
**IMPACT OF ETHICAL LEADERSHIP ON THE OCB WITH
THE MODERATING ROLE OF WORKPLACE OSTRACISM
IN THE PUBLIC SECTOR UNIVERSITIES OF ISL**



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always bless all these people and grant them good health. Amen!

CHAPTER 1: INTRODUCTION

BACKGROUND OF THE STUDY

This research will explore The Impact of Ethical Leadership on Organizational Citizenship Behaviour with the moderating role of Workplace Ostracism on the public sector universities of Islamabad. This research is based on exploring the direct or indirect relation of ethical leadership on organizational citizenship behaviour and with the moderating role of ostracism on the employees of universities. Ostracism is a condition in which a person is ostracised from a group of people. This involves instances where an employee feels he or she is being neglected or marginalized by co-workers. The motivation can be internal or external, and it may have been planned in advance. Ostracism is an act where a person is deliberately excluded from a group of people and he or she feels alienated. It can be as blatant as it sounds or it is so subtle just as a shift in body language or change in tone. You're probably being ostracized if you're being shunned or avoided by others. However, there are even more concrete signs that your co-workers aren't interested in you. According to the victims, ostracism was brought on by 'jealousy', 'abuse of authority', poor leadership, and 'failure to communicate and motivational ability'. There are three stages in ostracism which starts from being ignored, coping and then resignation.

Stressful or inappropriate working conditions can have a significant negative impact on the health and well-being of employees. Anxiety, despair, tense muscles and severe headaches are just a few of the possible side effects, not to mention the possibility of developing chronic conditions. The cost to the economy is enormous because of this ongoing toll. Indirect and direct expenses of employment injuries and diseases total \$17.1 billion per year, according to research (Leigh *et al.*, 1997).

There is a direct and indirect correlation of ethical leadership with workplace ostracism. Ethical leadership plays a major role in the organizational overall efficiency and effectiveness by setting up moral and values. Ethics and morality in a company can be influenced in one of two ways: by creating norms, modelling (by setting an example), or imposing consequences. Through psychological empowerment, leaders impact their subordinates' moral identities. Follower psychological ownership (meaning, identity, ability and influence) mediated the association between ethical leader behaviour and follower moral responsibility, according to our study findings. Each of us is affected by ethical behaviour, from business owners or managers to employees and even vendors and customers. The more ethical the workplace, the better it is for everyone involved, both internally and externally.... And this leads to better outcomes in individual systems and individual and collective decision-making mediated by ethical identity in their search for possibilities and decisions. They act as a uniting force across various functions, business lines, and employee groupings. They provide a shared frame of reference.

Occupational citizenship behaviour (OCB) describes the acts and behaviours of employees that aren't part of their formal job description but are nonetheless beneficial to the company. Anything an employee does voluntarily to help their co-workers and the company as a whole is considered voluntary behaviour. Employees are not compelled to participate in OCB as part of their job responsibilities, and it is not component of their contract. To begin with, Dennis described organisational citizenship in 1955 as individual behaviour that is not rewarded through an official incentive but that, when joined with the same behaviour in a group, leads in effectiveness. There are five different types of organizational citizenship behaviours according to Dennis which are altruism, courtesy, sportsmanship, civic virtue and conscientiousness. There are many benefits of OCB which includes it can boost the morale of employees, reduce the stress and promotes social interaction among employees. Ethical

leadership can motivate and demotivate the people to adopt OCB. Workers under ethical leadership showed positive attitude towards the company and willingness to engage in citizenship behaviours. Workers which had a negative culture showed disappointments and less motivation towards their jobs. Workplace satisfaction and productivity were long thought to be unconnected in the field of organisational psychology. Organizational citizenship conduct, rather than task productivity, appears to be more closely linked to job satisfaction in recent years. This type of contribution is known as organizational citizenship behaviour Denis (2018).

1.1 SIGNIFICANCE OF THE STUDY

Human Resource professionals can benefit from this study by learning more about ethical leadership and how it can help strengthen organisational citizenship behaviour practices, which in turn can contribute to a better bottom line for the company. This study can be used to improve the performance of the educational system. Human resource managers in the education sector will benefit from the study's findings as they formulate and manage knowledge-sharing activities and strategies that lead to better practices in human resource management.

RESEARCH GAP

Research shows that OCB is critical to industrialised economies' basis. Organizations which are not aware of OCB and don't capture their internal knowledge risk losing the advantages that come with it. According to recent research previous studies on this topic considered organizational learning behaviours, increased efficiency and continuous innovation and above average returns of the organization within the educational sector whereas this study will test the impact of ethical leadership on organizational citizenship behaviour and also how it

impacts the culture of ostracism in the universities of Islamabad.. This study will demonstrate at how ethical leadership affects organisational citizenship behaviour and the ostracism culture in the universities in Islamabad.

1.3 RESEARCH OBJECTIVES

This research aims to delineate the relationship of ethical leadership with organizational citizenship behaviour with the moderating role of workplace ostracism. In accordance to all the earlier studies this research aims to answer the following research questions:

1. The objective of this study is to examine the impact of ethical leadership on the organizational citizenship behaviour in the public sector universities of Islamabad.
2. To analyse the moderating effect of ostracism on the organizational citizenship behaviour.
3. To identify the moderating effect of ostracism on the ethical leadership.

1.4 RESEARCH QUESTIONS

Q1. What is the nature of relationship that exists between HR Practices and workplace ostracism'?

Q2. How can we reduce the workplace ostracism through OCB and ethical leadership'?

Q3. How discretionary practices impact organizational engagement and job satisfaction'?

Q4. How ethical leadership motivates employees to practice OCB'?

IN LIMITATIONS OF THE STUDY

This study is limited to the public sector universities of Islamabad Pakistan due to limited time and resources. 286 samples were taken and 320 questionnaires were distributed out of which 286 responses came and were analysed.

CHAPTER 2 LITERATURE REVIEW

A study was carried out to check that when and why workplace ostracism inhibits organizational citizenship behaviour with the perspective of organizational identity in China. Why employees withhold their engagement in the organizational commitments and efforts. The hypothesis was tested in two time lagged studies where the suggested hypotheses and objectives contributed to the results in study I and these findings were reproduced in study II. The mediating and moderating variable also played a role in the overall results of studies which were Self-esteem job obligation and commitment and moderator like power distance collectivism and long-term orientation. The results proposed that workplace ostracism negatively affects organizational citizenship behaviour and also sabotages the employee's identification with the organization (Chia-Huei Wu, *et al* 2016)

This paper examined the prosocial reaction of leaders on employees' Organizational Citizenship behaviour according to three theories which are social identity theory, social exchange theory & leadership trait theory. These theories proved that personality orientation or traits of a leader are important and stable aspects in an

organization. Work place ostracism, prosocial tendencies had been selected as independent variables & mediating variable respectively. The results showed that a leader's social traits had significant positive effects on the commitment and engagement of employees. Work place ostracism had negatively affected the relationship between leaders and employees (Wang G., *et al* 2021).

Choi, 2020 conducted a comprehensive analysis on the effects of perceived organizational support and impact of work place ostracism on the performance of employees. This study now examined by applying conservation resource theory. Survey method was used for this study. Results showed that work place ostracism had a strong negative relationship with supervisor rated role performance and organizational citizenship behaviour.

Ethical leadership positive effect on the organizational citizenship behaviour & furthermore organizational commitment acts as a mediator between the leader & the behaviour of an employee. Work place ostracism directly and indirectly effects this relation & acts as a moderator. Work place negatively effects the overall employee's performance and effectiveness. (Yang and Wei hua, 2018)

Azar, M (2018) carried out a study to describe the relationship of ethical leadership and its impacts on the job characteristics of employees. Survey based dyad data was collected from the members of subordinates and middle management members. Regression analysis was tested on the hypothesis and the findings on the positive influence of ethical leadership on employees for performing their day to day duties.

Organizational cynicism is a phenomenon where an employee feels dissatisfied with the organization's practices and values. Which includes injustices & un-transparent policies. This study was conducted in Egypt to study the relationship between ethical leadership and organizational citizenship behaviour with work place ostracism as a moderator. Stratified Random sampling was conducted on 400 faculty members. The results showed that ethical leadership had direct and indirect effect on organizational cynicism modified this relation that is relation is weaker among those participants which had high levels of cynicism with comparison to law & ones (Nemr M.A and Liu, Y. 2021).

This study was conducted to examine a different trend of ethical leadership on the overall mental state & health of employees to check if ethical leadership had a negative effect or not. 227 samples were collected from 12 institutes of China. The results stated a positive correlation between ethical leadership & organizational citizenship anxiety plays as a mediating role between leadership and the wellbeing of an employee. (Fu, J., and Liu, Y. 2021)

Organizational environmental performance is becoming increasingly important as a result of recent economic and social trends. At the same time, many industrialised countries are seeing an ageing workforce as a result of demographic trends. According to widely held beliefs, older workers are less likely than younger ones to practice environmental stewardship and sustainability. We analysed 132 independent correlations and 336 r^2 values based on 4676 professionals from 22 samples in 12 countries to determine the extent to which such age differences exist. Age was found to have a minor positive correlation with pro-environmental activities, suggesting that older persons were somewhat more likely to engage in these workplace practices.

The leadership style of nurses' supervisors has a significant impact on their conduct. Nursing research (Helli) examined the connections between ethical leadership, trustworthiness, psychological well-being, and organisational citizenship practises. In this study, researchers looked at how nurses' organisational citizenship activities for their patients in Chinese hospitals relate to their perceptions of ethical leadership, trust, psychological wellness. Methods: Cross-sectional research was used in this study. A total of 495 nurses from six hospitals took part in the study. Nurses' trust in administration and psychological health were found to be favourably correlated with their perceptions of ethical leadership in this study **Huang, N., Qiu, S., Yang, S., & Deng, R. (2021)**.

Cingoz, A., & Akdoğan, A. A. (2019) conducted a study related to CSR activities effects on ethical leadership. As a management term, "corporate social responsibility" (CSR) has gained prominence. CSR envisaged to the extent to which a firm complies with its stakeholders' economic, legal, ethical, and moral obligations. Employees' corporate citizenship behaviour may be improved as a result of CSR (OCB). Managers are more likely to act ethically in their leadership positions when CSR initiatives are implemented in their companies business

Workplace jealousy and organisational citizenship behaviours (OCB) individuals and organisations were explored in this study. Employees rated their supervisors' ethical leadership and the level of envy in the workplace, and co-workers supplied data on each other's OCB1 and OCB0. Employees' workplace envy was inversely associated with their OCB1 and OCB0 when hypothesis testing was conducted. In OCB1 and

OCB. Jealousy among co-workers had a role in mediating the impact of ethical leadership. In addition, the relationship between employees' and UCBI/OCB is found to be moderated by employees' perception of ethical leadership Wang, Y. de, & Sung, W.

Aqli, Z., Ujjianto, & Syafi'i, A. (2019) conducted a study to examine the impact of risk aversion on corporate citizenship behaviour of ethical behaviour, work culture and public servants' motivation. Public servants' fear of breaking rules and regulations is known as "risk aversion." Based on portfolio theory, risk aversion is seen as a result of ethical leadership in the workplace, work culture, and incentive in the workplace.

According to the notion, risk aversion is not an individual trait, but rather the result of social circumstances.

Ethical leadership, psychological climate, pro-environmental conduct and gender were combined to test a model that links supervisors' ethical leadership to organisational environmental citizenship behaviour via a green psychological climate. Our next step was to see if the influence of gender on the indirect relationship between supervisors' ethical leadership and the company's environmental citizenship behaviour (via a green performance environment) could be found.

Employees' perceptions of their managers' ethical leadership and the company's environmental stewardship were found to be positively correlated. A green psychological climate also influences the link between supervisors' ethical leadership and organisational environmental citizenship behaviour. According to the multi group analysis, sexual identity moderates the indirect association between supervisors' ethical leadership and a green psychological climate Khan et al., 2019.

Emotional weariness and resilience are tested as mediating and moderating factors in the link between workplace bullying and abnormal conduct in this article. According to these findings, emotional tiredness may moderate the link between workplace bullying and antisocial behaviour. There is also evidence that suggests that emotional weariness is less effectively mediated by resilience than previously thought, and this effect diminishes as resilience increases. Jiang, H et al. (2021).

Xu, X., Kwan, H. K., & Li, M. (2020) conducted studies on workplace bullying and job engagement, based on the social equity theory and a sociocultural viewpoint, emphasise on the mediation effect of a feeling of responsibility and the moderating effects of collectivism. Design/methodology/approach: Over the course of four months, a private service company conducted a two-wave poll. According to the findings, workplace bullying has a detrimental impact on job satisfaction because it diminishes the sense of commitment that people have toward work. This study shows a significant effect on work engagement through the feeling of obligation, and this effect is enhanced by collectivism.

Riaz, S., Xu, Y., & Hussain, S. (2019) evaluated workers' knowledge-hiding. According to the idea of conservation of resources, this research aims to find out whether job strain acts as a mediator or a moderator of employee loyalty. Workplace ostracism has a beneficial effect on knowledge hiding behaviour including passive hiding and acting dumb, but has no effect on reasoned hiding, according to the results. Furthermore, job tension is a mediator between knowledge concealment and workplace ostracism, as ostracism increases job tension.

This study was designed to examine the impact of workplace social exclusion on nurses' perceptions of stress while taking into account the moderating effects of perceived organisational support. According to the findings, workplace ostracism raises stress levels, whereas a favourable impression of support from management lowers stress. A sense of

organisational support reduces the negative impact of occupational ostracism on nurses

Sakraz, M. N. F., 2019.

This study set out to fill in the knowledge void by examining the literature from a different angle. In order to study the mediating impact of psychological disengagement and the moderating effects of coping humour, they used the extended stressor-detachment model. According to the findings, occupational ostracism has a negative impact on psychological disengagement, which in turn affects sleep quality. In addition, we discovered that a high degree of coping humour mitigated the harmful effects of workplace ostracism on cognitive detachment and sleep quality, respectively Chen, Y., & Li, S. (2019).

Employee justice attitude moderates the negative link between workplace ostracism and spiritual leadership, according to the resource-based view theory used in this study. Direct and indirect effects of employment social support on spiritual leadership at work have been found to be detrimental to workplace exclusion. In addition, it was discovered that a focus on justice exacerbates the link between spiritual leadership and social exclusion at work Ali, M. R. M., 2020.

This paper studied that how ostracism in the workplace impacts employee productivity. Workplace belongingness and intrinsic motivation are also examined in this study. Employee job engagement is impacted negatively by workplace ostracism, yet workplace belongingness plays a mediating role in this relationship. Employees with high levels of intrinsic motivation are more likely to experience the negative effects of social exclusion at work Haldorai, K et al., 2020.

Ostracism in the workplace has a detrimental impact on job performance, although the link is weaker when people have a better sense of self-efficacy. Self-efficacy plays a particularly

strong buffering role amongst employees at higher levels of employment de Clercq, D., Haq, I. U., & Azeem, M. U. (2019).

This study examines the link between workplace ostracism and employee performance, based on the transformational theory of stress coping, while also taking into account the mediator role of acceptance solitude and the moderating effects of awareness. As a result of feelings of acquiescence, employees quietly keep relevant information about their work from their coworkers. The acceptance silence's mediating effect can be lessened if employees use their mindfulness. Zeb, S., Fatima, T., Javed, B., & Giles, J. P. (2020).

Lyu, Y., & Zhu, H. (2019) conducted studies on the effects of workplace ostracism based on the effects of workplace isolation, which has been argued to be a widespread problem. From the vantage point of job embeddedness research adds to the conceptual framework of work stressors by tying in affective trust and intention to depart. When intrinsic work motivation is high, the negative association between workplace ostracism and job embeddedness more pronounced than when it is low, according to their study findings.

Focusing on the growing notion of effective behaviour and comparing this construct with related theories that have a common concern for a moral approach to leadership, the literature review. Ethics in leadership is largely untapped, providing scholars with new insights and leaders with opportunity to enhance their performance Brown, M. E., & Treviño, L. K. (2006).

As a result of high-profile incidents of ethical failure on the part of leaders in various settings and sectors, ethical leadership in organisations is receiving more attention. From a

behavioural and perceptual standpoint, the rapidly expanding field of leadership behaviour is examined in this review. It's important to understand the history of leader behavior in this profession before discussing the features and behaviours that make a leader appear ethical to their followers, and how this type of leadership differs from other forms of leadership Brown, M. E., & Treviño, L. K. (2006) .

The social responsibility of business which is known as (CSR) has become more commonplace in emerging markets as a result of globalisation. CSR and firm image can be used to link ethical leadership to improved company performance, according to this study's model of serial mediation, which is based on the stakeholder theory. CSR is positively influenced by ethical leadership, which in turn has a beneficial impact on the reputation and success of a company' Nguyen, N. T et al.,2021 .

This study is a response to recent calls regarding research on the relationship between ethical leadership and employee outcomes The study explores the mediator and moderator roles of work meaningfulness on the relationship between trust and job engagement, drawing on theories based on self-concept and substitutes-for-leadership. Employees who reported lower levels of meaningfulness had a stronger correlation between leadership behavior and work engagement , according to the findings. As a result, public sector organisations must focus on cultivating ethical leadership and fostering a sense of purpose for their personnel Mustafa, A. M . S., & Abed El-Motalib, E. A. (2020).

2.1 RESEARCH MODEL



WORK PLACE OSTRACISM

A relationship is an independent variable which will directly or indirectly have an effect on the organizational citizenship behaviour which is a dependent variable. Workplace ostracism is a moderating variable that means it will have an impact on the relation of the independent and dependent variables. A moderating variable can strengthen, negate or weaken the relation between the variables.

2J RESEARCH HYPOTHESIS

Based on the above, the following will be the hypothesis of this research study

H1 Ethical leadership has a significant positive impact on organizational citizenship behaviour.

H2 Ethical leadership has a significant positive impact on workplace ostracism.

H3 Workplace ostracism has a significant negative impact on ethical leadership.

H4 Workplace ostracism has a significant negative impact on organizational citizenship behaviour.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Nature of the study

The study 'The role of ethical leadership on organisational citizenship behaviour with moderating role of workplace ostracism' is a quantitative in design because the review of all relevant literature reveals that this research is entirely quantitative in design. Using a questionnaire, university personnel provided the primary data for this study.

3.2 Population frame

People working in the education sector in Islamabad were included in the study's population.

3.3 Sampling Technique

For our investigation, we employed a sampling method known as convenience sampling. Convenience sampling focuses on people who can be found in a short period of time and is cost effective. Students can use this method since it offers them with participants who are readily available and willing to provide information, making it simple to collect data.

3.4 Sample Selection

286 questionnaires were collected and analysed.

3.5 Sample size:

Depending on the size of the organization. Our sample size would be 320 if we considered the above factors as well as the number of branches in our entire population. The number of

universities you plan to collect data from should be specified. In addition, it is important to note that the total population can be estimated by multiplying the number of universities by the confidence level and margin of error. Then the sample size is calculated using the sample size formula.

36 Data collection and selection:

Questionnaires were considered as a means of collecting data for this study. Two types of questions were included in the survey: the first dealt with general demographic information while ethical leadership, organisational citizenship behaviour and workplace ostracism were all included in the second category of questions on our questionnaire.

- **Likert Scale:** In order to collect data from the sample, we used a Likert scale with five scales, which included 5 as strongly agree and 1 as strongly disagree, with 3 being neutral.

37 Data collection procedures

- **Primary data:** Using questionnaires, we obtained primary data from several public sector universities in Islamabad, and our findings would be based on the responses given by the respondents.
 - **Data Processing and Analysis Technique:** Depending on the criteria, we are employing a quantitative data analysis technique. SPSS has been used to ensure that the data is entered correctly and confidentially. Regression analysis, which measures the effect of an independent variable on a dependent variable, was performed to evaluate the findings.
 - **Instrument reliability:** Cronbach's alpha was used to examine the questionnaire's reliability in a statistical software programme (SPSS version).
-

3.8 Time Horizon

The time horizon for this study is cross-sectional because the data was collected only once. Because of time and financial constraints, it was necessary to use a cross-sectional design. Moreover, as student researchers, we also had to deal with the fact that the respondents would only allow us to meet them once.

3.9 Regression

Analysing the relationship between two variables is done using regression analysis. Our hypothesis has been accepted, and our model has been found to be significant, according to this analysis. In terms of regression types, there are two: multivariate regression and linear regression. Using the regression analyses two independent variables and one dependent variable is known as multivariate regression. Similarly, if only one dependent and independent variable are involved, the regression analysis falls into the linear regression classification. Thus, our research project falls under linear regression as Ethical leadership and Organisational citizenship behaviour are the independent and dependent variables in our study.

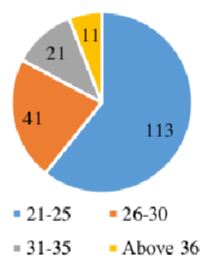
3.10 Correlation

Correlation analysis is used to examine the association between two variables in the research and the test results reveal the strength of the link between these variables. It also indicates the significance of the findings.

CHAPTER 4 RESULTS AND ANALYSIS

Chapter 4: ANALYSIS AND RESULTS

4.1. Demographics:



: Age

	Options	Frequency	Percentage	Cumulative Percentage
Age	21-25	113	60.8	60.8
	26-30	41	22	82.8
	31-35	21	11.3	94.1
	Above 36	11	5.9	100
	Total	186	100	

Table 1: Age

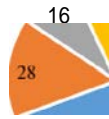
The age of most respondents was 21-35 and 26-30.

■ Male ■ Female

	Optimus	Frequency	Percentage	Cumulative Percentage
Gender	Male	87	46.8	46.8
	Female	99	53.2	100
Total		186	100	

Table 2: Gender

The total respondents were 186 out of which 99 were female and 87 were male.



● 0-3 ● 4-7 ● 8-11 ● Above 12

Figure 2: Banking Experience (in Years)

	Options	Frequency	Percentage	Cumulative Percentage
Banking Experience (in years)	0-3	129	69.4	69.4
	4-7	28	15.1	84.4
	8-11	16	8.6	93
	Above 12	13	7	100
Total		186	100	

Table 3: Banking Experience (in years)

Among 186 respondents, 129 respondents worked for less than 3 years in a bank. 28 respondents worked between 4-7 years. 16 respondents had been working for 8-11 years. And only 13 respondents were working in banking for more than 12 years

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Ethical Leadership	186	1	5	3.4857	0.87479
Organizational Performance	186	1	5	3.4122	0.72518
Selective Hiring	186	1	5	3.5394	0.86712
Extensive Training	186	1	5	3.4821	0.93448
Contingent Compensation	180	1	5	3.337	D.93sgs
Job Security	180	1	5	3.2574	0.9037
Valid N(listwise)	180				

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Ethical Leadership	-0691	0.178	0.353	0.355
Organizational Performance	0515	0.178	0.889	0.355
Selective Hiring	0591	0.178	0.253	0.355

Extensive Training	-0.554	0.178	0.027	0.355
Contingent Compensation	-0.442	0.181	-0.129	0.36
Job Security	-0.423	0.181	-0.252	0.36

4.1.1. Interpretation:

In the very first row of the table, all variables that in the study are shown which are ethical leadership, the second one is organizational performance, third is selective hiring, the fourth is extensive training, the fifth is contingent compensation, and the last one is job security. During the whole observation, arithmetic means were observed. For large and small values mean was observed very sensitive. The value of mean for ethical leadership is 3.4857, for organizational performance value is 3.4122, for selective hiring value of mean was recorded 3.5394, for extensive training value is 3.4821, for contingent compensation recorded value is 3.3370, and for job security recorded value of mean is 3.2574. The above table also shows the lowest or minimum and maximum value of all variables (ethical leadership, the second one is organizational performance, the third is selective hiring, the fourth is extensive training, the fifth is contingent compensation and the sixth is job security). The minimum value recorded was 1 and the maximum value is 5. Standard deviation measures how much the observation has spread. If the standard deviation is more the observation spread will be more. In the above table standard deviation of ethical leadership was recorded 0.87497, for organizational performance value is 0.72518, for selective hiring value of standard deviation is recorded 0.86712, for extensive training value is 0.93448, or contingent compensation recorded value is 0.3686, and for job security recorded value of standard deviation is 0.90370. In standard deviation, it was observed that the result is going upwards and downwards which means that data is stable. Skewness is placed in the sixth row of the table. Skewness is used to measure the direction of the asymmetry. The value of Skewness for ethical leadership is -0.6229 which means Skewness is negative, for organizational performance value is -0.515 which means Skewness is negative, for selective hiring value of skewness is recorded -0.591 which means Skewness is negative, for extensive training value is -0.554 which means Skewness is negative, for contingent compensation recorded value is 0.423 which means Skewness is positive, and for job security recorded value is 0.423 which means Skewness is positive. Kurtosis measure shows sharp is the distribution curve. If Kurtosis is greater than 3 it is known as leptokurtic. If Kurtosis is less than 3 it is known as platykurtic. If the Kurtosis value is equal to 3 it is known as mesokurtic. In the above table, the values of Kurtosis and skewness are less than 3 and greater than 3 this means our data is normal and acceptable.

Variable	Cronbach's Alpha	No. of items	Reliability
Job Security	0.693	3	Acceptable
Contingent Compensation	0.772	3	Acceptable
Extensive Training	0.81	3	Good

Selective Hiring	0.748	3	Acceptable
Organizational Performance	0.612	3	Acceptable
Ethical Leadership	0.755	3	Acceptable

4.2.1. Interpretation:

Cronbach's Alpha tests are conducted to examine the internal consistency of the variables. If Cronbach's Alpha value is 60% or more it means that the internal consistency prevails and if the value is less than 60% it means that the internal consistency does not prevail. In the above table, the value of job security is 0.693 which means that this internal consistency prevails, contingent compensation is 0.772 which also internal consistency prevails, extensive training is 0.81 which means the result is good, selective hiring is 0.748 which is acceptable and internal consistency prevails organizational performance is 0.612 which is internal consistency prevails, and the last ethical leadership is third-highest and value is 0.755 which means data is internal consistency prevails.

As the data of Cronbach's Alpha of all variables is more than 60% which means that the data is acceptable and reliable.

	1	2	3	4	5	6	7
2. Gender	-0.092	1					
3. Ethical Leadership	0.073	0.036	1				
4. Organizational Performance	0.087	0.028	.440 ^{***}	1			
5. Selective Hiring	0.026	0.012	.415 [†]	.466 [†]	1		
6. Extensive Training	0.062	-0.02	.423 [†]	.437 [†]	.711 [†]	1	
7. Contingent Compensation	-0.042	0.02	.432 [†]	.487 ^{**}	.363 [†]	.556 ^{**}	1
8. Job Security	-0.145	0.034	.226 [†]	.365 [†]	.383 [†]	.410 ^{**}	.404 ^{**}

^{***} Correlation is significant at the 0.01 level (2-tailed).

		Ethical Leadership	Org Performance
Ethical Leadership	Pearson Correlation	1	.440*
	Sig. (2-tailed)		0
	N	186	186
Org Performance	Pearson Correlation	.440***	1
	Sig. (2-tailed)	0	
	N	186	186
Selective Hiring	Pearson Correlation	.415***	.466**
	Sig. (2-tailed)	0	0
	N	186	186
Extensive Training	Pearson Correlation	.423***	.437**
	Sig. (2-tailed)	0	0
	N	186	186
Contingent Compensation	Pearson Correlation	.432***	.487**
	Sig. (2-tailed)	0	0
	N	186	180
Job Security	Pearson Correlation	.226***	.365**
	Sig. (2-tailed)	0.002	0
	N	186	180

Table 6: Correlations

4:3:1. Interpretation:

The correlation takes a look at changes in the relationship among the two variables if the correlation value is 1; it shows the ideal positive linear dating among the two variables. Likewise, if the correlation value is -1, it indicates the correct bad dating among the two variables. If the correlation is + - 0.70 it shows that there's a strong courting between the 2 variables. If the correlation cost is - 0.50 it suggests a slight relationship among the 2 variables. If the correlation value is + - 0.30 it shows the weak relationship among the two variables and if the correlation is 0 it suggests that there is no courting among the two variables.

The value of correlation between ethical leadership sharing and organizational performance is 0.40¹ which suggests that there is a strong relationship among the 2 variables. The price of correlation between selective hiring and organizational performance is 0.466¹ which shows a positive and a strong relationship between the two variables. The fee of correlation among widespread education and organizational overall performance is 0.437¹ which still indicates the positive and very robust correlation between the 2 variables. The cost of correlation among contingent reimbursement and organizational performance is 0.487¹ which indicates a strong relationship between the 2 variables. The value of correlation between task security and

organizational overall performance is zero.365^{***} which also indicates the strong relationship among the 2 variables.

Fr***r***r***fj3

Moderation analysis was carried out using Andrew Hayes's (2018) process macros. In this section, 4 models will be analyzed. All variables remain the same in all models that are used, but moderators' results are different from each other.

4.4.1. Model 1

Y	Organizational Performance
X	Ethical Leadership
W	Selective Hiring

R	R'	MSE	F	df1	df2	p
0.5392	0.2907	0.3791	24.8661	3.00	182.00	0.000

	Coefficient	se	t	p	LLCI	ULCI
Constant	3.4418	0.0471	73.1171	0.00	3.3489	3.5347
Ethical Leadership	0.2194	0.0561	3.9147	0.0001	0.1088	0.3301
Organizational Performance	0.2555	0.0535	4.7705	0.00	0.1498	0.3611
Selective Hiring	-0.1336	0.044	-3.0323	0.0028	-0.2205	-0.0466
Int_1	0.007g	0.00	0.07y4	0.0004	-0.0790	0.0946

Product terms key:

/nr 1.' Ethical Leadership x Selective Hiring

	R' Change	F	df1	df2	p
X xW	0.0001	0.0315	1.00	182.00	0.8594

Table 10: Test(s) of highest order unconditional interaction(s)

4.4.1.1. Interpretation

Total Respondent: 186

Outcomes of Variable: Organizational performance

The desk gives the regression effects. The value of R² is 0.2907 which indicates that the 29.07% of the variance in ethical leadership is explained using all unbiased variables inside the model. The F-statistic shows the fitness model. As the P-value is 0.0001, which is less than 0.005, it means that the model is sizable and suitable for the look at. This table additionally offers T-value. T-value explains the variable significance. T-value is more than 2 which means variables are substantial. Moreover, this table explains the coefficient (beta) it tells the depth of the relationship. Beta value shows how DV to change to IV in T unit. 1 unit alternate in ethical leadership results in the growth of 0.2485 units in company performance. 1 unit changer was recorded in selective hiring because of an increase of 0.2883 units in organizational performance.

F- statistic is 24.8661 which is more than F-critical value. This proves that the model is perfect. As ULCI and LLCI have the same signal it shows that our moderation hypothesis is accepted.

Y	Organizational Performance
X	Ethical Leadership
W	Extensive Training

R	R ²	MSE	F	df1	df2	p
0.5213	0.2717	0.3893	22.638	3	182	0

	Coefficients	se	t	p	LLCI	ULCI
Constant	3.4205	0.048	71.1966	0.00	3.3257	3.5153
Ethical Leadership	0.2544	0.0581	4.3757	0.00	0.1397	0.3691
Extensive Training	0.229a	0.0558	4.1151	0.0001	0.1195	0.3398
Int_1	-0.0242	0.04zs	-a.ssgz	o.57os	-o.ioga	o.oss

Product terms key.

Int 1: Ethical Leadership x Extensive Training

	R ² change	F	df1	df2	p
X x W	0.0013	0.3228	1	182	0.5706

Table 14: Test(s) of highest order unconditional interaction(s)

4.4.2.1. Interpretation

The table gives the regression results. The value of R² is 0.2717 it indicates that a 27% variant in ethical leadership is predicted by using all independent variables. The table proves the chances of F statistic. F statistic explains the version fitness. As the value of p is 0.000 that's less than 0.05 the way that model is huge and is appropriate to refer the look at. This desk additionally affords T-value. T-value explains whether is the variable significant or not. T-value is more than 2 which means variables are significant. This desk explains the coefficient (Acta) it tells about the depth of the relationship. Hence, for each 1 unit change in DV because of exchange in IV. 1 unit change in ethical leadership will increase growth of 0.2344 devices in company performance. 1 unit change in the large motive will increase 0.2297 units in organizational overall performance. F statistic is 2.2.6380 that's more than 4 which suggests the model is significant. As ULCI and LLCI have identical signals it shows that our moderation hypothesis is acceptable.

Y	Organizational Performance
X	Ethical Leadership
W	Contingent Compensation

R	R ²	MSE	F	df1	df2	p
0.5274	0.2717	0.355	29.4914	3.00	176.00	0.00

	Coefficient	se	t	p	LLCI	ULCI
Constant	3.4418	0.0471	73.1171	0.00	3.3489	3.5347
Ethical Leadership	0.2194	0.0561	3.9147	0.0001	0.1088	0.3301
Contingent Compensation	0.2555	0.0535	4.7705	0.00	0.1498	0.3611
Int 1	-0.1336	0.044	-3.0323	0.002g	-0.2205	-0.0466

Product terms key:

Int 1.' Ethical Leadership x Contingent Compensation

R ² change	F	df1	df2	p
X x W	0.0348	9.1948	1	176 0.0028

Table 18: Test(s) of highest order unconditional interaction(s)

Focal predictor Ethical Leadership (X)
Moderating variable Contingent Compensation (W)

Contingent Compensation	Effect	se	t	p	LLCI	ULCI
-0.9369	0.3446	0.068	5.0634	0	0.2103	0.4789
0	0.2194	0.0561	3.9147	0.0001	0.1088	0.3301
0.9369	0.0943	0.0711	1.326	0.1866	-0.0461	0.2347

Table 19: Conditional effects of the focal predictor at values of the moderator

4.4.3.1. Interpretation

In contingent, compensation is -0.9369 the effect of ethical leadership on organization performance is 0.3446. P-value is less than 0.05 which shows the variable arc massive. UCI and LLCI both have an identical signal.

In the case of contingent, compensation is 0.0000 the effect of ethical leadership on organization performance is 0.2194. The P-value is much less than 0.05 which shows variables are significant. As ULCI and LLCI each have the same signal it shows the version is significant.

If contingent compensation is 0.9369 the impact of ethical leadership on enterprise overall performance is 0.943. P-value is more than 0.05 which proves the variable is insignificant. As ULCI and LLCI each have opposite signals it indicates the version is insignificant.

The table shows the regression outcomes. The value of R2 is 0.5784 which suggests that 57% of the variation of ethical leadership is explained by using all independent variables in the model. The table shows the possibility of f-statistic. F-statistic shows the model of fitness. The P-value is 0.00 which is much less than 0.05, it approaches that model is suitable. This table additionally offers T-value. T-value tells how many variables are significant. Right here T-value is greater than 2 which means that the variable is huge. This table also explains and shows the coefficient (beta) it tells the intensity of the relationship. Beta cost way 1 unit exchange in DV because of trade in IV. 1 unit trade-in ethical leadership cause a boom of 0.2194 units in business enterprise performance. 1 unit alternate in contingent compensation causes growth of 0.2555 devices in organizational performance. F-Statistic is 29.4914 is extra than 4 suggests that the model is enormous. As ULCI and LLCI have equal signals it indicates that our moderation speculation everyday, or it confirms our moderation speculation. As p-value is 0.0028 which is less than 0.05 which confirms the interplay term is suitable. It also confirms our moderation hypothesis.

Y	Organizational Performance
X	Ethical Leadership
IV	JobSecurity

Sample Size: 180

Outcome Variable: Organizational Performance

R	R ²	MSE	F	df1	df2	p
0.5274	0.2231	.3851	22.6024	3	176	0

	Coefficient	se	t	p	LLCI	ULCI
Constant	3.4094	0.047	72.6014	0	3.3167	3.3021
Ethical Leadership	0.3067	0.054	5.677	0	0.2001	0.4133
Job Security	0.1953	0.0551	3.5464	0.0005	0.0866	0.304
Int_1	-0.032	0.0453	-1.381	0.0677	-0.1726	0.1061

Int_1: Ethical Leadership × Job Security

	R ² change	F	df1	df2	p
X x W	0.0139	3.3786	1	176	0.0677

Table 23: Test(s) of highest order unconditional interaction(s)

Focal predictor Ethical Leadership (X)
Moderating Variable Job Security (W)

Job Security	Effect	se	t	p	LLCI	ULCI
-0.9037	0.3819	0.0681	5.6052	0	0.2474	0.5163
0	0.3067	0.054	5.677	0	0.2001	0.4133
0.9037	0.2314	0.0674	3.4333	0.0007	0.0984	0.3645

4.4.4.1. Interpretation

If the value of job security is -0.9037 the effect of ethical leadership on company overall performance is 0.3819. Here the P-value is less than zero. As ULCI and LLCI each have the same sign it suggests the version is massive.

And if the value of job security is 0.0000 the impact of ethical leadership on company overall performance is 0.3067. In this case, the value P is less than 0.05 which proves that the variable is significant. As ULCI and LLCI both have identical signs it shows the version is widespread.

If the value of job security is 0.9037 the impact of ethical leadership on an organization's overall performance is 0.9037. In this case, the value P is less than 0.05 which shows the variable is insignificant. As ULCI and LLCI both have the same sign it shows the model is substantial.

The table offers the regression consequences. The value of R² is 0.2781 which suggests that a 27.81% variant in ethical leadership is explained using all independent variables in the version. This table also suggests the probability of f-statistic. F statistic explains the model fitness. The P-value is 0.000 which is less than 0.05. The F statistic is 22.6024 which is more than 4. This indicates the model is enormous. As ULCI and LLCI have identical signs it suggests that our moderation speculation in general, or it confirms our moderation speculation. As p cost is 0.677 that's greater than 0.05 which confirms interaction term is insignificant. It also rejects our moderation speculation.

CHAPTER 5 RESULTS AND DISCUSSIONS

The goal of this study was to examine the effects of ethical leadership sharing on organisational citizenship behaviour while also investigating the moderating of workplace ostracism, including selective recruiting, rigorous training, contingent compensation, and job security. The banking industry was selected because of the lack of study into organisational citizenship behaviour in relation to ethical leadership in Islamabad, Pakistan's banking sector.

There is a considerable positive association between ethical leadership and organisational citizenship behaviour, with a positive value of 0.40, based on correlation test analysis. As a result, Ethical leadership in the banking industry of Islamabad, Pakistan, appears to have a positive effect on organisational citizenship behaviour. According to our findings, which showed a substantial positive correlation between ethical leadership and organisational citizenship behaviour, we may accept on »f the hypothesis of out

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Leadership and organizational citizenship behaviour. Cohen workplace ostracism is high, the link between ethical leadership and organisational citizenship behaviour becomes stronger; when workplace ostracism is low, the link between ethical leadership and organisational citizenship behaviour weakens. The results support the second, third, and JiHh hypotheses as well. Job security, on the other hand, has a different impact on the dependent variable of organisational performance, iJ the value is more than 0.43, ethical leadership's conditional effect diminishes. In addition, the hypothesis that contingent compensation has a significant negative impact on the relationship between ethical leadership and organisational citizenship behaviour proved to be accurate; contingent compensation has a stronger and a weaker effect on the relationship between ethical leadership and organisational citizenship behaviour.

Conclusions

The purpose of the research was to examine the influence of workplace ostracism on organisational citizenship behaviour when it comes to ethical leadership. 23 banks were used as a representative sample, with all of the selected branches located in Islamabad, Pakistan.

This study uses only one independent and one dependent variable. The independent variable is ethical leadership, and the dependent variable is organisational citizenship behaviour. Workplace ostracism, which includes selective hiring, lengthy training, contingent compensation, and job stability, is the moderator in this study.

Regression analysis was used to examine the data. In addition, descriptive statistics, correlations and reliability analysis have also been used. The mean value of all the variables in our investigation is shown in our findings. It's .4857 Jar ethical leadership, 3.4122 for organisational citizenship behaviours in the workplace, 3.4821 to demonstrate substantial training, 3. 3370 for contingent remuneration, and 3.2574 to provide job stability on average.

Our model is significant, and hypothesis is accepted, according to the results of our regression study. All variables had a Cronbach value more than 0.6, indicating that the data set's internal consistency is strong and reliable. It's also worth noting that all variables are connected with each other; positive correlations are more common than negative ones.

Total of 23 banks examined in Islamabad, Pakistan. This research shows that banks' ostracism in the workplace compelled each employee to improve his or her organisational expertise on their own.

This study also looked at the connection between workplace ostracism and ethical leadership and organisational citizenship behaviour, including selective hiring, thorough training, contingent compensation, and job security. Developing organisational knowledge requires ethical leadership, which is grounded in a person's actions, values, procedures, and emotions as well as their own thoughts and feelings. Ethical leadership can be difficult to transfer because it is a skill that is learned via physical experience, not through written or verbal communication. Maintaining an organization's competitiveness and developing necessary skills and traits can only be achieved through ethical leadership effectively. High-quality products and services are more efficiently delivered by a company that has ethical leadership. The long-term success of a business is also aided by ethical leadership. Every organization's workforce must comprehend the relevance of knowledge transfer and sharing and the impact it has on the efficiency of the business.

Organizations' high levels of productivity are the result of widespread ostracism at the workplace. As needs, the heads be reaked l "th ecuu ng "nthe th deli ring d nning, coogent"ating, Rnd being worried about fairness. Last, but not least, workplace ostracism has been linked to lower levels of employee satisfaction and higher rates of employee departure. The ostracism in the workplace has a significant impact on employee attachment and commitment to the organisation, which in turn increases the organization's performance. By inspiring, attracting, and retaining high-performing individuals, effective workplace ostracism functions can improve employee performance and help the company achieve its goals. Selective hiring is a core workplace ostracism function that helps to increase the efficiency, effectiveness and productivity of businesses by making sure the right people are hired for the proper positions. Because it is so effective at exploiting the organization's learning, ethical leadership helps to keep its brilliant and innovative employees. Furthermore, training is an effective workplace ostracism function that promotes organisational knowledge by transferring individual expertise, and it has a favourable impact on the organization's overall performance. Knowledge sharing is discouraged by contingent pay because employees assume that they must outperform their peers in order to receive a larger share of the rewards. Furthermore, when employees believe that their jobs are less secure, they are less likely to share their own knowledge with other employees of the company.

In order to improve decision-making and boost customer satisfaction, banks will benefit from this study's findings about the usefulness of knowledge management in their companies. As a result of this study, banks will be better equipped to employ workplace ostracism as a tool for fostering ethical leadership and increasing organisational citizenship behaviour. Knowledge management in banks, including customer service, risk management, and performance monitoring, will benefit from this research. The study employed statistical methods such as descriptive statistics, regression, correlation, and analyses of dependability. Cronbach's alpha in statistical software (SPSS version) was used to examine the questionnaire's reliability, and the findings were obtained. In order to perform more research on this topic in different industries and to spend more time analyzing the data, a different model and different methodologies must be used. Finally, this research will be useful for future investigations into the effect of ethical leadership on organisational citizenship behaviour in Pakistan's banking industry.

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P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



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PAGE 8



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Coord. Conjunction Review the rules for combining sentences.



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S/V This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.





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Possessive



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P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



Sentence Cap. Review the rules for capitalization.



P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



Sentence Cap. Review the rules for capitalization.



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P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.



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Coord. Conjunction Review the rules for combining sentences.

PAGE 26



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Possessive



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Coord. Conjunction Review the rules for combining sentences.

PAGE 38



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