sector.**

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Abstract

Based on its overall effectiveness the ethical leadership has opened new thinking avenues for the human resource managers during the past few decades. It has successfully drawn the attention of local and global human resource managers as it is having meaningful influences on the organizational citizenship behavior. Ethical leaders are expected to make the most appropriate use of organizational justice as a tool towards improving the employees' job outcome. The current study was initiated with an objective to empirically investigate the relationship between ethical leadership and employee job outcome while considering the various determinants of organizational justice as mediating variable. As a matter of fact like other sectors the education sector is also widely expanding in Khyber Pakhtunkhwa province of Pakistan. The sample size of 250 faculty members has been taken for the current study through non-probability convenient sampling technique. Structured questionnaires were floated amongst the respondents in order to investigate the above mentioned subject matter. The results of the current study have revealed a significant relationship between ethical leadership and OCBI. Moreover, a positive relationship between the various determinants of organizational justice (as mediating variable) and OCBI has been recorded. The current study has described the meaningful implications for academia and professionals.

Keywords: Ethical Leadership, Employees Job Outcome, Organizational Justice and Organizational Citizenship Behavior.

The corporate world besides its financial concerns is more becoming a keen observer to profusion of unethical leadership practices happening in the globalized corporate world (Kuvaas & Buch, 2018). The flows of these questionable unethical practices generate the concern of society in organizational performance and organizational citizenship behavior (Namoga, 2017). Moreover, it is viewed as the phenomenon of organizational citizenship behavior from the time when the 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 (Ivana, 2017).

Some scholars (Tu Yidong, Lu Xinxin, 2013; Zheng et al., 2015; Hongwe, He, Linda K. Trevino, Melody, M. chao, & Weigüe, Wang, 2015; Zheng et al.,2015; Xu A. et. al., 2016) raised questions that most of the studies conducted on the direct relationship of ethical leadership and organizational citizenship behavior. Finally, it can be concluded that the relationship between ethical leadership and organizational citizenship behavior is more complex as compared to previous studies. Accordingly, this study is going to extend and fill the gap between ethical leadership and OCB which is based on previous studies. In doing so, a new and unexplored question that will be asked in this study: Are organizational justice i.e distributive justice, procedural justice, interactional justice mediates in the relationship between ethical leadership and organizational citizenship behavior? Other than that the direct relationship of ethical leadership and organizational citizenship behavior are tested in this study.

By suggesting ethical leaders as moral agents of any organization, a relation among ethical leadership behavior and organization justice. Ethical behavior of leadership stimulates positive behavior of employees for the organization so that it increases their loyalty towards organization and then further lead toward organizational citizenship behavior (Xu A et al., 2016). While, most of the study conducted on direct relationship of ethical leadership and organizational citizenship behavior as discussed above but this study will fill the gap to find the mediating role of organizational justice between ethical leadership and organizational citizenship behavior.

The context selected to conduct this study is Pakistan. According to the Global Economic Prospects Report (World Bank, 2013) Pakistan, the second largest economy in South Asia, has been missing its growth target for the past five years and is likely to continue to do so in the near future. It has been claimed that one of the main reasons for underperformance of Pakistan's economy is its widespread corruption at both government and corporate levels. This corruption at government agencies has also spread to the corporate society in which individuals and businesses are bound to involve in unethical practices such as bribery of government officials and institutions (who control important resources) to survive (Zafar, 2013).

A study by Bandura (1977) based on social learning theory, psychological attributes and ethical control showed that a link between style of supervisor ethical behavior and the subordinate's organizational citizenship behavior can be mediated through organizational justice, such as when employees feel that there is justice from their supervisor and supervisor also behave ethically then employee will learn positively and develop high organizational citizenship behavior level of employees (Trevino, Weaver, Reynolds, 2006, Bouckenooghe et. al, 2015).

Also much of the areas of research related to ethical leadership are availed by developed countries. No such prove is seen from the

developing countries which had contributed in particular information (Bouckenooghe, Zafar, Raja, 2014). This research may aid in conducting this study in local areas with the help of western studies. Importance of this study must be understandable before it is practical in Eastern countries. The main objective of this research is exploring the mediating mechanism of organizational justice between ethical leadership and outcomes.

Literature Review

Ethical Leadership and Organizational Justice

According to an empirical study it was observed that ethical leadership and employees' organizational citizenship behavior are inter-related on the basis of two psychological mechanisms. The first one is social learning mechanism and second is social exchange mechanism. Social learning mechanism is when employees imitate their leaders' behavior and social exchange mechanism is which links ethical leadership to organizational justice and also employee organizational behavior. It was also concluded that procedural justice mediates the link between ethical leadership and employee organizational citizenship behavior (Mo & Shi, 2017).

Organizational justice concentrates on observations on reasonableness in the working environment (Greenberg 1990; Angelidis and Nabil, 2011), and it includes three dimensions (Colquitt 2001). The first dimension is distributive justice, which alludes to the reasonable designations of results (prizes and disciplines) as per every representative's individual execution (Steensma and Visser, 2007; Laurie et al. 2009). Distributive justice has been broadly considered since the value hypothesis was created by Adams (1963). The second dimension is procedural justice which alludes to the apparent reasonableness of the procedures, i.e., systems and approaches utilized and their establishments of deciding results or asset dispersions (Colquitt 2001; Rhoades et al. 2001; Ambrose and Schminke 2009; Greenberg 2011). Procedural justice defines lack of bias, status (social position or status inside a gathering or process) and trust (Folger and Cropanzano, 1998; Cropanzano et. al, 2001). The last justice dimension is interactional justice, which can be defined as a person's worries about the "nature of relational treatment they get amid the order of organizational strategies" (Beis and Maog, 1986).

Northouse (2001) proposed leader justice as one center component of ethical leadership accentuated justice as a focal standard for ethical leaders as it brings about reasonable and equivalent treatment of others. Distributive justice was observed to be a basic indicator of two individual results, pay fulfillment and job fulfillment, than procedural justice. Additionally, procedural and distributive justice likewise related in anticipating authoritative results. (Xu, A. J et al., 2016).

Interactional justice plays a pivotal role in facilitating high-quality leader–member exchange (LMX), with downstream implications for employee performance. However, the broader context in which these effects unfold has received scarce attention. Drawing from deontic justice and social exchange theories, we suggest that interactional justice differentiation is an important contextual mediator of the link between interactional justice and LMX. Specifically it is argued that high interactional justice differentiation attenuates the link between interactional justice and ethical leadership, in turn influencing the effects of interactional justice on employee task and creative performance (He.W et.al., 2017).

H1: There is a positive relation between Ethical leadership and distributive justice.

H2: There is a positive relation between ethical leadership & procedural justice.

H3: There is a positive association between Ethical leadership and interactional justice.

Organizational Justice and Job Outcomes

For more than 20 years, scholars have examined why representatives take part in helpful practices that are not obligatory by the association (Bormen and Motowedlo, 1997; Koys, 2001; Organ, 1988). These organizational citizenship behaviors(OCBs) are instrumental to the survival of associations may be now like never before due to increments in worldwide rivalry, accentuation on client administration, and dependence on group founded structures (Borman, and Motowidlo, 2000).

Organizational justice seems, by all accounts, to be a main factor of citizenship behavior and related results, for example, satisfaction and commitment (Folger and Konovsky, 1989; Moorman, 1991). Findings suggest that if both job satisfaction and organizational justice are used to predict citizenship behavior, justice typically shows a stronger relationship to citizenship behavior than does satisfaction. Although it is not known exactly how justice affects citizenship behavior, trust appears to be an important mediating variable (Konovsky and Pugh, 1994). Organizational justice enhances employee trust, which in turn stimulates the display of citizenship behavior. (Konovsky and Pugh, 1994).

H-4: There is a positive association between distributive justice and OCBI.

H-5: There is a positive relationship between procedural justice and OCBI.

H-6: There is a positive relationship between Interactional justice and OCBI.

Ethical Leadership and Job Outcomes Relations with OCBI

In accordance with social learning theory (Bandura, 1986), we anticipate that workers feel obliged to conform to the required ethical

principles, especially on the grounds that ethical leadership likewise infers fortifying such thought, least level practices as it is a piece of their day by day obligations (i.e. diminished levels of abnormality). Indeed, representatives may see ethical leaders to assess the authenticity of their esteems and raise doubt about their dispositions and conduct (Minson and Monin, 2012). In spite of the fact that the researches on ethical leadership is moderately new (Brown, Treviño, and Harrison, 2005), researchers have just given some obvious proof demonstrating that ethical leaders can diminish degenerate worker practices and improve organizational citizenship behavior (OCB). (Mayer, Aquino, Greenbaum, and Kuenzi, 2012; Mayer, Kuenzi, Greenbaum, Bardes, and Salvador, 2009; Walumbwa and Schaubroeck, 2009).

Although social learning theory (Bandura, 1977) has been forwarded to explain the mitigating effects of ethical leadership on follower deviant or unethical behaviors, social exchange theory has typically been used to explain why ethical leadership has a positive influence on desired follower behaviors such as job performance and OCBs (Walumbwa et al., 2011; Walumbwa et. al, 2012). In other words, followers will regard the display of OCBs as an appropriate way to reciprocate ethical treatment they receive from their leader. Employees' perceptions of ethical leadership have been linked to performance and OCBs (Piccolo et al., 2010).

H7: Ethical Leadership has a positive association with OCBI

Mediating Role of Organizational Justice

According to general view point about judgments having 4 types and their opinions (Colquitt, 2001). The distributive Justice opinions and their results are judged by the amount of receiving people do like decision making, people hiring. The next is procedural Justice which talks about the opinions in the light of ways and process through which results can be measured like assignments being judged, and whether the inputs were equally reasonable to the results along with the regular procedure being followed, then compare it to the other employees or organizations. Third type is interpersonal Justice which judges and evaluates the treatment of employees in organization if they are dealt with respect and honor. The informational Justice involves the awareness of any decision or change occurring in the organization or related to that employee, if he got adequate information on current decision happening in organization. Both of interpersonal & informational Justices can be called interactional justice. Certain research is present to relate these two justices with each other and bring up their outcomes. This associates with fulfillment of job, agreements with organization, leadership assessment, removal and presentation (Cohen, Charash and Spector, 2001, Colquitt & Conlon et al., 2001).

As said above, interactional justice alludes to the decency of and relational treatment by the pioneer. When contrasted with procedural

justice, interactional justice incorporates less formalized parts of communication (De, Coninck, 2010). Interactional justice specifically incorporates the degrees of trustworthiness, affectability and regard appeared by the pioneer amid the communication (Colquitt, Conlon, Wesson, Porter, and Ng, 2001).

The popularity of organizational justice research has steadily increased in the past 30 years. Much of this attention to justice is because of the important work-related consequences that have been linked to employees perceptions of fairness within organizational contexts (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). For example, such consequences of perceived fairness include satisfaction with one's job and supervisor (Alexander & Ruderman, 1987), organizational commitment (Masterson, Lewis, Goldman, & Taylor, 2000), employee act (Cropanzano, Weiss, Suckow, & Grandey, 2000), citizenship and counterproductive behaviors (Greenberg, 1990; Skarlicki & Folger, 1997), and job performance (Ball, Trevino, & Sims, 1994). Previous studies indicate that organizational justice is the proper mechanism through which ethical leadership can be associated with organizational citizenship in a positive manner (Tu Yidong, Lu Xinxin, 2013; Zheng et al., 2015; Hongwe, He, Linda K. Trevino, Melody, M. chao, & Weiguo, Wang, 2015; Zheng et al., 2015; Xu A. et. al., 2016).

H7: Distributive justice positively mediates association of ethical leadership & OCBI

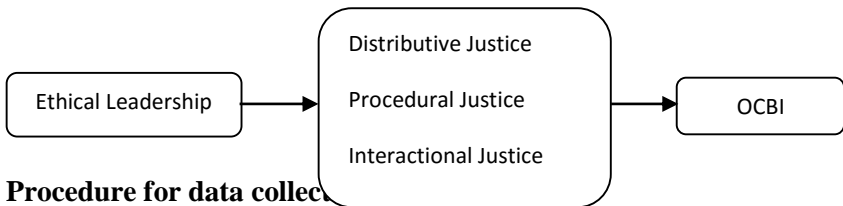
H8: Procedural justice positively mediates association of ethical leadership & OCBI

H9: Interactional justice positively mediates association of ethical leadership & OCBI

Research Methodology

The population for this study comprised of the faculty currently serving in “public” and “private” sector chartered universities of Khyber Pakhtunkhwa, Pakistan. Collecting data from maximum universities helped us to tape maximum variance across different work settings. Secondly data collection from the various universities enhanced the strength to believe on true outcomes. If the data was restricted to only public or private universities, it would had limited our power of making inferences that could be generalizable to other industries. Third, conducting research on educational sector ie. Universities which are under-growth are as much important as conducting research on growing industries. Ultimately this study aid in exploring ethical problems of public & private universities focusing mainly faculty of different universities. Only the Faculty members of public and private universities operating in Khyber Pakhtunkhwa make up the population for the study.

Theoretical Framework



Procedure for data collection

Researcher made personal visits to the various universities located in Khyber Pakhtunkhwa. A formal permission was attained from the concerned authorities to coordinate with the respondents serving in various departments of different universities. Questionnaires were personally floated and administered. Data collection from the above mentioned respondents took 4 months as the population of the study was widely located and not easily accessible

Data Collection Method

The data was collected through questionnaires from the public and private sector universities of KPK. In addition, a postal mail, email or google forum was also used for certain organizations. Personal contacts were also used to evaluate the faculty members by distributing the questionnaires in the chosen universities. Questionnaire along with a cover letter attached with enclosed instructions asking for confidentiality of results and their individual participation.

Research Approach

This research study is based on a deductive approach. According to Lee and Lings, (2008) deductive approach enables the researcher to draw valid conclusions on the basis of statistical analysis. It also helps in enhancing the capacity of the researcher to generalize the facts and figures and to answer the research questions in a more unbiased manner. Therefore, with the application of deductive approach, the author was able to conduct a scientific investigation regarding the relationship between the ethical leadership and employee outcome.

Research Design

The variables of the study are employees' behavior and their perception therefore it required data collection from faculty around various universities chartered by government of Khyber Pukhtun khwa . The one important variance depends on cross sectional assessments which is notable through differentiating current inquiry with previous inquiry talking about Ethical Leadership. While almost all older studies were field based. Methods such as longitudinal are perfect between cross sectional surveys that constricts the power of implications (Lepine et al., 2003; Podsakoff, MacKenzie, Lee & Wallace, 2009). Firstly data related to ethical leadership and organizational justice was collected, while data on organizational citizenship behavior (OCBI) was subsequently collected.

Sample Size and Sampling Technique

Researcher was 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 total sample size consisted of 250 faculty members. In order to determine the sample size the categorical formula is applied (Ronald Walpole, 1982).

$$n = \frac{N}{1 + N(e)^2}$$

N = Population Size

e = Level of Precision

Instruments

Ethical Leadership

Brown in (2005) developed Ethical Leadership Scale (ELS) that is being implemented in the current study with 10 numbers of items. For organizational justice Colquitt, J. A. (2001) scale was used, i.e 4-items for distributive justice, 7-items for procedural justice, 4-items for interpersonal justice, and 5-items for informational justice. For OCB a 16-items scale developed by Lee & Allen, (2002) was used.

Results and Discussion

Demographic

Data were collected from 12 different private as well public sector universities working in Peshawar. The total sample size of this study was 250 faculty members of different universities. Out of 250 faculty members 150 was from public sector and 100 from private sector universities. Demographic data are divided on the basis of organization, age, qualifications and experience.

Age group of from 26-30 years was 25%, 31-35 years was 45%, and 36-40 were 20% and age group from 41 and above were 10%. From public sector universities there was total 60% faculty member participated and 40% from private universities faculty member participated in this study. The qualification of the faculty members who participated in this study were 75% have completed MS/Mphil degrees, 10% have Master degree of 16 years of education and 15% faculty members have PhD degrees. Yearly experience of faculty members were 60% of from 1-10 years of experience, 11-20 years of experience were 30% in numbers and 10% were from 21 years and above experience. 87% were male faculty and 13% were female faculty members who participated in this study.

Reliability and validity

The above table shows the reliability and average variance extracted value. The standard for alpha reliability value is from 0.70 to 0.90 and for average variance extracted is above from 0.5. All variables have greater than 0.70 alpha value and also AVE value above from 0.5.

Table 1. Reliability and Validity Results

Variable	Source	No. of Items	Reliability	AVE
Ethical Leadership	Brown et al. (2005)	10	0.95	0.51
Distributive Justice	Colquitt, J. A. (2001)	4	0.95	0.55
Procedural Justice	Colquitt, J. A. (2001)	7	0.92	0.52
Interpersonal justice, Informational justice	Colquitt, J. A. (2001)	4 5	0.92 0.90	0.57 0.54
OCBI	Lee and Allen (2002)	16	.96	0.51

Correlation Analysis

Correlation analyses were conducted in order to find the association among all variables of the study. The correlation tables shows that EL has positive associations with DJ (r=.048), PJ (r=.13), IJ (r=.22), ITJ (r=.22), IFJ (r=.20) and with OCBI (r=.22).

Table 2. Correlation Analysis

	EL	DJ	PJ	IJ	ITJ	IFJ	OCBI
EL	1						
DJ	.048*	1					
PJ	.139**	.174**	1				
IJ	.223**	.188**	.205**	1			
ITJ	.223**	.188**	.205**	1.000**	1		
IFJ	.208**	.151**	.216**	.335**	.335**	1	
OCBI	.227**	.089*	.114*	.241**	.241**	.118**	.208**

Table 3. Fit Indices of Confirmatory Factor Analysis of each study Variables

Model Test	χ^2	Df	χ^2 / Df	CFI	NFI	TLI	GFI	AGFI	RMRRMSEA
Ethical Leadership (self)	31.35	2	15.575	.90	.94	.90	.93	.89	.023

Distributive Justice (Self)	27.89	9	4.131	.95	.96	.91	.93	.91	.021	.084
Procedural Justice (Self))	23.57	12	1.768	.97	.96	.92	.95	.92	.022	.041
Interactional Justice (Self)	5.586	3	2.045	.98	.97	.95	.93	.95	.006	.047
Informational Justice (Self)	76.267	40	1.787	.96	.93	.93	.96	.95	.014	.040
OCBI (Peer)	18.421	7	2.319	.98	.93	.94	.96	.95	.014	.054

Direct path from Ethical Leadership to OCBI.

In the direct path, the structural model used to confirm H1 i.e. Ethical leadership at (time 1) is positively related to OCBI (time 3) self-rating. The model fit statistics for structural model find the direct effect of Ethical leadership on OCBI i.e. (chi-square $\chi^2 = 1277.154$, degree of freedom (df) = 487, CMIN/DF=2.597, comparative fit index (CFI)= .91, normed fit index (NFI)= .92, tucker Lewis index (TLI)= .90, goodness-of-fit-index (GFI)= .94, Adjusted goodness of fit index (AGFI)= .877, Root mean square Residual (RMR)= .038, and root mean square error of approximation (RMSEA)= .057 revealed that the direct effect of Ethical leadership and OCBI are supported and the model effectively fits the data. Furthermore, the standardized path coefficient shows positive relationship between Ethical leadership Time 1 and self-reported OCBI Time 3 ($\beta = .18$, $p < .004$). and found significant minimally at the $p < .03$ level.

Direct path from Organizational Justice to OCBI

The structural model showed good fit i.e. (chi-square (χ^2) = 1334.085, degree of freedom (df) = 478, CMIN/DF=1.384, comparative fit index (CFI)= .90, normed fit index (NFI)= .95, tucker Lewis index (TLI)= .91, goodness of fit index (GFI)= .93, Adjusted goodness of fit index (AGFI)= .90, Root mean square Residual (RMR)= .023, and root mean square error of approximation (RMSEA)= .045).

The standardized regression coefficient path shows positive relationship between Distributive Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta = .31$, $p < .001$), Procedural Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta = .21$, $p < .004$), Informational Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta = .21$, $p < .006$) Interpersonal Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta = .30$, $p < .001$).

Mediation Model (Indirect Model)

The structural model fit statistics testing the mediating effect of Organizational justice between Ethical Leadership and OCBI i.e. (chi-square (χ^2) = 2211.872, degree of freedom (df) = 753, CMIN/DF=2.090, comparative fit index (CFI)= .91, normed fit index (NFI)= .89, tucker Lewis index (TLI)= .90, goodness-of-fit-index (GFI)= .88, Adjusted goodness of fit index (AGFI)= .87, Root mean square Residual (RMR)= .041, and root mean square error of approximation (RMSEA)= .060).

Fully mediation model showed that the path from self-reported ethical leadership at Time 1 to self-reported Distributive justice at Time

2 ($\beta=.43$, $P<0.001$), Procedural justice at Time 2 ($\beta=.34$, $P<0.003$), Interactional justice at Time 2 ($\beta=.41$, $P<0.01$), Informational justice at Time 2 ($\beta=.46$, $P<0.001$) was positive and significant. Furthermore, the structural path from self-reported Distributive Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta= .21$, $p<.01$), Procedural Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta= .31$, $p<.004$), Informational Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta= .41$, $p<.001$) and Interpersonal Justice Time 2 self-reported and OCBI Time 3 Peer Reported ($\beta= .40$, $p<.002$).

Conclusion

The current study was conducted to investigate the relationship between ethical leadership and OCBI while taking organizational justice as a mediating variable. The employees from education sector specifically the faculty members from public and private sector universities of Khyber Pakhtunkhwa were selected as populations for this study. According to the findings of the current study positive relationship of Ethical Leadership has been found with OCB-I. As ethical leadership has a significant impact on OCB-I, ethical leadership presumes an ethical environment in organizations (Yung Shin et., al 2015). Furthermore the findings of the current study reveals a positive relationship between organizational justice and OCB- I. The results revealed that distributive justice, procedural justice, interactional justice and Informational justice have significant relationship with OCB-I. According to the social exchange theory perspective, individuals are more enthusiastic if the distributive justice, procedural justice is practiced and individuals obtain more resources by interacting with each other (Bies, 2012). The results from mediation model from ethical leadership to DJ, PJ, ITJ and IFJ were found to be positive and significant. Moreover, the distributive justice is the basic indicator of the two individual outcome i.e. pay fulfillment and on job fulfillment. Likewise procedural justice, Interactional justice and informational justice are related in anticipating positive impacts on employee's outcome (Xu, A. J et. al, 2016). Furthermore the results from structural path DJ, PJ, ITJ, IFJ to OCB-I were also found to be significant. Last but not the least, all the stated hypotheses of the current study have been appropriately investigated and analyzed through this study. The results of the current study are accordingly with previous researches that indicate that when there is a positive leadership inside in organization then employees will show positive outcomes (Jong & Hartog, 2007; Avey, Hughes, Norman & Luthans, 2008; Fong & Snape, 2015; Nelson, 2014). The results of the current study also validate social learning theory which posits that people learn from their environment by observing the behavior of others and repeating it (Blau, 1964).

Implications

In order to improve the individual and group based performances the existence of ethical leadership is a must for every organization. Moreover, the existence of ethical leadership ensures the appropriate exercising of organizational justice within an organization. By doing so, the ethical leaders can better improve the individual work outcomes (Brown et al., 2005). Keeping these facts in mind the findings of the current study provides a strong base towards understanding the role and importance of ethical leadership styles and its relationship with the employee's outcomes. Moreover, the mediating role of organizational justice helps the Human Resource Managers to make an appropriate use of various dimensions of organizational justice that can improve the employee's job outcome with special reference to the education sector of Khyber Pakhtunkhwa in specific and the other sectors in general. As far as the theoretical implications of the current study are concerned, the findings of the current study substantially explains the role and importance of ethical leadership in impacting the employee's job outcome while taking the organizational justice as a mediating variable. Keeping the findings of the current study in mind the HR students and faculty members can better develop a strong base of understanding towards the appropriate exercise of ethical leadership styles. Moreover, the current study also helps in understanding the role of organizational justice in creating positive impacts on employee's job outcome which can take the organizational productivity to the next level.

Limitations and future research directions

The current study is not perfect there are also some limitations of this study; the first one was the time constraints, the second limitation was cross-sectional nature with time, the third limitation of this study was access to faculty members of different universities and fourth limitation of this study was no body give exact information because they think that there secret will open through this. The future researchers are suggested to investigate the areas that whether the ethical leaders really build the employee citizenship behavior exclusively or can it be built through social exchanges. Moreover, future researchers can also investigate that whether employee citizenship behavior can also be produced by other managerial processes or not. It is furtherly suggested to investigate the mediation role of social exchange theory and social learning theory with reference to employee job outcome. Subsequently the future researchers can direct their future research studies towards investigating the relationship between ethical leadership and employee's job outcome while taking the personality traits as a moderator. Last not but not the least the future studies can consider the same subject matter by investigating the relationship between ethical leadership styles and employee's job outcome while considering other sectors like banking, consultancies, marketing and sales, shipping and insurance, telecom etc.

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