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***Ethical leadership, a source of organizational commitment: A Pakistani corporate sector perspective***

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**Keywords:**

Ethical Leadership  
Social Exchange  
Organizational Commitment

**ABSTRACT**

**Purpose** - The purpose of the study is to explore the relationship between ethical leadership and organizational commitment. The study explores direct relation between ethical leadership and organizational commitment and through the mediating variable; social exchange. The study focused on the Pakistani corporate sector organizations.

**Methodology** – The research focused on electronic data collection approach. Data was collected from 412 participants of the corporate sector organizations in Pakistan. For the study, telecommunication companies, banks and hotels were selected. The reason for selecting these organizations was due to expansion of these companies during the last 2 decades and even further expected growth in future. The participants were selected through convenience sampling approach.

**Findings** - The findings of the study show that Ethical leadership is positively associated with affective and normative commitment. Furthermore, the study shows that social exchange as mediating variable plays a positive role in relationship between ethical leadership and normative and affective commitment. The study results are helpful for the senior leaders of the corporate sector organizations in Pakistan to promote the culture of ethical leadership in organizations that could support to achieve organizational commitment.

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**INTRODUCTION**

In today's world, business organizations are playing an important role in every country and capture large market while serving the needs of the people. Organizational reputation, better products and committed employees are priorities of every organization to achieve its organizational goals. Any organization can succeed through its employees and the key assets that every organization are its employees. Every organization expects its employees to be committed and support to achieve organizational goals. Committed employees are always liked by the organizations and there are several factors including; organizational justice, organizational culture, policies and leadership that contribute to increase employee organizational commitment (Chen et al., 2011; Hansen et al., 2013; Ruiz-Palomino, Ruiz-Amaya & Knorr, 2011a).

Relationship between employee and leader is important in every good organization. Senior leaders are important to build better relationship with employees, ensure access to information and improve employee and organizational relationship. Senior leaders play an important role to develop better relationship with employees while ensuring fair treatment and application of organizational policies across the board. Leaders through ethical behavior, fair treatment, justice system, social bonding and role modeling can develop better relationship with the employees that support organizational commitment (De Cremer et al., 2011, Den Hartog & Belschak., 2012; Ruiz-Palomino, Ruiz-Amaya & Knorr, 2011a). Leaders ethical qualities are important for its followers. Ethical leadership (EL) is about honesty, fair decision-making and ethical behavior of the leader in personal and professional life (Brown, Trevino, & Harrison, 2005). Recent studies have found that ethical leadership can play an important role to get the positive outcomes of employees such as; improved employee performance, organizational commitment, affective commitment, extra effort and job satisfaction (Avey, Palanski, & Walumbwa, 2011; Kuo, 2013; Walumbwa et al., 2011). There are clearly two major classifications of outcomes of ethical leadership. First, work attitudes and second, work behaviors. Some of the outcomes of EL as work attitudes include; affective commitment and job satisfaction (Hamed, MohdZulkifli bin Tan, & Zahra, 2013; Hansen et al., 2013; Neubert et al., 2009). In addition, EL also impact on the employees' work behaviors in which the employee respond in variety of ways such as; bullying, unethical pro-organizational behavior, Organizational Citizenship Behavior (OCB) and others (Khan et al., 2017; Kalshoven, Dijk, & Boon, 2016 ; Stouten et al., 2010; Mayer et al., 2009).

Developing a trust-based relation between employee and leader brings fruitful results to the organization. The relationship between employee and leaders become stronger, if there is no communication gap between employee and leaders and both are easily approachable to each other. Time and open communication play an important role for trust building. There are usually two type of exchanges that two parties establish; Social Exchange (SE) and Economic Exchange (EE). In Social exchange there is trust, time investment and strong bonding, and the two parties are not formally obliged to return a benefit to other, whereas, in EE there is pre-agreed terms and usually it's for short term. For example, an employee would do extra work if he is confirmed by the organization for additional payment. In short, SE is long term relation based on trust and EE is short term exchange based on the monetary benefits (Shore et al., 2006, Shore et al., 2009).

From the discussion above, it is quite obvious that leaders having ethical qualities and social bonding can build stronger relations with employees that support positive employees' outcomes. EL has history of last two decades and this got attention a little around 2005 when Ethical Leadership Scale (ELS) was developed and it was highlighted that the ethical qualities of leaders are important in every setting and could contribute to positive employee outcomes (Brown, Trevino, & Harrison, 2005). Moral qualities of the leaders in the shape of ethical leadership have positively influenced employee commitment and SE and the trust based relation supported to the positive outcomes of employees (Hansen et al., 2013; Loi et al., 2015; Shore et al., 2009).

EL didn't gain much attention in Pakistan by researchers and there are limited studies conducted in Pakistan on EL in Pakistan (Khalid and Bano, 2015; Khan and Javed, 2018; Khan et al., 2017; Mehmood, 2016; Sheraz et al., 2012a,b,c; Usman, Hameed, & Mansoor, 2018; Waheed, Khan, & Kenayathulla, 2015; Yasir and Rasli, 2018). Economy of Pakistan is growing, and private sector has expanded in last 2 decades with a couple of new airlines, new banks, new industries, telecommunication companies and other industries. In addition, there is major focus on China Pakistan Economic Corridor (CPEC) that is further supporting the expansion of business in Pakistan. CPEC will provide a platform to the business organization to bring new investment in Pakistan and to expand the existing businesses. To understand the local context, brainstorming sessions were conducted with senior management, middle management and junior employees of the corporate sector organizations. The discussion helped to understand the challenges that leaders and employees were facing related to the organizational commitment. Employee emphasized on the ethical role modeling of leaders and trust-based relationship through social exchange as predictors of organizational commitment. Feedback from brainstorming sessions suggested that the model is necessary to test and provide solid recommendations to the senior leadership. EL has been the prime variable under discussion and the idea behind the research is to test the model of EL with organizational commitment and to include SE as mediating variable in this model. The model is supported by literature review.

## **THEORETICAL BACKGROUND AND RESEARCH HYPOTHESES**

### **Ethical leadership**

Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and promotion of such conduct to followers through two-way

communication, reinforcement, and decision-making” (Brown, Trevino, & Harrison, 2005, p.120). Character of the leader is always important for peers and followers. Ethical conduct of leader is observed by the followers and ethical qualities of leaders in personal and professional life impact on followers. Ethical leaders demonstrate positive actions through role modeling and are open in communication with the followers while ensuring two ways communication. Quality of a leader being morally sound and being moral manager is highly desirable (Miao et al., 2013; Trevino, Hartman, & Brown, 2000).

Ethical leaders are like transformers and they are liked by their followers due to the high moral values. They are principled and always show positive behavior in professional and personal life (Brown and Trevino, 2006). The relationship between ethical leaders and followers is always seen as success trait and support to healthy outcomes of employees such as; affective commitment, normative commitment, OCB, Job satisfaction ( De Hartog & De Hoogh, 2009; Hansen et al, 2013; Khan et al., 2017; Toor & Ofori, 2009; Walumbwa et al., 2011).

With the technological changes, the business world is changing and access to information is quite easy for the public and any good or bad news about any organization spreads quickly. Some of the recent corruption scandals highlighted the negative role that was played by the leaders and questions were raised about the credibility of the leaders (Brown, Trevino, & Harrison, 2005; Manz, et al., 2008). Financial scandals adversely effect on the image of the organization and the employees and the customers develop an adverse image of the organization and the leaders (Brown, Trevino, & Harrison, 2005; Revell, 2003). Employees and the customers believe that the role of leader is to ensure positive image of the organization and not to indulge in any negative activities that could impact on the organizational image (Ciulla & Forsyth, 2011; Eberlin & Tatum, 2008; Kujala, Lamsa, & Penttila, 2011; Trevino, Weaver, & Brown, 2008;).

Some of the researchers in the recent past have evaluated the relationship between ethical leaders and followers’ outcomes (Khan et al., 2017; Yasir and Rasli, 2018; Khan and Javed, 2018). Some of the studies have shown relationship between ethical leadership and affective commitment (Hansen et al., 2013, Asif et al., 2019), organizational commitment (Qing et al., 2019) , job satisfaction, organizational commitment, work motivation (Toor & Ofori, 2009) and OCB (Khan et al., 2017). In last 15 years researchers have given importance to the topic of ethical leadership and its outcomes such as;

satisfaction, performance, pro-social behaviors, and deviant or counterproductive behaviors (Chen et al., 2011; Kim & Brymer, 2011; Mayer et al., 2012; Piccolo et al., 2010; Walumbwa et al., 2011).

### **Social Exchange**

The concept of social exchange got attention from social exchange theory and there are several researchers that contributed to the theory. Thibaut and Kelly (1959) initially paid a lot of attention to the theory and later Homans (1961) further worked on the theory through the social behavior concept. Later Blau (1964) picked this work and focused on reward and cost. Blau (1964) focused on the concept of social and economic exchange and tried to differentiate these based on two concepts; one due to notion of “discharge” and second due to “unspecified returns”. Trust is important to build the confidence and further strengthen the relation between the two parties. There is usually an expectation that when one party supports to the other party, there is an expectation that the first party will repay this by supporting or taking positive action in future, but this is not a mandatory rather a voluntary act (Bernerth et al., 2007). On the other hand, the financial exchange is purely based on the financial benefit that is provided by the parties with agreed terms. The financial exchange is based on agreed monetary benefits and usually of short term, whereas, the social exchange is long term and developed based on mutual trust and understanding of each other through long term relation (Shore et al., 2006).

Leaders play an active role in developing bonding with employees and this bonding support in establishing stronger connection with the organizations. Previous work on social exchange suggests that there is a connection between employees and the organizations, and this relation gets stronger due to ethical leaders and supervisors (Hansen et al., 2013). The relation between leader and employee outcome is an interesting topic that is focused by researchers to see how ethical qualities of a leader support employees to develop loyalty towards the organization and show commitment. Furthermore, researchers have also focused their recent work on social exchange to evaluate the relation with leaders and demonstrated behavior of employees (Buch, Kuvaas, & Dysvik, 2014; Hansen et al., 2013; Shore et al., 2009).

### **Organizational Commitment**

In today's world most of the organizations look for the employees that are highly committed with the organizations and show long term commitment. Organizational commitment is not a new topic, rather

this has been an area of research by many researchers. Allen & Mayer (1990) defined organizational commitment as “psychological state that binds the employees to organization”. There are several reasons based on which an employee develops commitment with the organization. First of all, employees have affection to the organization typically known as affective commitment, that develops based on the emotional attachment and most people in this state remain with the organization for several years. Others feel, that leaving the organization is not an option and they feel obliged based on the norms in the organization. This type of commitment is known as normative commitment. Finally, some employees continue to remain with an organization for the reason that they have spent several years with an organization and if they move to another organization then they will lose their investment. This type of employee commitment is typically known as continuance commitment.

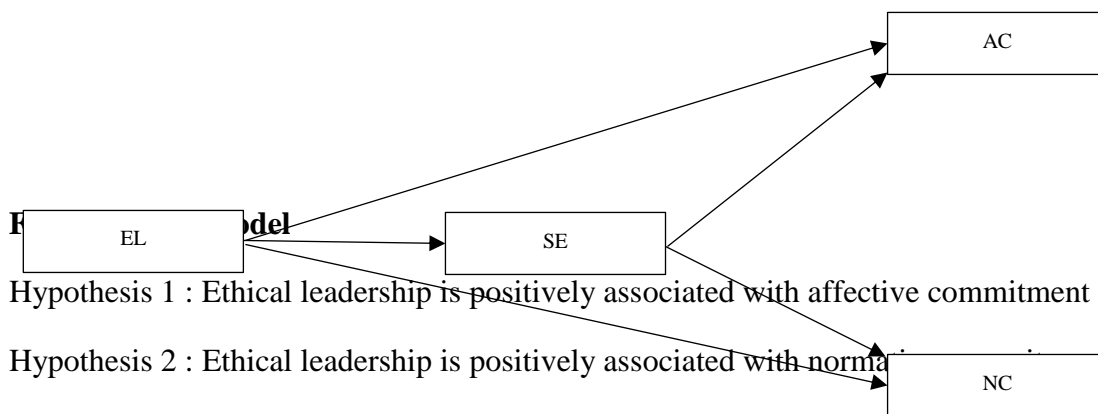
Meyer & Hersovitch (2001, p 301) focused on finding the true meaning of commitment. Their work highlighted on similarity and difference for the meaning of commitment. In similarity, their work highlights commitment as “a force that binds an individual to a course of action that is of relevance to a particular target”. It is obvious that the commitment is a relation between two people and there is always something that is a reason to connect the people and support the relationship. Whereas, the difference of commitment is based on binding force.

Newstorm & Davis (2007), described OC as a force in which a person is attached to the organization and this attachment brings positive results to the organization and employee. Employee commitment develops with time and different employees have different reasons for commitment. If the association of employees with the organization is stronger, then he or she will continue to be part of the organization (Awad & Alhashemi, 2012). The intensity of commitment to the organization could bring positive or negative results. Positive or high commitment is important, as it motivates the employee to demonstrate positive outcomes and low commitment brings negative results for the organizations and employees. Also, it burnout to employees and they feel disengaged with the organization (Mowday, 1998).

Organizational commitment of employees is a two-way process. In this relation, employee and senior leaders play an important role. The relationship never gets successful without trust between leader and employee. Once both parties trust each other and develop social bonding, employee show positive behavior and contribute to the organizational success through their positive outcomes (Asif et al., 2019;

Brown & Trevino, 2006; Burris, Detert, & Chiaburu, 2008; Hansen et al., 2013; Khan et al., 2017; Mayer et al., 2009; Qing et al., 2019). Role of leaders, especially with ethical leadership qualities is important research topic during last few years and these qualities support positive outcomes from employees. Some of the recent studies have shown positive results of ethical leadership on employee outcomes such as; job satisfaction, OCB and affective commitment (Asif et al., 2019; Hassan et al., 2013; Khan et al., 2017; Kim and Brymer, 2011; Mayer et al., 2009; Qing et al., 2019; Ruiz-Palomino et al., 2011). In the study, we focused on affective and normative commitment as they are more relevant to the study. Continuance commitment that is typically developed when an employee spends several years in an organization and prefer to continue with the same organization due to years of investment is beyond of scope of this study and was not included in the study.

There are several meetings conducted with the corporate sector organizations in Pakistan to discuss the employee commitment challenges and role of leadership. In addition, detailed literature review was conducted on ethical leadership, organizational commitment and social exchange that showed the need to test the study hypotheses. Most of the previous studies were conducted in the Western World and researchers highlighted to conduct studies in other countries and cultures. Also, most of the previous studies checked relationship between EL with only one form of OC that is AC and in our study we checked the relationship of EL with AC and NC (Asif et al., 2019; Hansen et al., 2013; Khan et al., 2017; Khasawneh, 2016; Qing et al., 2019). The study aims to test the model as presented in figure 1. Based on the above discussion following hypotheses are developed.



Hypothesis 3 : Social exchange mediates relationship between ethical leadership and affective commitment

Hypothesis 4 : Social exchange mediates relationship between ethical leadership and normative commitment

## **METHODOLOGY**

### **Sample**

The process by which individuals are selected that represents a larger population is known as sampling. Quantitative research sampling is of two types; probability and non-probability. In probability sampling, sample has an equal chance to be selected and in non-probability sampling, sample does not have an equal chance of selection from the population. Simple random sampling, stratified sampling, cluster sampling and systematic sampling are the methods of probability sampling. In the study, convenience sampling technique was used for data collection. Researcher met with the HR department of three sector organizations and due to confidentiality of the data, the HR department shared an estimated population.

The study focused on the service sector organizations in Pakistan. During the last two decades this sector has shown tremendous growth in Pakistan and several local and international companies open their operations in Pakistan. With the start of CPEC, it is expected that organizations in banking, hotel and telecommunication sector will widespread their operations in different parts of Pakistan, especially that are linked with CPEC.

Data was collected from banking, telecom and hotel sector organizations. Banking sector is one of the largest among the three organizations that were part of the study, and due to this reason majority of questions were distributed in banking sector. Banking operation of different private banks expanded their operations in different cities of Pakistan including smaller towns. Telecom sector organizations are the second type of organizations from where the study data was collected. There are a few Telecom organizations and has a country wide operation. Finally hotels industry in Pakistan is growing and data was collected from this sector too.

We would like to recognize the support of HR departments of the three sector organizations that were very supportive during the process of data collection. The HR department shared the survey with 480 employees, and a total of 412 completed questionnaires were received. Majority of questions were



distributed in the banking sector as this was the largest sector of the study, followed by telecommunication and then finally the hotel industry.

The participants of the study were in three main categories, senior leaders, middle managers and junior staff. Data was collected from all senior leaders as the number of senior staff were very few. Questionnaires were shared with more than 50% of the middle managers. For junior staff, it was ensured that questionnaire is shared with male and female staff with titles as senior officers, officers, assistants and others. We have carefully reviewed the questionnaires that were received and after excluding the incomplete questionnaires, the final sample of the study was 412. The male respondents were 63% and female respondents were 37%. Majority of the respondents' age group was between 36-45 years, with a total percentage of 35.6 %, followed by age group of 25-35 years old with 25.9%, 46-55 years with 24.5 %, 18-24 years old with 8 % and 56 and above were 6 % respectively. The education level of the majority of the respondents was post graduate with 65 %, followed by graduate 24.5 %, doctorate 7.2 % and under-graduate as 3.3 %.

## **Measures**

The questionnaire was sent to the respondents through e-link and each employee completed the survey at the convenient time. All the questions were on 5 point likert scale with 1 as strongly disagree and 5 as strongly agree. The questionnaire had demographic variable information in the first section followed by variables related to the study including ethical leadership, social exchange and organizational commitment.

### **Ethical leadership**

Brown, Trevino, & Harrison (2005) 10 items scale on ethical leadership with used in this study. The ELS scale is not a new scale rather it has been used by many researchers in the past. A sample item is "conducts his/her personal life in an ethical manner".

### **Social Exchange**

There are different scales on social exchange that are used by researchers in past. We relied on a scale developed by Shore. The scale had a total of 8 items and one of the item from the scale is "my relation with my organization is based on mutual trust" (Shore et al., 2006).

## Organizational commitment

Meyer et al. (1993) develop 18 items scale on the three forms of organizational commitment; affective, normative and continuance. We used this scale for the two forms of the commitment including; affective and normative commitment. Each side of the commitment has 6 items in the scale.

## Data analysis and results

The study is conducted in two steps. Firstly, a pilot study was conducted with 100 employees. The pilot study was helpful to confirm the reliability and validity of the survey questionnaire that was done through Confirmatory Factor Analysis (CFA). After applying CFA, a careful review of the results was carried out and a few items were excluded from the two scales such as; 2 items from ethical leadership scale including item 1 and 10 were excluded. Item 4 from the social exchange scale was excluded from the final study. We relied on SPSS and AMOS for data analysis and model fitness.

## Test of research hypotheses

It is important to check if the model is fit and meet the standards of certain indexes, different approaches were used on the model having variables EL, SE, AC, NC. The overall result of the model shows value of AGFI = .90, GFI = .92, TLI = .89, CFI = .88 and RMSEA is .04. Almost all the values meet the standards of the model fit (Klein, 2005). In addition to these indexes, the value of Chi square is 4.698 and P-value is .000 which support fitness of the overall model. The detail of these indexes is presented in table 1.1.

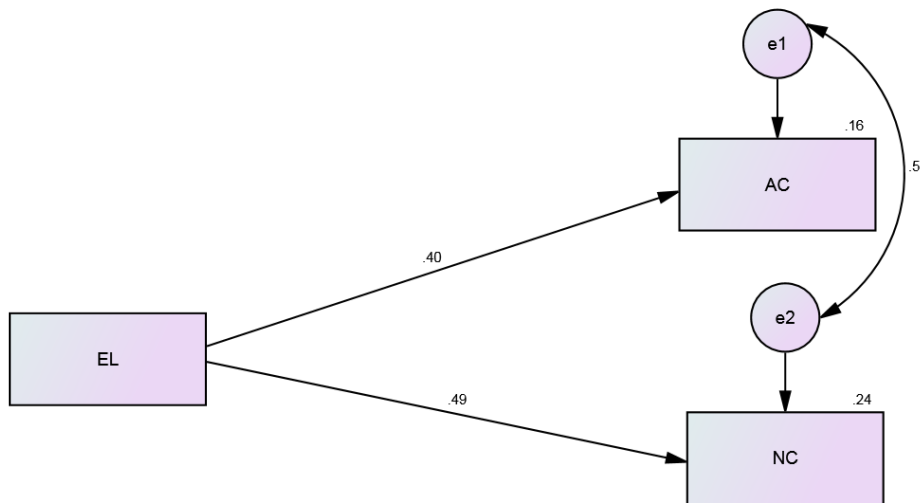
**Table 1.1. Index reflecting fitness of the model**

Factors	Values	Factors	Values
CMIN	17.54	Df	4
Chi-square	4.385	P-value	.00
GFI	.92	AGFI	.90
TLI	.89	CFI	.88
RMSEA	.04		

## Testing of Hypotheses through the regression weight

Structure Equation Modeling (SEM) approach is used to test the relationship of different variables in the model. This is a way in which we can test the casual relationship of hypotheses. In the study, our approach was to test the model with direct and then with indirect affect through a mediating variable. For the mediation, we used one variable and used the general guidelines provided by Baron & Kenny (1986). To test the hypotheses, initially we tested the direct relation between independent and dependent variable and then a mediating variable was added between the independent and dependent variable. This approached helped to understand the significance of direct vs indirect relationship of variables, especially with the addition of the mediating variable.

Figure 2 illustrates the direct relation of EL with two forms of commitment; AC and NC.



**Figure 2: SEM model for variables EL with AC and NC as direct effect**

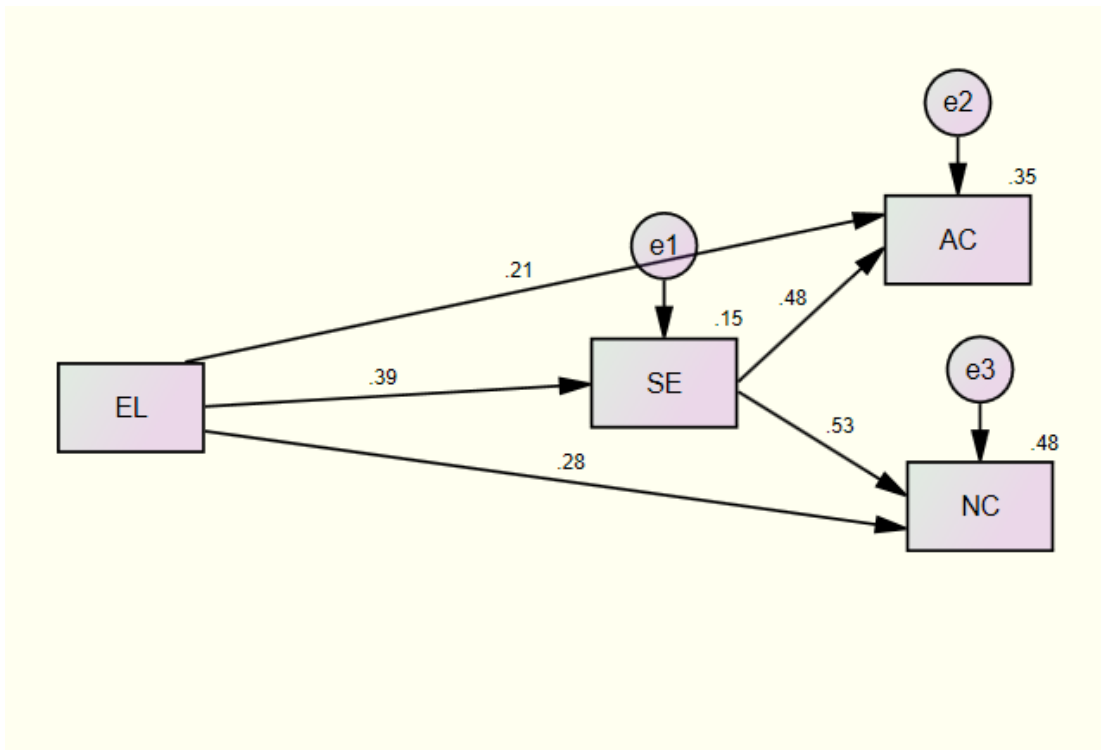
The figure 2 shows the direct relationship between EL and AC and NC. In the table 1.2, full information about the results are presented. The results show that EL has strong and significant relationship with AC, as the r value is .398 and the p value is less than 0.05. Furthermore, the association between EL and NC is also positive and shows good results. This is confirmed based on the r value of this relation, which is .489 and the p value is less than 0.05. The findings of these results support H1 and H2. The results reflect that leaders with have high moral values and ethics are considered as a role model for the employees in the organizations. True leaders always demonstrate ethics in their personal and

professional life. Ethical leadership supports employees' to engage with leaders and demonstrate their commitment towards the organization.

**Table 1.2 Detail of regression with direct effect**

Variables	Estimates	P-value	Decision
AC<--- EL	.398	.000	H1 supported and accepted
NC <--- EL	.489	.000	H2 supported and accepted

As a next step, we applied SE as mediating variable with the other variables of the study. The Figure 3 reflects the full model of the study, showing all the variables including; EL, AC, NC and SE.



**Figure 3 SEM model with mediation of SE between EL and AC and NC**

The connection of the model is checked by two ways. In the first part, direct relation between EL and AC and EL and NC is checked. In the second step, we checked the mediating role of one of the variable; SE. Figure 2 and 3 shows the regression weight for direct vs indirect relation of the variables through

the pictures of the variables. In addition, figure 3 shows the model with mediation of SE between EL and AC and NC.

It is useful to review the change of results based on the indirect affect as shown in table 1.3. The results clearly show that regression weight EL and AC reduced from .398 to .213, but the P – Value remained less than 0.05 which is an indicator that it is still significant. These results support to general guidelines for mediation, which highlights that if the regression weight is reduced, but is significant then it supports partial mediation of variables (Baron & Kenny, 1986). For the study, it clearly indicates that EL has direct and positive relation with AC. In addition, the results show that EL and AC still have positive relation even with the addition of SE as mediating variable. This supports to H3, which is accepted.

Table 1.3: Direct and Indirect comparison of variables

Variables	Direct effects estimates	Direct effects P-values	Indirect effects estimates	Indirect effects P-values	Decision
AC<--- EL	.398	.000	.213	.000	H3 supported and accepted
NC <--- EL	.489	.000	.284	.000	H4 supported and accepted

For the relation of EL and NC the regression weight has reduced from .489 to .284, but still the relationship is affirmative and significant. This supports to H4, in which SE is mediating the relationship between EL and NC. The results clearly reflect that the both direct and indirect relation between EL and NC is strong.

### Discussion and Implications

The study planted seed to the land of ethical leadership in Pakistan. With the growing economy, this is indeed an important area of research in Pakistan. The study examined the relationship between ethical leadership and the two types of organizational commitment, and the result showed that the ethical leaders are morally sound and their ethical behavior and leadership style supported employees affective and normative commitment. Leader is always considered as a role model by the followers. Leaders style, qualities, and behavior are important traits to build relationship between leader and employees.

The study is a combination of investigating the relationship between ethical leadership and two forms of commitment; affective and normative commitment as direct relationship. Furthermore, in the study social exchange added as the mediating variable that develops bonding between leader and employee outcomes. There are not many studies that have examined the mediating role of SE between EL and AC/NC (Hansen et al. 2013). The result show that despite adding the SE as mediating variable in the study, there were positive results between EL and AC and EL and NC. This supports to some of the previous studies, where relationship between EL and AC was examined and a positive relationship was found (Hansen et al., 2013). EL directly supported engagement of employees with the organization and leaders and demonstrating positive outcomes including affective and normative commitment. This clearly shows that ethical behavior of the leader is extremely important for employee behaviors and this support some of the previous work of researchers on ethical leadership and organizational commitment (Neubert et al., 2009; Qing et al., 2019; Ruiz, Ruiz, & Marinez, 2011).

The study is an important contributor in the literature of EL, OC and SE. In addition, for the Corporate sector of Pakistan, the study provides evidence-based recommendations that senior leaders can consider improving relationship with employees and engage with employees through trust-based relationship to expect healthy outcomes like organizational commitment. One of the implications of this study is that senior leaders need to demonstrate the highest level of ethical behavior in their professional life to set the tone of ethical leadership in the organization and promote this culture at all levels. In addition, the senior need to ensure to promote culture of justice, ensure use of organizational policies, systems and processes to build the confidence of employees in the organization.

The study clearly showed that EL contributes to positive employee behaviors such as; AC and NC and supported some of the previous studies (Hansen et al., 2013; Qing et al., 2019). This relation further strengthens if there is trust between leader and employees and both are easily approachable to each other and they are able to discuss issues if any and provide timely support to each other. In this relation, SE contributes to enhance trust between employees and the leader and support to achieve positive outcomes such as; AC (Shore et al.2006, 2009). The study results can be replicated in Corporate sector organizations of Pakistan, where senior leaders will play ethical leader role and pass on this message at all level. This strategy will support enhancing trust between employees and managers (line managers, senior leaders and the top management) that will bring positive outcomes from the employees in the

shape of organizational commitment. Furthermore, SE will support to narrow down the communication gap between leaders and employee and will bring seasoned fruit to the organization.

### **Limitations and recommendations for future research**

The study has contributed to the literature on EL, AC, NC and SE; however, there are a few limitations in this study that future researchers can consider. First of all, we collected the data from e-technology that had pros and cons. The benefit of technology based data collection was quicker response rate, no chance of missing values and the respondents managed to complete the survey at their convenient time; however, one drawback of this data collection approach was lower level employees that didn't have access to computer or smart phone were not able to participate in the study. Future researchers could find alternative methods for data collection from those employees that don't have access to computers, internet or smart devices.

The Corporate sector in Pakistan is large and has variety of organizations including private firms, industries, small and medium enterprises, banking, telecommunication, technology companies and others. For the study, we opted to collect the data from service sector organizations including; banking, hotel industry and telecommunication. One of the major reason for selection banking, telecommunication and hotels industry was growth that was seen in this sector in last few years. In addition, further investment in this sector shows that the sector is growing. There are some large Government departments that have grown tremendously in last few years including; Federal Board of Revenue, Police Department and State Bank of Pakistan. Choosing one or more key Government department for future research will be important for the study. In addition, future researchers can focus on non-profit organizations. Finally, future researchers could also focus on the new airlines that are coming to Pakistan and small and medium enterprises.

The study focused on how the ethical behavior of leader can influence positive employees behavior; including affective and normative commitment. Future researchers could examine the ethical role of leader and its influence on job performance and turnover intention. In addition, future studies can also review if committed employees go above and beyond their usual role and show any citizenship behavior. Also, role of committed employees in improving organizational performance can also be examined in future studies.

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