

***“Nexus Of Ethical Leadership And Job Satisfaction With Mediating Role Of
Self-Efficacy, A Study Of Telecom Sector Of Pakistan”***



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Abstract

Purpose

The main purpose of the research is to find the Nexus of ethical leadership and job satisfaction with mediating role of self-efficacy (A study of telecom sector of Pakistan). The study's goal is to discover and analyze the relationships or interactions between these factors. It tries to explore how ethical leadership promotes work happiness, considering the possible effect of an individual's self-belief in their talents (self-efficacy). The study is focused on the Pakistani telecommunications business, implying that the research and conclusions are specialized to this specific sector in this unique nation.

Methodology/Design/Approach

Ethical leadership is a method of management that focuses on moral and principled behavior while guiding and influencing others. It entails displaying and supporting fair, honest, and respectful principles, morals, and standards. Ethical leaders prioritize the well-being of their team members, the organization, and society, making decisions based on ethics rather than personal gain or short-term rewards. The study's overall goal was to investigate Nexus of ethical leadership and job satisfaction with mediating role of self-efficacy (A study of telecom sector of Pakistan). The study's specific research objectives were to determine the ethical leadership practices impact on job satisfaction. The theoretical literature was used to develop the research model for this study. The descriptive research design was employed to investigate the research issue. This method of research was chosen because it allows the researcher to collect data to answer questions about the status of the research subject. The study's participants were telecom sector of Pakistan. Morgan's table was used to determine the sample size of 242. The questionnaire that was used in the research was modified. For the convenience of administration, this questionnaire contains closed-ended questions. The information gathered was entered into a spreadsheet and analyzed using SPSS 25.

Value of the study

Furthermore, the findings might be useful for management scholars, students, instructors, and educational institutions. The study's shortcoming is that data was not gathered from telecom companies operating in Pakistan's capital city. Because the sample size is small, the statistical validity of the findings cannot be asserted for all segments.

Findings

The finding of this research is to find the Nexus of ethical leadership and job satisfaction with mediating role of self-efficacy (A study of telecom sector of Pakistan) with quantitative data analysis technique.

Key words

Ethical Leadership, Job Satisfaction, Self-Efficiency

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Chapter 1

Introduction

1.1 Background of the Study

A leader is defined as a person who delegates and influences others to drive them toward the achievement of objectives (Oladipo, Abdul Daud, and Slami, 2013). Ethical leadership is a management style in which you lead by putting the needs of your employees first. Ethical leadership encourages integrity, and helping others, and its main objective is to bring out the full talent of employees (Yang et al. 2017). Ethical leadership aims to help the staff gain their fullest potential in work effectiveness, community care, self-motivation, and future leadership abilities (Lumpkin, A., & Achen, R. M. 2018). Leaders can motivate the staff in an organization by energizing their intrinsic motivation. They also provide the necessary resources and arrange work conditions helpful to achieve the objectives and control the job (Thao and Kang, 2018). In the 21st century, the importance of satisfaction as a skill cannot be ignored to gain economic growth and people's interest (Tepper & Kuh, 2021). Educational institutions need to focus on satisfaction to develop a competitive workforce. Self-efficiency has become a necessary learning output for the telecom sector and is considered important for development and progress (Melissa, 2019)

For an organization's success, performance, and development satisfaction is necessary. Anderson, Potocnik, & Zhou, (2018). For the success of any organization the important elements are the ability to produce and employ new ideas (Jarrahi, M. H. 2018). To improve self-efficiency as per their job satisfaction in the job researchers have studied distinctive personal features and background factors. (Toropova, A., Myrberg, E., & Johansson, S. (2021). Not only the telecom sector but also other organizations need to develop different techniques for boosting employee job satisfaction (Succi, C., & Canova, M. (2020). Effective leadership is necessary to guide students, faculty members, and staff. The researcher recommended that the telecom sector management needs leadership as the best approach. To overcome the challenges in the organization and to bring job satisfaction in self-efficiency (Kremer, H., Villamor, I., & Aguinis, H. 2019).

Ethical leadership roles are very effective and important in increasing the satisfaction process and commitment of employees (Caldwell, C., & Peters, R. 2018). To enhance job satisfaction and commitment leader conduct is an important factor and tool for employees in

organizations (Hashim, Khan, and Adnan, 2019). Nowadays, most organizations focus on the well-being of followers instead of increasing the value of leaders (Van Dierendonck, 2011). Chiniara, M., & Bernstein, K. (2018) gave the concept of ethical leadership. Ethical leaders are selfless and caring nature, they build an environment in which followers are appreciated for giving suggestions and promoting their performance and satisfaction. According to Edmondson's theory of psychological safety (1999), leaders support a favorable environment for their followers. It will develop high performance and increase their satisfaction.

However, in the new century, the leadership approach is more shifted towards followers. Ethical leadership has gotten the most attention in organizations. In the ethical leadership approach the leaders are considered ethical First (Franco, M., & Antunes, A. 2020). Leadership gives a way forward to employees and leaders provide full support and facilitate their employees (Ibarra, H., & Scoular, A. 2019). Job satisfaction is an important part of management, despite this, we are still not vague and satisfied from the point of view of organizational context (Garcia and Bordia et al. 2018). Self-efficiency is measured as the invention of a unique idea and the leader shows humility to the employee, they engage with their job and will show more satisfaction (Yuan, L., Zhang, L., & Tu, Y. 2018). Self-efficiency faces different levels of challenges and risk because new ideas are not exactly to distribute the preferred results. In addition, the new ideas created by followers could not accepted by their leaders (Tian, Q., & Sanchez, J. I. 2017).

The employer needs to focus on employee well-being and job satisfaction because it will benefit the employee and employer as well (Sutton, 2020). High levels of job satisfaction show high levels of strength, interest in work, and efficiency in employees. Due to this, employees gain a high level of learning, positivity in work, efficiency, and progress at the organizational level (Gupta, M., & Shaheen, M. 2017). Taylor (2018) expanded on the findings and proposed two definitions of ethical leadership: (a) Giving firsthand accounts. Ethical leaders must compose telecom management and work environments based on equality, honesty, and sensitivity to the human spirit, as well as (b) facilitating organizations. Ethical leaders were required to share ownership and responsibilities. The two points will create a positive working atmosphere and allow for common contact among the faculties. Ethical leadership is recognized to encourage people, and enthused individuals effectively contribute to strong organizational performance. Nuorten (2021) studied the supportive and serving indication for the prospective influence of ethical leadership on workforce job

satisfaction. In further experimental lessons, structures strictly linked to ethical leadership like humbleness & empowerment were studied to be intensely linked to the commitment of employees (Tuckey et al. 2022).

To raise competitiveness in telecom sector management and leadership, it must be a top priority to improve quality and performance, which will generate character molding and minds of the new generation. 2016 (UNESCO). According to Greenleaf (2017), one of the drivers of organizational performance success, particularly in service-based organizations such as the telecom industry, is the existence of a leader, because it may have a direct impact on people and groups. Organizational success is due to ethical leadership (Blanchard, 2016). According to Greenleaf (2017), ethical leadership is critical for service-based organizations such as the telecom sector to encourage moral learning. Through happiness in their practices, ethical leadership in the telecom industry engages their workers in work and improves the learning process in pupils (Markus, 2023). Employees' self-efficacy and job happiness, as well as their dedication to the firm, improve the learning process, promote effectiveness in expanding their faculties, and maintain the organization's standard (Sunny, 2021). Employee dedication provides long-term advantages to the organization. The ethical leadership in the telecom firm model of top leadership in the business on the management and leadership learning process. This strategy is thought to bring a long-term commitment to the industry, boost the company's efficacy in creating competitiveness, and maintain the organization's worth. In a more recent setting, Ricky (2017) reported on research of leadership styles in the business and public sectors. The commercial sector is often transactional and passive, whereas the public sector is transformative.

Hard work and commitment from employees and achieving advanced knowledge and special inaction in their field are generating satisfied outcomes. (Hon & Lu, 2015). Job satisfaction in in telecom sector brings self-efficiency and competition among employees in attaining their effort to the top position (Wang, & Sun, 2020). The technique, result, and purpose of job innovative thinking in the development and creation of new advanced ways of doing things. In the implementation phase of completing concepts toward enhanced techniques, practices, or solutions, satisfaction creates ideas and innovation. There is a larger advantage to ethical leadership in terms of job satisfaction, transparency, and employment status (Chinkara and Benteen, 2016). No consensus exists on how ethical leadership impacts employee job satisfaction; however, the researcher examines the link between ethical leadership and employee satisfied thinking (Newman et al., 2017).

To prepare telecom working faculty and staff for the 21st century, it will be helpful for management to design training programs. Different leadership styles have been described in the literature as a means of motivating followers to achieve their goals. It is based on the work of Ansel et al. (2015). As a result of studies, ethical leadership is becoming increasingly important when it comes to innovation (Liden et al., 2014). Ethical leaders, who are unselfish and honest, focus on their employees' interests and needs to provide a sense of emotional safety and trust in the job (Liden et al. 2014).

1.2 An Overview of Telecom Sector of Pakistan

The recent liberalization of Pakistan's telecom sector has transformed it into one of the most promising industries in the country. Presently, four cellular companies operate within Pakistan, boasting a customer base approaching 188 million subscribers, a notable increase from last year's 182 million. The strong participation of the private sector has greatly contributed to the growth and improvement of communications services. Cellular telephone services, card payphones, internet/broadband services, and, with the privatization of Pakistan Telecommunication Company Limited (PTCL), fixed-line telephone services are included.

Over the past few years, Pakistan's telecom industry has experienced remarkable growth, primarily due to the surge in e-commerce, which escalated the demand for connectivity. While this opportunity has led to the development of infrastructure and networks within the industry, there are persistent operational challenges such as power cuts, stability, and security concerns, increases in fuel prices, and high operational costs. Recognizing the enormous growth potential, the government has unveiled a 5G strategy that includes testing of 5G technology and associated services in FY21. As telecom carriers continue to roll out 3G/4G services, the number of broadband customers has risen swiftly to 110 million. As a result of the increased demand for broadband services, smartphones have emerged as the best-selling category across all major e-commerce platforms.

The expansion of Pakistan's telecom services, including the development of 3G, 4G, and upcoming 5G networks, has been the primary driver of growth in the industry. Tele-density in the country has seen a remarkable surge in recent years and is expected to continue rising in the foreseeable future. Foreign Direct Investment (FDI) trends in Pakistan's telecom sector have been positive and advantageous, with Jazz holding the largest subscriber base and a formidable market position among the dominant players. During the last financial year, the

telecom industry experienced a substantial surge in demand from both corporate organizations and individuals. This increased demand is intended to meet a variety of demands across the country, including social, educational, commercial, healthcare, and economic necessities. In Pakistan, service providers are merging, reorganizing entertainment offerings through creative service packages, and using new techniques to improve organizational flexibility while fulfilling customer needs.

Future market size and revenue growth are expected to be driven by the expansion of value-added services alongside existing 4G LTE networks and the impending 5G mobile networks. The Universal Service Fund (USF) has approved many projects to spur investment in mobile broadband and, to a lesser degree, fiber-based networks in underserved and unserved areas of the country. Operators such as Telenor and Ufone are bringing access to previously disconnected parts of Pakistan, trekking across difficult terrain ranging from the mountainous north to the desert south.

Pakistan's telecom market is moderately fragmented, with major players including Pakistan Telecommunication Company Ltd (PTCL), Pakistan Mobile Communications Limited (Jazz), Telenor Pakistan Limited, Pak Telecommunication Mobile Limited (Ufone), and the Special Communications Organization. In addition to these big players, the market includes a variety of Internet Service Providers (ISPs), Mobile Virtual Network Operators (MVNOs), and fixed-line service providers. Notably, several Pakistani telecommunications enterprises display worldwide competitiveness, consolidating their place in the global telecom market. Pakistan Telecommunication Company Limited announced its alliance with Huawei in August 2022 to deliver Smart Solutions driven by the latter. This program intends to provide comprehensive and intelligent communications services to enterprises via a unified platform while maintaining 100% safety and dependability. In addition, Jazz, a famous Pakistani service provider, entered a contractual deal with Nayatel, a fiber infrastructure and services provider, in May 2022. This agreement will allow Jazz to immediately link all of its mobile towers in Lahore to fiber. This Fiber-to-the-Site (FTTS) project is expected to be completed by December 2022.

1.3 Rationale of The Study

To tackle the myriad challenges in the telecom sector, leadership and management must prioritize the cultivation of job satisfaction and self-efficacy through the infusion of innovative ideas to revolutionize technologies, production, and services in markets. The forthcoming strides and advancements predominantly hinge upon fostering satisfaction (Smith-Bingham, 2023). Encouragingly, the industry is championing ethical and innovative leadership styles to harness satisfied aptitudes within the telecom sector (Lobar, 2022). To nurture self-efficacy within the telecom sphere, training becomes imperative in honing the abilities of both employees and leaders to their fullest potential, enabling them to compete effectively in the demanding global work environment (Jackson, 2021).

Elevating employee job satisfaction within research and development endeavors fuels satisfaction within telecom organizations, fostering the adoption of novel methodologies and techniques for enhancing management and decision-making processes. This approach fosters innovation among telecom leaders and employees, engaging them in satisfied endeavors to attain peak job satisfaction. Self-efficacy and job contentment in the telecom realm stand as integral components of new market trends and industry standards. Consequently, the telecom sector ought to prioritize ethical leadership by involving employees in research and development, thus fostering radical social, economic, and political progress. Improving the working environment for employees becomes imperative to enable them to serve more efficiently and innovatively, thereby alleviating work burdens.

The expertise, competencies, and methodologies of faculty members hold paramount importance for the telecom sector workforce. The structural, policy, and organizational frameworks within which work occurs necessitate innovative adaptations. The demand for high-caliber managers within organizations is propelled by knowledge and ingenuity in tasks, aiding in the cultivation of self-efficacy and job satisfaction. Research has underscored the impact of ethical leadership in the telecom sector, asserting its role in engendering self-efficacy, trust, hope, and employee gratification within organizations. Ethical leadership amalgamates optimal business practices through satisfaction and innovation, making it particularly suitable for the telecom sector.

Developing a culture in the telecom sphere that fosters satisfaction should transcend traditional forms of job development. Both employees and employers ought to actively enhance their leadership capacities alongside self-efficacy to elevate their professionalism.

This will help bridge the satisfaction gap between graduates and the demanding business landscape in which they operate. The primary objective of telecom sector management should be to cultivate a high level of job satisfaction to effect positive change throughout the organization and in the lives of students.

1.4 Research Gap Analysis

This study aims to investigate how ethical leadership influences job satisfaction, specifically examining its mediation through employee job satisfaction in the Pakistani telecom sector. Notably, both job satisfaction and ethical leadership present gaps within the Pakistani context, among other pertinent factors.

Identified within the provided text, there are critical research gaps warranting further investigation within the telecom and organizational settings. These gaps encompass multiple key areas where comprehensive understanding or empirical evidence is lacking. Firstly, there exists an absence of in-depth exploration concerning employees' mature thinking in satisfaction, particularly within the realms of cognitive thinking and self-efficacy. This void indicates the necessity for more refined research to grasp the intricate nuances of job satisfaction within the telecom sector. Secondly, the correlation between ethical leadership and job satisfaction in the telecom industry remains uncertain. Additionally, there's a lack of clarity regarding the influence of ethical leadership on employee engagement, especially within the unique landscape of the telecom sector. Conducting research focused on these relationships within this context would be pivotal in bridging these gaps. Furthermore, although recognition exists regarding the link between ethical leadership and employee contribution to innovation, detailed studies on how ethical leadership motivates employees to contribute to innovation in the Pakistani telecom sector are lacking. This gap underscores the need for empirical research to discern the mechanisms through which ethical leadership fosters innovation within this specific context.

Moreover, the engagement and commitment of faculty members in the telecom sector have not received thorough attention in prior studies. A scarcity of research exploring these factors within the distinctive cultural and organizational context of the Pakistani telecom sector exists. Further investigation could yield valuable insights into faculty engagement, commitment, and their impact on organizational dynamics in this sector. Lastly, while the connection between ethical leadership and employee satisfaction has been acknowledged,

empirical and theoretical studies comprehensively examining this relationship within the Pakistani organizational context, particularly in the telecom sector, are scarce.

Addressing these research gaps through empirical studies and theoretical exploration holds significant potential in comprehending the intricate dynamics of ethical leadership, job satisfaction, engagement, job satisfaction, and innovation within the Pakistani telecom sector and organizational settings.

1.5 Problem Statement

These studies aim to explore how ethical leadership enhances job satisfaction levels and fosters self-efficacy, enabling individuals to compete effectively within leadership roles in the telecom sector. The identified research problem emphasizes the necessity for comprehensive investigations within the Pakistani telecom industry, focusing on the impact of ethical leadership across various critical aspects.

Specifically, there is a notable lack of in-depth exploration into the influence of ethical leadership practices on employee job satisfaction and self-efficacy within the Pakistani telecom sector. Understanding how ethical leadership practices either stimulate or hinder employee job satisfaction holds significant importance for fostering organizational growth and innovation. The relationship between ethical leadership and employee job satisfaction remains uncertain within Pakistan's telecom industry, warranting an essential investigation to comprehend how ethical leadership practices shape employees' satisfaction levels and dedication. While the recognition of ethical leadership's potential to inspire and drive innovation among telecom employees exists, empirical depth in understanding its precise influence remains insufficient. An exploration of how ethical leadership strategies specifically promote innovation is pivotal for the telecom sector's competitiveness and progress. Moreover, a noticeable gap lies in comprehending the engagement and commitment levels of faculty members within Pakistan's telecom sector. Examining these factors could provide valuable insights into the elements influencing faculty involvement, thereby impacting the overall dynamics of organizations within the sector. Despite acknowledging the link between ethical leadership and employee satisfaction, comprehensive empirical and theoretical studies thoroughly investigating this relationship are lacking in Pakistan's telecom sector. A detailed examination is critical to understanding the nuanced dynamics that influence employee satisfaction.

In summary, the research problem emphasizes the crucial need for extensive exploration and empirical analysis concerning the interactions between ethical leadership, job satisfaction, job satisfaction, engagement, innovation, and faculty dynamics within Pakistan's telecom sector. Addressing these research gaps is vital for improving organizational effectiveness and fostering a conducive work environment within the sector.

1.6 Research Questions

The following are the research questions.

- 1 What is the impact of Fair Decision Making on job satisfaction?
- 2 What is the impact of Accountability on job satisfaction?
- 3 What is the impact of Integrity focus on job satisfaction?
- 4 What is the mediating role of self-efficiency in between ethical leadership and job satisfaction?

1.7 Research Objectives

The proposed relationship between ethical leadership, self-efficiency and job satisfaction is shown in the research model of the study.

Following are objectives of the study:

1. To find the impact of Fair Decision Making on job satisfaction.
2. To find the impact of Accountability on job satisfaction.
3. To find the impact of Integrity focus on job satisfaction.
4. To find the mediating role of self-efficiency in between ethical leadership and job satisfaction.

1.8 Significance of the study

This study investigates the accomplishments in ethical management within Pakistan's telecom sector. The report holds considerable significance for policymakers and decision-makers as it focuses on crucial research priorities, funding allocation strategies, establishment of local and global research partnerships, and providing incentives for leadership and management to engage in further research activities. The study emphasizes that Ethical Leadership significantly influences job satisfaction by enhancing and encouraging self-efficacy in the job. The management in the telecom sector cultivates a

healthy competitive environment that supports policies promoting employee engagement. These policies not only foster innovation but also help uphold industry standards, ultimately enhancing the sector's reputation. The research delves into the domain of Pakistan's telecom sector, highlighting the achievements in management within the industry. It underscores the importance of guiding policymakers and decision-makers by shedding light on essential aspects like research priorities, funding strategies, collaboration establishment both locally and globally, and creating incentives for leaders and managers to actively partake in further research initiatives. Additionally, the study underscores the significant impact of Ethical Leadership in enhancing employee job satisfaction by nurturing self-confidence within the job. Within the telecom sector, management fosters an environment conducive to healthy competition, facilitating the implementation of policies that encourage active employee participation. Such policies not only drive innovation but also maintain industry standards, thereby enhancing the sector's reputation and credibility. Essentially, the research aims to illustrate how Ethical Leadership and managerial strategies within Pakistan's telecom sector contribute not only to job satisfaction but also to the fostering of an innovative, competitive, and reputable industry landscape. Addressing these research gaps within the Pakistani telecom sector can lead to elevating industry standards, fostering employee satisfaction, and nurturing a conducive work environment. This progress has the potential to inspire similar advancements across various sectors and industries within the country. Overall, a comprehensive exploration of the relationship between ethical leadership, employee satisfaction, self-efficacy, and job dynamics within Pakistan's telecom sector holds significant importance. The findings from such research endeavors can pave the way for positive changes, resulting in more effective and ethically driven organizational cultures and practices within the sector.

Chapter 2

Literature Review

2.1 Introduction

Ethical leadership and staff inventiveness have gained growing attention in the recent decade (Newman et al. 2017). When you lead with integrity, you are trying to bring out the best in other people (Hochetal.2018). According to a study, ethical leadership has a beneficial impact on employee growth (Yoshida et al. 2014). However, several empirical studies have shown contradictory outcomes (Vessey et al. 2014). Other research has shown no connection between ethical leadership and employee innovation (Newman et al. 2017). As a result, our findings call into question the relationship between ethical leadership and staff creativity (Newman et al. 2017). As a result, ethical leadership and work happiness are inextricably intertwined.

The degree to which ethical leaders influence disciple employee engagement depends on the employee's viewpoint on work-family conflict. Employees must balance competing demands of work and family to avoid job conflict (Tangetal.2016). Leaders of ethics may enable their members to schedule their work hours flexibly and support them with their family obligations, allowing them to good design work and family life (Tangetal.2016). Ethical leadership traits may be beneficial to individuals who need a leader's assistance. Job incivility may impair a leader's professional progress. Service leadership is most effective in certain conditions. The conflict between work and family can be further subdivided into employment conflict and family-to-work conflict (Micheletal.2011). Because of this, we believe that ethical leadership's ability to empower employees may be influenced by its effect in numerous ways.

They believe that leaders must put their people first to succeed (Hoch et al. 2018). In terms of individual results, ethical leadership has been positively associated with job attitudes (Chanan Mak, 2014) and organizational behavior (Newman et al., 2017). It follows that ethical leadership and employee innovation are not viewed as having a consistent relationship (Newman et al. 2017). Entrepreneurial leadership benefits from ethical leadership, we propose in this study. Leaders who serve as ethical may seek to empower their subordinates by strengthening them, giving them top priority, and helping them reach their excellent impact. Employees' intrinsic motivation and involvement in satisfied

activities are improved as a result (Neubert et al. 2016). Second, ethical leaders show real care for their followers' interests and needs, as opposed to putting their own needs first. Because of this, they create psychological safety and trust in the job (Liden et al. 2015).

When leaders show ethical leadership qualities, they are more likely to participate in reciprocal assistance sharing and regard for others, increasing their personal development (Liden et al. 2015). Followers' ingenuity would benefit from a decrease in the risks associated with finding new solutions to problems (Yoshida et al. 2014). The capacity of followers to generate fresh ideas is positively associated with a leader's ability to assist others. However, ethical leadership may have an indirect influence on staff inventiveness. Neubert et al (2008). find that ethical leadership is closely connected to development strategy. When promoted, employees become more inventive. A favorable correlation was discovered between ethical leadership and employee identification. Staff inventiveness would increase as a result. Focusing on mediating factors can improve ethical leadership and staff satisfaction.

2.2 Leadership and Management Practices in Telecom Sector of Pakistan

The telecom sector in Pakistan has seen various management and leadership practices implemented to navigate the industry's challenges and capitalize on opportunities. Embracing technological advancements is crucial in the telecom industry. Pakistani telecom companies focus on integrating the latest technologies, such as 4G/5G networks, to enhance service quality and expand coverage. The Pakistani telecom sector emphasizes the adoption of advanced technologies. Companies continually invest in upgrading infrastructure to deploy faster and more reliable networks, including the expansion of 4G and eventual implementation of 5G technology. This effort aims to enhance network coverage, improve data speeds, and offer more innovative services to consumers.

Successful companies in the Pakistani telecom sector prioritize customer satisfaction. They offer competitive pricing, improved service quality, and customer support to retain and attract customers. Telecom companies in Pakistan prioritize delivering exceptional customer experiences. They focus on providing affordable and competitive pricing plans, reliable network connectivity, responsive customer service, and innovative offerings like bundled services or value-added services to attract and retain customers. To stay competitive, telecom companies in Pakistan prioritize innovation. They continuously adapt their services,

introducing new products and solutions to meet evolving consumer needs. The industry places a strong emphasis on innovation. Telecom firms regularly introduce new products, services, and solutions to cater to changing consumer demands and technological advancements. This includes innovations in mobile applications, digital content, and customized service packages.

Adherence to regulatory standards set by the government regulatory bodies is paramount. Telecom companies ensure compliance with regulations while also adapting to changes in policies and frameworks. Adhering to regulatory standards and policies set by the Pakistan Telecommunication Authority (PTA) is critical. Telecom companies ensure compliance with licensing regulations, spectrum allocation rules, quality of service standards, and other industry-specific guidelines. Effective management involves investing in human capital. Pakistani telecom companies focus on training and development programs to enhance the skills of their workforce, fostering a competent and efficient team. Companies prioritize the training and development of their workforce to keep pace with technological advancements and changing market dynamics. Training programs focus on enhancing technical skills, customer service expertise, and managerial capabilities, ensuring a competent and adaptable workforce.

Collaborations and partnerships within the industry and with technology providers enable Pakistani telecom companies to expand their service offerings, access new technologies, and enhance their market position. Telecom firms in Pakistan engage in strategic collaborations and partnerships with local and international entities. These partnerships facilitate the exchange of technology, expertise, and resources, enabling companies to introduce new services, expand market reach, and access cutting-edge technologies. With the growing emphasis on data privacy, telecom companies in Pakistan prioritize data security measures to protect consumer information and comply with privacy regulations. Ensuring the security and privacy of customer data is a priority. Telecom companies implement robust cybersecurity measures and data protection protocols to safeguard consumer information and comply with regulatory requirements, such as the Data Protection Act.

Many telecom companies engage in CSR initiatives, supporting community development projects, education, healthcare, and environmental sustainability efforts. Many telecom companies actively participate in CSR initiatives. They support various social causes, including education, healthcare, environmental sustainability, and community development

projects, contributing to the well-being of society. Telecom companies in Pakistan focus on cost-efficiency measures while also diversifying revenue streams by offering various services such as broadband, mobile financial services, and content offerings. Telecom firms focus on optimizing operational costs while seeking to diversify revenue streams. Besides traditional voice and data services, companies offer broadband services, mobile financial services, IoT solutions, and content services to broaden revenue sources.

Embracing digital transformation is a priority. Companies in the telecom sector are adopting digital technologies to streamline operations, improve efficiency, and offer innovative services. Embracing digital transformation is crucial for operational efficiency and service innovation. Telecom companies are digitizing their processes, deploying automation, adopting cloud-based services, and utilizing big data analytics to streamline operations and offer personalized service. The telecom industry is continuously evolving, and new strategies and practices might have emerged since my last update. For the most current and detailed insights into the management and leadership practices in Pakistan's telecom sector. These practices collectively contribute to the growth, competitiveness, and innovation within Pakistan's telecom sector, enabling companies to address evolving market demands and technological advancements.

2.3 Ethical Leadership

Greenleaf (2017) states that there are two dimensions of every person working in an organization: in one dimension it can be a leader but, in another dimension, it shall be a ethical. The concept of ethical leadership states that the ethical leader is aware of the needs of their followers, and it serves to fulfill those needs (Spears, 2018). An authoritarian leader shall lead its followers as per its desire, however, in the case of ethical leadership the leader is more inclined towards serving its followers. Wheeler (2020) The ethical leadership style is more suitable in an organization that encourages service, values responsibility at the individual and collective level, promotes relationships to be effective and positive and gives more importance to ethics. The concept of ethical leadership has been studied in different sectors and it is gaining popularity in both business and business sectors. Educational institutions have shown great interest in applying your concept of ethical leadership to the classroom environment. (Parris & Peachey, 2021).

(Bowman, 2004) Argued that the qualities in ethical leadership style can greatly help the student's participation and increase interest in both classroom and their studies. Examination of existing research on ethical leadership reveals that it plays an important role in helping the employees to improve their emotional attachment to their work and organization (Jillian, 2019). An ethical leader identifies the hidden skills and capacities of the followers which leads to the increased strength of the followers. It also strengthens the relationship between followers and the leader. Followers feel positively motivated because of a helpful and considerate connection with a dear leader. When we view the concept of ethical leadership in educational institutions, it increases overall motivation in the academic team (Vandella, 2020). This leads to a joyful and exciting experience of taking on new challenges, finding new solutions due to enhanced satisfaction. An ethical leader establishes a safe and secure environment for their followers which facilitates them to improve their engagement with their work (Samson, 2019).

Conceptual dimensions of ethical leadership can be best viewed in an educational institution environment. In an educational institution, an ethical leader presents himself as being selfless towards others. This leads to enhanced and effective efforts by the followers (Jacqueline, 2022). Based on the above discussion telecom sector have been considered more suitable to analyze the conceptual dimensions of ethical leadership. An important objective of this research project is the exploration of knowledge sharing and exhaustion as bridge mechanisms between ethical leadership and job satisfaction (Usman, 2021). Ethical leaders put their followers' interests first so that they can advance in their careers. An employee's loyalty to a company is determined by the leader's actions (Ramachandran & Krishnan, 2019).

Similarly, employees who can devote themselves to their work benefit their stakeholders. Ethical leader style in companies reduces weariness and irritation since it inspires people to become better members of the organization. The ethical leader is unselfish in his or her efforts to promote the growth and well-being of employees (Barbuto & Wheeler, 2016). Their employees are encouraged to assist others and to share their skills, which improves the organization's success. Another way they help individuals thrive at work is by fostering individual and organizational improvement, which needs capability, enthusiasm, and education. As a role model for his employees, an ethical leader offers guidance and resources in the form of advice, comments, and suggestions (Liden et al., 2018).

To describe the influence of job satisfaction in Pakistan, researchers utilized three distinct ideas. There was the social exchange theory, the social learning theory, and the conservation of resources theory among them (Kenzie, 2020). Managers must comprehend and use these theories' processes to foster a satisfied culture in the job, and they must also utilize ethical leadership's inhibitory mechanism to minimize complexity. Even while job satisfaction and leadership have increased in popularity over the past several years, little research has been conducted on the issue, and many aspects of job satisfaction are still unclear (Acar et al., 2019). Organizations using ethical leadership as a guide attract and retain more innovative, engaged, and dynamic employees than any other type of business. When assessing the study's theoretical importance, information sharing, flourishing at work, and depletion as an intermediary were evaluated (Dexter, 2018).

Fosters reverence for persons, society, and integrity via the distribution of position and authority for the benefit of everyone. Ethical leaders as stewards of the organization are examined in this study (Diperodons, 2021). Ethical leadership is characterized by followers who want to serve as well (Sanjaya et al., 2018). Serving as a manager in today's business climate, according to a new study, is much more pertinent and appropriate compared to other value-laden approaches of leading. The welfare of its employees is more important to some organizations than their executives (Dierendonck, 2021). In addition, several empirical experiences and management science demonstrate the ethical leader's impact on followers' abstract concepts processes (Hunter et al., 2019).

2.3.1 Impact of Fair Decision Making

Impartiality in dealing with employees instills trust in employees, who recognize that their efforts are rewarded with corresponding benefits (Nagrand et al., 2020). Whatever employee believed it was suitable to have access to leadership creates the sensation of having leadership support in whatever activity they began in the interest of the organization (De Simone et al., 2018). At the same time, workers require physical compensation; the psychological benefit of obtaining respect and acknowledgment from leadership assists in the development of organizational citizenship (Kenny et al., 2016). Because of leaders' impartiality in making decisions in responding to employees, there is less friction among workers, and they battle for appreciation based on outputs rather than utilizing gimmicks to obtain leadership attention (Kim et al., 2017). Buriram (2019) various research that

supported the notion that the relationship between an employee and leadership is critical to ensuring quality work.

Because work atmosphere is created around this interaction, the importance of the leader-employee relationship remains a hot issue in many social science studies (Fogarty et al., 2017). Numerous researchers are investigating how this link might expand to promote organizational results (Nasir and Masek, 2015). Leader-Member Exchange Theory expressly recognizes leaders' efforts to coordinate efforts in organizations to promote visions by harmonizing workers' activities (Yang et al., 2019). Leaders' ability to execute the equal principle to employees without being subjective in their interactions with employees must be judged by how people perceived the leader, not by the leaders' appreciation of their activities (Ramos and Almeida, 2017). Leaders and managers in organizations wield authority and serve as a link between top-level leadership and employees; hence, their impact on employees is impacted by their perceived susceptibility to them (Chow et al., 2020). Leaders' fairness in decision making is important for workers' job satisfaction and work atmosphere since promotions, pay increases, job security, and other benefits are distributed to employees based on leader recommendations (Chow et al., 2020).

Modern management methods provide greater emphasis on fairness in dealing with employees when it comes to team creation, putting workers on the front lines, and dealing with other key components of their working capabilities (Aloisio et al., 2021). While fairness of decision making of leaders promotes employee satisfaction during crucial outbreaks, unfairness increases employee fear (Jones et al., 2021). A prior study found that leaders' fairness in decision making promotes job performance and assisting behaviors in employees by instilling a sense of belonging in them (Zhang T. et al., 2021). However, impartiality can motivate certain workers to complete their jobs, whereas employees who feel unfairly treated may lack motivation to perform (Fogarty et al., 2017). The reliability of leaders' evaluations contributes to their fairness in decision making (Nasir and Masek, 2015); yet being fair does not imply that leaders' actions should not have a negative influence on employees (Kim et al., 2017). It is necessary for leaders' choices or actions to have objective justifications explaining why a specific outcome is not favorable to certain groups of workers; this avoids the expression of negative feelings that impact employees and cause them to wonder why (Aloisio et al., 2021).

According to Crianza et al. (2017), the idea of fairness in decision making is often determined by a person's sense of justice and the consequences of that experience. Individuals conform to what they believe to be morally and ethically correct. As a result, they propose that managers must understand what their employees think to be true. Most managers fail to do so, assuming instead that their employees are primarily concerned with results. According to Greenberg (2017), it was Folger (2018) who revealed that workers reacted to unfair practices as well as inequitable outcomes. Folger shown, according to Greenberg (2017), that workers should be given the option to influence procedural decisions that affect them. According to Moorman et al. (2020), fair treatment and processes may be the key to promoting Organizational Citizenship behaviors. According to Moorman et al. (2020), fairness and fair treatment in decision making might entail devotion to workers' work, preventing conflicts with other employees, notifying before taking measures, and abstaining from complaining about the organization. Managers should communicate the repercussions of choices with employees and treat them with decency, allowing their voices to be heard and contributing to an organization's performance potential. According to Wilson et al. (2018), to provide high-quality service, a corporation should prioritize recruitment and hiring. The organization should compete for the best employees and strive to be the preferred employer.

2.3.2 Accountability

Accountability, according to Frink and Klimoski (2018), is the most essential aspect in organizing and organizations, however, it is the most understudied and under-conceptualized factor. Managers who embrace self-managed work teams must have a greater understanding of accountability, because one fundamental characteristic of self-management is that workers execute functions normally handled by managers and are held accountable for how well their units operate. In self-managed work teams, the emphasis switches from aiming to accomplish one's job effectively to being personally accountable for the unit's success. In certain circumstances, workers may perform activities traditionally handled by managers, such as developing production schedules or selecting personnel (Maxwell, 2020). In other cases, workers' jobs may not alter, but leaders are no longer monitoring their performance and behavior. However, responsibility improves in either instance since the layer of management between workers executives, and consumers is removed (Farhad, 2019).

Workers monitor and report on their performance. Similarly, the number of duties may increase or decrease. Taking on responsibilities formerly completed by managers may result in the decrease or removal of jobs previously completed by workers (Melissa, 2019). Of course, the degree of perceived accountability will vary depending on how self-management is defined and implemented in each organization. Accountability has been defined as the extent to which behaviors are examined by an external constituency with reward and penalty powers depending on the judgement of those actions (Frink and Kalinowski, 2018). A worker's actions may include performance techniques or outcomes. The concept that others will know how one does to judge performance is inherent in this thinking. People are impacted by the possibility of examination and criticism, according to Ferris and others, (2017). Accountability sources include organizational structures such as formal reporting connections, performance assessments, personnel manuals, and group norms (Jasmine, 2018).

Accountability leads to beneficial organizational outcomes such as improved performance, accuracy, and attention. Individuals who were held accountable to their leaders for their performance were more likely to be high achievers, acquire more accuracy, and be more responsive to the needs of others, according to research (Fandt, 2020). Workers are frequently held accountable to various constituencies, according to theorists (Smither, and Adsit, 2021). Depending on the constituency, the accountability obligation may have varied implications. Work may be more motivating for a person who feels accountable to coworkers as well as a boss because feedback on his or her performance may come from many more sources. According to Frink and Kalinowski (2018), when responsibility is raised, managers and coworkers may consider a variety of secondary goals. These secondary outcomes are the implications of strong responsibility for workers and include, to mention a few, subjective sentiments, quid pro quo agreements, prizes, and performance ratings. According to Simonson and Nye (2022), the desire to get good evaluations and avoid criticism drives accountability effects in decision-making.

Accountability is the acceptance of responsibility for one's actions and decisions, and it is vital for developing trust and a healthy work culture. Employees who are held accountable feel a feeling of ownership and devotion to their work, which may have a substantial influence on their job satisfaction and overall performance (Carnevale, 2020). As a result, accountability is an important part of any workplace, and it plays an important role in improving employee morale and job satisfaction. In today's column, we'll look at how

accountability may boost employee morale and job satisfaction, as well as how managers can foster an accountability culture in the workplace (London, 2019).

2.3.3 Integrity Focus

Integrity focus refers to the trait of being truthful and having strong moral beliefs. Several definitions of integrity have been established in the literature, including Carter (2018), who emphasized that a person with an integrity focus is generally honest, but an honest person may have minimal integrity due to the demands of integrity being larger than the needs of honesty. Carter (2018) also stated that "integrity entails three steps: discerning what is right and wrong, acting on what you have discerned, even at personal cost, and openly admitting that you are acting on your understanding of right and wrong." Integrity is also described as "a moral judgement upon an act, as well as a judgement upon the character or selfhood of the one doing the act" (Dewey and Tufts, 2022). The Malaysian National Integrity Plan (Handbook 2021) defines integrity as a trait of excellence displayed in persons and organizations comprehensively and integrally.

Employees must adhere to competency values, be committed to addressing and eliminating corruption, increasing the efficiency and effectiveness of organizations, both public and private, as well as family units, and, finally, improving social welfare and quality of life (Bonaparte, 2019). Thus, integrity is the quality of being truthful and exercising sound moral judgement, whether as an individual or as a public servant, to prevent unethical behaviors such as corruption, fraud, and other illegal activities (Harver, 2018). Research undertaken by Haberfeld (2020) indicated that the corruption of individual police personnel mirrors their moral fault. They also emphasized that integrity focus includes significant findings that the qualities of a working culture encourage personnel to tolerate certain sorts of wrongdoing, such as preventing a colleague from reporting unethical behavior.

Integrity focus is seen as a critical component in the creation of an ethical code. A written code of ethics informs a person about what the organization's expectations are in terms of obligations and integrity of conduct. According to Solomon and Hanson (2022), a code of ethics is crucial because it gives apparent rules, stability, and a point of focus for everyone in the organization. Codes of ethics, according to Woods (2019), play a crucial role in ensuring that public employees conduct with honesty, trust, respect, and fairness. Employees cannot be expected to understand how their activities can harm their integrity values and the

organization's reputation if codes of ethics do not encompass the whole scope of an organization's operations and fail to represent the organization's primary goal. Instead, codes of ethics are designed to demonstrate an organization's commitment to fostering ethical behavior, acting as part of a socialization process aimed at ensuring the highest standards of behavior to affect the workers' integrity focus (Somers, 2021).

According to academics, organizations that have developed codes of ethics have aided in the simplification of ethical decision-making for their employees, leading in positive work attitudes and maybe higher levels of integrity commitment (Somers, 2021). The capacity of all persons to exercise their constitutional rights without fear of retribution is the most crucial component of a functioning democratic government (Stephen, 2017). To adequately fulfil its job, the police department, as one of the pillars of the criminal justice system, must strive to gain public trust. Only when police officers carry out their jobs with fairness, equity, professionalism, and discipline can the public have faith in them. By adhering to the necessary behaviors and principles, public personnel will build their ethical culture and contribute to increased trust in the public sector's integrity (Wood, 2020). There is a link between ethical rules and employees' integrity-focused behavior, according to Murphy, Smith, and Daley (2022). Employees who replied to organizations with formal codes of ethics were more aware of wrongdoings, according to the study's findings, than those who responded to organizations without clear codes of ethics.

2.4 Self Efficiency

Self-efficiency has been referred to as an attitude of organizational staff which is positive, manageable and result oriented (van Dierendonck, 2011). Scholars and researchers have witnessed that the workers who are more engaged with their work show an energetic aptitude, strong commitment to their work and deep involvement in the task assigned. (Schaufeli et al., 2016). A worker who is more engaged shows an energized connection with the work and this energy boosts Up its surrounding environment as well. This gives the employee a sense of more importance in the task being performed. Self-efficiency leads to absorption at employee level, which means that the employee is more focused and attached to the work. (Bakker et al., 2014).

Self-efficiency also leads to a better attitude towards work, Individual happiness, and Behavioral improvement where employees help each other thus leading to an overall

improved performance (Christian et al., 2011; Halbesleben, 2010). Employees who are more engaged have been found to be hard working and more involved in their work. (Shkoder and Kimura, 2020). Organizations which provide services consider self-efficiency more important because a more engaged employee shows higher performance in the organization (Huertas-Valdivia et al., 2018). Self-efficiency is considered a mind state which can be witnessed by vigor, absorption, and commitment (Schaufeli et al., 2019). Due to global employee crises 87% of people in the world did not engage in work. (Guo, J., Qiu, Y. & Gan, Y.2020).

The teaching faculty engagement in work is important for quality teaching and research in higher education. The researchers have studied the effect and outcome of self-efficiency. The high level of engagement in work has been shown by institutions who have research degrees Rewards and encouragement from the leader can increase the employee self-efficiency. It increases the academic research publication in journals having a good impact factor. Academic staff contribution, success and high performance depend on their self-efficiency (Nielsen *et al.*, 2017). The competent and experienced academic staff cannot be replaced easily. They are an important source of progress for universities. Engaged employees show higher levels of sincerity, mental and emotional commitment to their organizations. The educational success and progress of students and institutions mainly depend upon the engagement of academic staff. The research work increased by teaching staff. (Christensen et al., 2020).

Higher education institutions develop satisfaction due to highly committed staff engaged in work and preparing students for an uncertain and difficult world of work. It is very important to know the difference between teaching satisfied and teaching for satisfaction. Job satisfaction is an interesting imaginative learning process, whereas teaching for satisfaction is to develop young people's own satisfied thinking. Satisfaction comes through the learning process and thinking about extra time. Adult learners join higher education studies with a variety of needs and skills. The learning process for the adult student can be improved by training programs, adopting new technologies, research in libraries and by mentorship (Wright, 2007).

2.5 Job Satisfaction

Job satisfaction refers to the sense that people get from their jobs. Job satisfaction may be defined as the key motivator for a person's desire to work (Kenny et al., 2016). Though job happiness is universally impacted by factors such as abilities, job, and length, research reveal that absolute contentment is a personal matter (Khomami, 2018). Individual satisfaction perception is why people who receive less material and monetary value for their efforts feel more delighted than others who receive more physical recompense. However, in quantitative terms, work satisfaction is mostly assessed using physical characteristics (Pung et al., 2017). Satisfaction at work has emerged as a critical problem in organizational success, motivating numerous academics to develop methods for measuring and improving employee satisfaction. Notable works include Spector's in 1985, Singh and others in 1996, and Bolton's in 1997. These three researchers agreed that leaders have a critical role in determining work satisfaction; hence, leader responsibilities are woven throughout all of the indicators they developed to assess the issue (Ramos and Almeida, 2017). Employees that are satisfied provide quality services by going above and beyond their necessary work performance and assisting behavior (Dirlam and Zheng, 2017). Job satisfaction, as defined by Woodman et al in (2020) is the creation of a useful, valuable, and innovative product, or an idea related to Service, or procedure/process by team members working together in a complex system. Satisfaction's value lies in the organizational ability to nurture innovative and suitable ideas with an intention to increase the efficiencies of the organization leading the solution to complex problems and enhancing the organizational effectiveness. (Jeffrey 2018).

Satisfaction as per (Amabile 1998) consists of three ingredients. These are Personal Satisfied thinking skills, Personal Expertise and Personal Motivation. Leadership behavior, as per organizational scholars, has been found to be the most important sign indicating organizational satisfaction. (Epitope, 2015). Literature provides many definitions of satisfaction, and most of them focus on a beneficial newness, which can be used, and which brings value for the organization, the products of the organization or its services. (Oldham and Cummings, 2019). Smith, (2018) defined satisfaction with reference to differences, possibilities, and the new idea origination. Satisfaction is using a different approach than the usual routine. Due to these subjective characteristics of satisfaction, it is still difficult to measure it. Satisfaction ultimately adds enough value to the products and services of an entity, so it is satisfaction which establishes the market position of a firm. (Oldham 2021).

Simply we can say that satisfaction is observed when a task is performed in a different way as compared to customary rules.

Summing up the above discussion, it can be said that satisfaction is a mind-based human process, too practically it is very difficult to explain the concept of satisfaction in one theory. Patterson et al. (2020) suggested, Pakistan is about to enter an era which is going to be very conducive for satisfaction. It can be argued that satisfaction can be a solution for many of prevailing problems in Pakistan. Contrary to that, Rogers (2018) found that satisfaction leads to disturbance and stress/conflicts. Thorne (2021) suggested it's only satisfaction that leads to innovation. Patterson et al. (2018) highlighted a serious issue that society cannot become gradually unstable if the leaders in society are not satisfied. A job is considered satisfying if it provides the workforce with all those opportunities which can help them to develop unique ideas and perform the tasks in an innovative way. (Martens, 2021). (Sun, Zhao, and Chen 2011) Shared that implies working in a satisfying job can successfully develop understanding about their work and they can use their satisfied abilities and capacity to solve the problems more efficiently.

An Organization's environment for innovation shall be considered productive; it provides opportunities for development and innovation. According to Chiou (2021), teachers are more influenced towards satisfied performance if their organization provides a satisfied working environment. So, it is established that the organization's performance is largely affected by the satisfied climate for working. (Carmela and Schaubroeck, 2017). Research proves that innovation is led by satisfaction. (Anderson et al., 2022). Available research explores the determinants of satisfaction and explains the importance of self-perceived interruption in addition to real blockades because of perceptions effective behavior (Groth & Peters, 2019).

The first factor of satisfaction is the person's knowledge; it may be technological or procedural. Expertise means that a person is skilled in the given field and has knowledge of it. The expertise can be a practical education or formal. The second factor is satisfied thinking skills (Landry 2021),. This leads people to find problems and triggers their ability to use prevailing ideas involving new methods. Individual personal traits are a prime factor to determine a person's ability if such a person can or cannot be a satisfied thinker. Blending Knowledge from different fields may help increase satisfied thinking ability. Existing research on satisfied thinking shows that satisfaction in the field of higher education can be enhanced by institutional, environmental, and cultural Factors. Such enhancing conditions

May include the group working, international and cross-cultural exchange programs, allocating adequate time and resources and a culture that encourages both risk taking and failures (Tepper 2017).

Individuals who are satisfied proved to be beneficial for the whole society, because they have a higher degree of mental sensibility and emotional satisfaction. Satisfaction brings comfort, safety, happiness, and rewards to human life (Markus, 2020). It's not only the organizations which need satisfaction but the public and society need satisfaction for enhanced amenities of life. Creating satisfaction helps to increase the progress at the country level and the coming generations get a secure future due to the satisfaction (Granger, 2021). Satisfaction is imperative for all sectors, especially the economic growth and development of Pakistan. Frequent training programs can increase the capacity of organizational staff to be more satisfied (Natalie, 2019). Once the organizational employees have learned to be satisfied, they are able to respond to opportunities and tackle the problems in a futuristic way. All that is needed for the organizations is to strongly encourage and support the employees to come up with their satisfied ideas Rather than trying to control in a bureaucratic manner. (Tanveer, M., & Hassan, S. 2020).

2.6 Theoretical Framework

This research investigates the connection between ethical leadership and job satisfaction in the telecommunications sector of Pakistan. It specifically delves into how self-efficacy, a personal belief in one's capabilities to accomplish tasks and goals, might act as a mediator in this relationship. The goal of this study is to comprehensively analyze and understand how ethical leadership attributes (fair decision making, accountability, integrity focus) relate to job satisfaction in the context of the telecom industry in Pakistan. Additionally, it aims to explore the potential role of self-efficacy in mediating this relationship, contributing insights into the mechanisms through which ethical leadership impacts job satisfaction. By examining these variables and their interplay, the study seeks to provide valuable insights for organizations and leaders in the telecommunications sector, potentially offering guidance on fostering job satisfaction through ethical leadership practices and the cultivation of self-efficacy among employees.

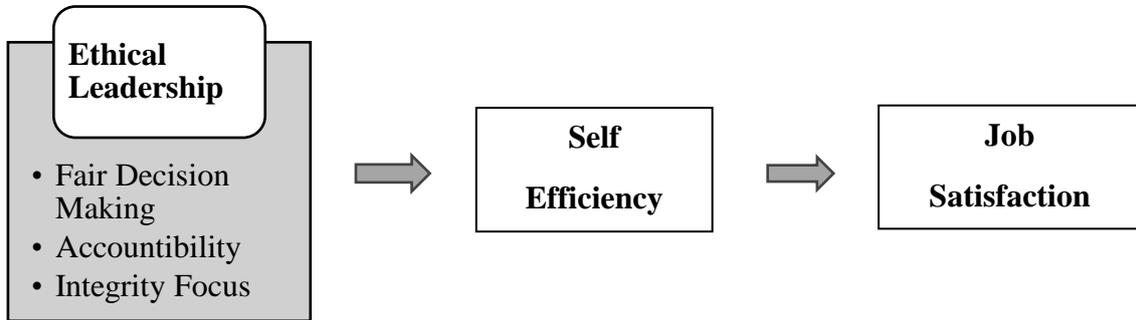
2.6.1 Social Learning Theory

Social learning theory was proposed by Albert Bandura in 1977 after his experimental findings reinforce him in the “Bobo doll experiment”. According to this theory individuals can gain some new useful knowledge by noticing the conduct or other individual’s actions or models. Most human behavior is influenced by human learning and behavior by observation, imitation, and modelling. Then they impersonate what they have observed. Social Learning Theory has four steps.

People learn when they pay attention to actions or behaviors. It should catch the individual's eye and should be a typical action to notice. It is how well the action or behaviors of a model is remembered. It is the capacity to execute the model's conduct. Individuals are more roused to duplicate the conduct if that conduct is supported by reward.

A major feature of social learning theory is its flexibility in describing how changes in a person's environment may affect their behavior or learning. In addition, the social learning theory allows for multiple learning methods to be used. Observation and direct experience are two ways to learn. When it comes to responsibility, this notion falls short. The idea believes that a person's behavior and actions are dictated by society, rather than by how he or she handles or processes information. A social learning theory provides the direction to achieve success in the leadership role. Social theory is related to the societal behavior of an individual in society.

2.6 Conceptual Framework



2.7 Hypothesis

H1: Fair decision making has a significant impact on job satisfaction.

H2: Accountability has a significant impact on job satisfaction.

H3: Integrity focus has a significant impact on job satisfaction.

H3: Self-efficiency positively mediates a positive relationship between ethical leadership and job satisfaction.

Chapter 3

Research Methodology

3.1 Introduction

Research methodology is defined as a systematic and scientific way of finding the facts and exploring new dimensions. (Rajasekar et. al. 2016). It is the search for useful and new information on a specific topic that you have chosen. The research methodology aims to prove the facts that have been stated already. The research is done with the help of study, observation, experiments, comparison, reasoning, analysis, etc. This whole study has been conducted to study the Nexus of ethical leadership and job satisfaction with the mediating role of self-efficacy (A study of the telecom sector of Pakistan). The research philosophy will be discussed first, and the methods of data collection will be analyzed and discussed later. This study aims to explore the ethical leadership in the telecom sector of Pakistan, and how ethical leaders develop self-efficiency and lead towards job satisfaction in employees by engaging them in work and preparing them to compete in the complex work environment and accomplish the goal of the telecom company.

3.2 Research Philosophy

To understand the nature and evolution of knowledge regarding how data is collected, processed, and used, philosophy is employed in research. As a result of this investigation, epistemology is the relevant research philosophy. When it comes to facts and statistics, epistemology is primarily concerned with asking questions about the appropriate level of knowledge in a certain subject. Through rigorous testing, it determines the appropriate level of expertise in the subject of study and the validity of the material (Norris, 2019). According to the positivist philosophy utilized in this study, research questions are developed first, and then relevant data is used to progress the research. To verify a theory and make measurements against established knowledge, positivism is necessary. With this approach, researchers produce results that can be reproduced and used by others. It focuses on the study's quantitative outcomes. Some hypotheses can be tested and explained in this research; therefore, positivism is appropriate in this context.

3.3 Research Approach

The study has adopted a positivist paradigm to maintain objectivity, employing quantitative research methodology. Specifically, this study follows a deductive research approach. This deductive approach initiates by crafting hypotheses based on existing literature and subsequently designing research strategies to both establish and evaluate these hypotheses. Researchers extensively gather and analyze data and information from literature to either corroborate or refute the proposed hypotheses (Jonker & Pennink, 2010). In essence, the deductive approach begins with theory development, hypothesis formulation, and the subsequent observation derived from the collected data. This study adopts a cross-sectional nature and confines itself to the positivism philosophy, a commonly utilized approach by many researchers in recent times. In Pakistani telecom sector, this study was based on research questions that sought to determine the influence of ethical leadership on job satisfaction, using job engagement as a mediating factor; The research topic was answered through collecting data and analyzing the results.

3.4 Research Design

Mackey and Gass (2015) define research design as the critical mechanism for managing data collection, estimation, and analysis. According to Flick (2015), a research design is a comprehensive plan that demonstrates the specialist's methods and strategies for acquiring and examining critical data. To accomplish the examination objectives, a positive technique was used for this evaluation. Subjective and quantitative methodologies can be used to guide exploration (Kumar, 2019). Because this study is based on quantifiable data, it was designed as a cross-sectional outline using a quantitative technique. Furthermore, a quantitative approach is employed. Gathering and examining mathematical facts and plans to quantify relationships, sentiments, methods of acting, or designs are examples of quantitative inquiry. For this study a descriptive research design was used to find the impact of ethical leadership on job satisfaction with mediating effect of self-efficiency. This strategy is suited for this investigation since it considers the collection of organized data to quantify clear characteristics and break down examples or relationships within the data. In general, this investigation is planned with the specific goal of gathering and dissecting material utilizing a quantitative technique through a cross-sectional review configuration, aligning with the positivist way of thinking of seeking discernible and measurable differences.

3.4 Research Strategy

A research strategy establishes a structured plan and guidance for conducting a study. In this study, a Survey research design has been implemented. Surveys employ the technique of questionnaires to gather data concerning the practices, circumstances, and perspectives of individuals. The primary aim of this study is to collect information on the literature topic and analyze the gathered data to draw conclusions. Subsequently, quantitative analytical techniques have been applied to infer and evaluate the proposed relationships (McCusker & Gunaydin, 2015). The primary objective of this study is to gather information related to the literature topic being investigated. Researchers aim to collect data through the survey method and then analyze this gathered information thoroughly. The analysis process involves examining the data for patterns, correlations, or relationships between variables studied in the research. After collecting and analyzing the data, quantitative analytical techniques are applied. These techniques help researchers draw inferences and conclusions regarding the proposed relationships among the variables under investigation. Quantitative analysis involves using statistical tools and methods to interpret the data and determine the strength or significance of relationships between variables.

3.5 Unit of Analysis

In this study data was collected from the 4 telecom companies (Including, Jazz, Zong, Telenor and PTCL) operating in capital city of Pakistan.

3.6 Target Population

Target population is the telecom sector of Pakistan, more specifically operating in capital of Pakistan. Target population size was 650 employees from the 4 companies of telecom sector (Including, Jazz, Zong, Telenor and PTCL).

3.7 Sampling

The Morgan table is used for calculating sample size. The sample size is 242 respondents from the 4 companies of telecom sector (Including, Jazz, Zong, Telenor and PTCL).

3.9 Sampling Technique

Data collection in this study utilized a simple random sampling method, gathering responses from employees through an adopted questionnaire. The simple random sampling technique is widely acknowledged as a popular method for selecting a sample from a population for various purposes. This method ensures that each member of the population has an equal chance of being chosen as part of the sample. Consequently, data was gathered from 242 employees employed in from the 4 companies of telecom sector (Including, Jazz, Zong, Telenor and PTCL), applying this simple random sampling approach.

3.8 Measurement/Scale Used

The study used a five-point Likert scale, which allows the researcher to easily analyze the data through comparisons and indicate how negatively or favorably a responder was disposed to the questionnaire part (Johns, 2010). Each variable of the study was measured using the five-point Likert scale. Range is from 1 to 5. Where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. (Sounders, Lewis, & Thornhill, 2016).

3.9 Research Instrument

To analyze the Nexus of ethical leadership and job satisfaction with mediating role of self-efficacy (A study of telecom sector of Pakistan). The first-hand source data is collected through structured questionnaire. The questionnaire was adaptive from Rohama Othman, ET., AL Influence of job satisfaction and codes of ethics on integrity among police officers *Procedia - Social and Behavioral Sciences* 145 (2014) 266 – 276.

3.10 Data Collection Tool

After adapting the questionnaires, it was further simplified for the ease of respondents to get accurate and reliable responses. Factor of vagueness has been eliminated by simplifying the questionnaire (Flick, 2015). A systematic questionnaire was distributed to respondents working in telecom sector of Pakistan to collect data. The researcher disseminated surveys online using "Google Docs" and collected data on a personal basis, according to the study. For the study's appropriate results and conclusions, the questionnaire data has been correctly synced. In 25 days, 242 questionnaires were received. There were no missing replies in any of the surveys that were returned. Using IBM SPSS

statistics 25, 242 valid replies were obtained and evaluated.

3.11 Data Analysis Techniques

Once the data has been collected, several tests are used to finish the data analysis method (Kumar, 2019). Variables such as Job satisfaction (dependent variable), Fair Decision Making, Accountability, Integrity focus and self-efficiency (independent variable), and self-efficiency (mediator variable) have been analyzed using SPSS software's regression and correlation analyses (dependent variable). Globally, statistical techniques (regression and correlation) are frequently utilized for data analysis since they are extremely trustworthy and valid instruments. Correlation analysis, regression, reliability/validity, and mediation influence of variables were utilized to get the conclusion.

3.11.1 Correlation Analysis

Correlation analysis is a statistical tool that showcases the magnitude and direction of the relationship between two or more variables.

3.11.2 Regression Analysis

Relapse research is an empirical tool used to illustrate the extent of the connection or relationship between two or more components.

Chapter 4

Result & Analysis

4.1 Introduction

This chapter outlines the methodologies and tools employed in the comprehensive study. The research outcomes underwent recording and analysis utilizing SPSS software. Within this chapter, the reliability and validity of research models including frequency distribution, regression analysis, and correlation are affirmed and validated.

This study delves into examining the correlation between ethical leadership and job satisfaction while considering the mediating influence of self-efficacy. Specifically, the investigation involves one dependent variable (job satisfaction), three independent variables representing facets of ethical leadership (Fair Decision Making, Accountability, Focus of Integrity), and one mediator (self-efficacy). The study focuses on the telecom sector in Pakistan. To accomplish this, the researchers conducted an in-depth analysis using various statistical methods such as frequency distribution, regression analysis, and correlation. The chapter dedicated to this study outlines the methodologies and tools used to collect, record, and analyze the data, employing SPSS software for comprehensive analysis. By examining the relationship between ethical leadership qualities and job satisfaction while considering self-efficacy as a mediating factor, the study aims to provide valuable insights into how these elements interrelate within the telecom sector of Pakistan.

4.2 Demographic Description

The researcher collected data from employees working in telecom companies such as Jazz, PTCL, and Telenor. This data was then categorized under various demographic headings, including gender, age, education level, and experience. The researcher created a table presenting the breakdown of faculty members within these demographics. For example:

- Gender: Showing the number of male and female faculty members.
- Age: Displaying the distribution across different age groups.
- Education Level: Illustrating the educational backgrounds of the faculty members.
- Experience: Presenting the distribution of faculty members based on their years of experience in the telecom industry.

Among the total of 242 individuals surveyed, these faculty members, grouped by their demographic characteristics, participated in responding to the questionnaire. This approach helped in analyzing the responses based on specific demographics, providing a comprehensive understanding of the data collected from employees of telecom companies.

Table 1

| Demographics | | Frequencies |
|--------------------------------|----------------|--------------------|
| Gender | Male | 170 |
| | Female | 72 |
| Education level | Bachelors | 60 |
| | Masters | 186 |
| | PhD | 6 |
| Professional Experience | 0-5 years | 56 |
| | 6-10 years | 96 |
| | 11-15 years | 39 |
| | 15-20 years | 27 |
| | Above 20 years | 24 |
| Company | Telenor | 89 |
| | Jazz | 62 |
| | PTCL | 92 |

By examining these demographics together, it's possible to draw various conclusions or further analyze the relationships between different categories. For instance:

- There are more males (170) than females (72) in the dataset.
- Most individuals have a master's degree (186), followed by those with a bachelor's degree (60) and a smaller number holding a PhD (6).
- In terms of professional experience, the highest number of individuals fall within the 6-10 years bracket (96), followed by those with 0-5 years (56).

- Among different companies, PTCL has the highest representation (92), followed closely by Telenor (89) and then Jazz (62).

Understanding these demographics helps in making informed decisions, targeting specific groups for various purposes (like marketing, hiring, etc.), or identifying trends and patterns within the population being studied.

4.3 Reliability Test

The reliability test was used to evaluate the validity and completeness of questionnaire questions for each study variable. Cronbach's alpha values are classified into four groups, according to Chang (2017). Low dependability is indicated by an alpha value of at least 0.9, 0.7-0.9, 0.50-0.70, or less than 0.50. Cronbach's alpha is a measure of internal consistency reliability that is used in research to analyze the consistency of questionnaire or survey responses. The writer discusses dependability statistics in the statement presented, concentrating on Cronbach's alpha values acquired in research. These scores are frequently between 0.7 and 0.9, suggesting a high level of consistency across the questionnaire questions and the dependability of the respondents' replies.

Table 2

| Variables | Sample size | items | Cronbach's Alpha | Reliability |
|-----------------------------|--------------------|--------------|-------------------------|--------------------|
| Fair Decision Making | 242 | 4 | 0.817 | High |
| Accountability | 242 | 4 | 0.860 | High |
| Integrity Focus | 242 | 4 | 0.866 | High |
| Self-efficiency | 242 | 4 | 0.721 | High |
| Job Satisfaction | 242 | 4 | 0.811 | High |

According to dependability statistics, Cronbach's alpha values are satisfactory for this study. The inclusion of a Likert scale, which is a regularly used instrument for evaluating attitudes or views in surveys, shows that this scale was used in the questionnaire and achieved a high Cronbach's alpha score. A high Cronbach's alpha score for a Likert scale indicates that the survey items were coherent and reliably measured what they were supposed to evaluate. As a result, a high Cronbach's alpha score suggests that the questionnaire employed in the study is regarded reliable, trustworthy, and devoid of ambiguity in interpreting the participants' replies.

4.4 Correlation Analysis

The connection between two variables is measured via correlation. A correlation value can vary between -1 and +1. A positive correlation close to +1 indicates that the variables have a significant positive association. In this example, all three components (Fair Decision Making, Accountability, and Integrity Focus) have a correlation value of more than 0.5 (which is more than half of the greatest attainable positive correlation, i.e., 1). This suggests that there is a significant positive association between each of these parameters and work satisfaction in the telecom industry.

Table 3

| | | Fair Decision Making | Accountability | Integrity Focus | Job Satisfaction |
|---|---------------------|-----------------------------|-----------------------|------------------------|-------------------------|
| Fair Decision Making | Pearson Correlation | 1 | | | |
| | Sig. (2-tailed) | | | | |
| | N | 242 | | | |
| Accountability | Pearson Correlation | .832** | 1 | | |
| | Sig. (2-tailed) | .000 | | | |
| | N | 242 | 242 | | |
| Integrity Focus | Pearson Correlation | .749** | .858** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | | |
| | N | 242 | 242 | | |
| Job Satisfaction | Pearson Correlation | .569** | .536** | .571** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 242 | 242 | 242 | 242 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | |

According to a data table, the phrase alludes to connections between specific factors—Fair Decision Making, Accountability, and Focus on Integrity—and work satisfaction in the Pakistan telecom business.

Fair Decision Making and Job Satisfaction: The correlation coefficient between Fair Decision Making and job satisfaction is $.569^{**}$. This correlation value is greater than 0.5, indicating a moderately strong positive relationship between the fairness of decision-making processes within the telecom sector and the level of job satisfaction among employees. This suggests that as fairness in decision-making increases, job satisfaction tends to increase as well.

Accountability and Job Satisfaction: The correlation between Accountability and job satisfaction is $.536^{**}$. Like Fair Decision Making, this correlation also exceeds 0.5, suggesting a substantial positive relationship between the level of accountability within the sector and employee job satisfaction. When accountability is higher, job satisfaction tends to be higher too.

Integrity focus and Job Satisfaction: The correlation coefficient between Integrity focus and job satisfaction is $.571^{**}$. Once again, this correlation value is greater than 0.5, indicating a significant positive relationship between the emphasis on integrity within the telecom sector and the level of job satisfaction among its employees. When there is a strong focus on integrity, it tends to be associated with higher levels of job satisfaction.

4.5 Regression

Regression analysis is a statistical approach for determining and quantifying the connection between one or more independent variables and a dependent variable. It is useful in analyzing how changes in the independent variables impact the dependent variable in numerous domains. In this research regression analysis is used to analyze the impact of Fair Decision Making, Accountability, Integrity focus (independent variables) job satisfaction (dependent variable). Regression assists in understanding the degree, direction, and relevance of these associations by analyzing historical data, allowing for predictions or informed decision-making based on the observed connections between variables.

Table 4

| Model Summary | | | | |
|----------------------|-------------------------|-----------------|--------------------------|-----------------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .592^a | .496 | .4491 | .3278 |

a. Predictors: (Constant), Fair Decision Making, Accountability, Focus of Integrity, and self-efficiency

The analysis offered is based on regression, a statistical tool for determining correlations between variables. The model is examining how three aspects (Fair Decision Making, Accountability, and Focus of Integrity) connect to Job satisfaction, which is the dependent variable in this scenario. The R-value of 0.592 indicates a substantial relationship between the independent factors and job satisfaction. A higher R-value suggests a stronger association. In this situation, 0.592 implies a significant relationship between these parameters and job satisfaction. The R-square score of 0.496 (or 49.6% when converted to a percentage) indicates that the combined effect of Fair Decision Making, Accountability, and Integrity focus can explain roughly 49.6% of the variability in job satisfaction. This percentage indicates how effectively these variables explain for variations in job satisfaction. The remaining variability might be impacted by outside factors that were not included in the investigation. These external elements may have an impact on work satisfaction but are not directly accounted for in the study, implying that factors other than Fair Decision Making, Accountability, and Integrity focus (such as external events, organizational changes, or individual differences) may also have an impact on work satisfaction. Ultimately, this approach aids in understanding the amount to which the elements contribute to job satisfaction and acknowledges the potential of other external effects that contribute to variances in job satisfaction beyond the variables studied.

4.6 Anova

Table 5

| Model | | Sum of Squares | DF | Mean Square | F | Sig. |
|--------------|------------|-----------------------|-----------|--------------------|----------|--------------------|
| 1 | Regression | 60.467 | 4 | 15.117 | 26.652 | <.001 ^b |
| | Residual | 15.476 | 236 | .407 | | |
| | Total | 75.943 | 240 | | | |

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Fair Decision Making, Accountability, Focus of Integrity

The ANOVA table shows the overall significance of the regression model. Two requirements must be satisfied for the regression model to be declared significant: The F-value is a measure of the model's variance explained versus the variance not explained. A higher F-value shows that the model-explained variance is greater than the unexplained variation. If the F-value is larger than 4 ($F > 4$), it indicates that the model's explanatory power is moderate. The F-test's statistical significance is determined using the p-value. A p-value less than 0.05 ($p < 0.05$) often implies that the results are statistically significant, implying that the observed link between variables did not happen by accident. When both requirements are met—having an F-value more than 4 and a p-value less than 0.05—it shows that the regression model explains a significant amount of variance and that the relationship between the variables (as represented by the model) is unlikely to be attributable to random chance. As a result of achieving these requirements, we may conclude that the total regression model is statistically significant. This indicates that the model gives useful insights into the connection between the dependent and independent variables being studied and may be trusted to make predictions or draw conclusions within the given context.

4.7 Mediation Impact

Table 6

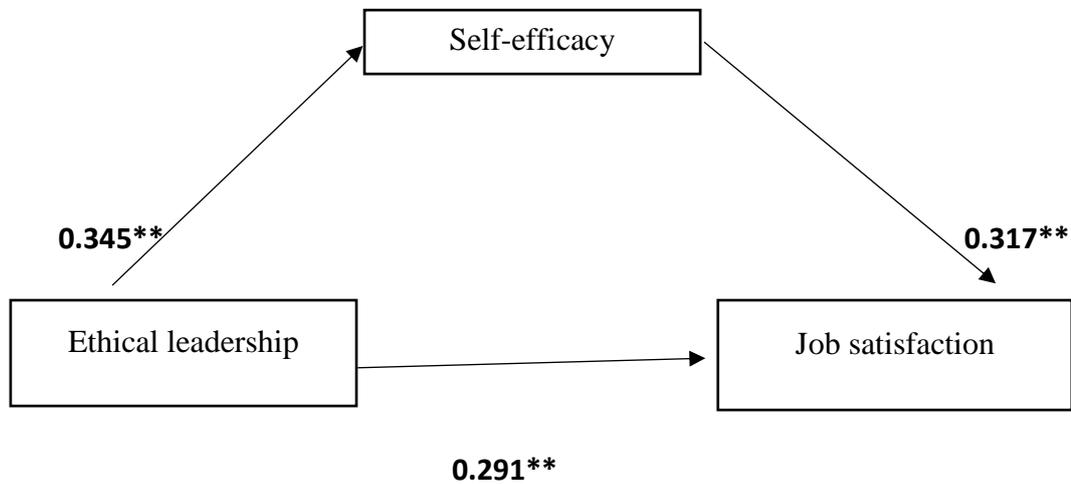
The impact of ethical leadership on job satisfaction with the mediating role of self-efficiency; (A study of telecom sector of Pakistan)

| IV | Effect mediator on ethical leadership | Effect of mediator on Job satisfaction | Direct Effect | Total Effect | Bootstrapping result for indirect effects | |
|--------------------|---------------------------------------|--|---------------|--------------|---|-----------|
| | | | | | LL 95% CI | UL 95% CI |
| Ethical Leadership | 0.345*** | 0.317 | 0.291*** | 0.3323*** | 0.0168 | 0.1335 |

IV= independent variable, ethical leadership = mediator, self-efficiency= dependent variable, job satisfaction= lower limit, UL = upper limit, CI= confidence interval.

^a n = 300.

* $p < .05$; ** $p < .01$; *** $p < .001$;



Note: * $p < .05$, ** $p < .01$, *** $p < .001$

The information offered focuses on completing a mediation and moderation analysis to comprehend the link between ethical leadership, work satisfaction, and the function of self-efficacy as a mediator in this relationship. Mediation analysis explores the mechanism through which one variable influence another via an intermediary variable. In this context, self-efficacy is studied as a mediator, meaning it might explain how ethical leadership impacts job satisfaction.

The mediational analysis was conducted by using the bootstrapping method presented by Preacher and Hayes (2008). Bootstrapping is a nonparametric method that generates an estimate of the indirect effect including a 95% confidence interval. When zero is not in the confidence interval it means that the indirect effect is significantly different from zero at $p < 0.05$ (two-tailed). The bootstrapping method allows the researcher to avoid shortcomings of the earlier stepwise approach for testing mediation (Hayes, 2008). Furthermore, a better estimate can be drawn with the bootstrapping method because of its resampling with the replacement approach.

1. The reported coefficient values (0.345, 0.317, and 0.291) correspond to different paths within the mediation model.
2. These values are statistically significant (as denoted by the p-values being less than 0.000), suggesting a strong relationship between the variables examined.
3. The analysis indicates that self-efficacy (or self-efficiency as mentioned in the original text) plays a mediating role in the relationship between ethical leadership and job satisfaction.
4. Furthermore, it's noted that while self-efficacy mediates this relationship, the direct impact of job satisfaction on job satisfaction remains significant independently.

Thus, the research indicates that self-efficacy serves as a mediator in the link between ethical leadership and job satisfaction, meaning that ethical leadership influences job satisfaction at least partially through its effect on self-efficacy. Furthermore, the study highlights the need to consider different aspects when examining the causes of job satisfaction in telecom organizational contexts.

4.8 Coefficients

Table 7
Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficient | t | Sig. |
|----------------------|-----------------------------|------------|--------------------------|-------|------|
| | B | Std. Error | | | |
| 1 (Constant) | .466 | .258 | | 2.809 | .001 |
| Fair Decision Making | .182 | .075 | .085 | 2.092 | .003 |
| Accountability | .161 | .077 | .062 | 2.191 | .001 |
| Integrity Focus | .184 | .121 | .597 | 3.825 | .000 |

a. Dependent Variable: Job Satisfaction

The data refers to a table that describes the link between various factors in **research** and assesses their contributions and importance.

Variables and Contributions:

The table presents three specific variables: fair decision-making, accountability, and integrity focus.

Each variable's contribution refers to the extent to which it explains or influences the dependent variable or the overall model.

Fair decision-making contributes 18.2%, indicating its influence on the dependent variable or the model's overall explanation to an extent of 18.2%.

Accountability contributes 16.1%, showing its relative impact on the dependent variable or the model.

Integrity focus contributes significantly, at 58.4%, suggesting it has a substantial influence on the dependent variable or the overall model compared to the other variables studied.

Magnitude and Significance:

The term "magnitude" seems to represent the strength or size of the contribution of each variable. For instance, the magnitudes are .003, .001, and 18.4% for fair decision-making, accountability, and integrity focus, respectively. Additionally, the statement mentions significant levels such as 0.000. This indicates that the contribution or impact of integrity focus is statistically significant at a very high level ($p < 0.001$), meaning that this variable's impact on the dependent variable is unlikely due to chance.

In summary, this table reveals the diverse levels of effect and importance that several variables—fair decision-making, accountability, and integrity focus—have on the examined result or dependent variable. It emphasizes the substantially greater influence and relevance of integrity focus in explaining or predicting the outcome under discussion as compared to the other variables.

4.9 Results

There were 4 hypotheses which were tested for this study. Following are the findings of the study.

Hypothesis 1: Fair decision making has a significant impact on job satisfaction.

Fair decision making served as an independent variable in this research study. According to the SPSS test results, there exists a positive correlation between ethical leadership and job satisfaction. The statistical analysis suggests that a one-unit increase in ethical leadership corresponds to a 0.345-unit change in job satisfaction. These findings unequivocally support our hypothesis, H1. Moreover, given the p-value less than 0.05, the overall association holds significance. H1 is affirmed concerning both correlation and mediation effects. This hypothesis underscores the considerable impact of ethical leadership on job satisfaction across correlation, regression, and mediation effects. In contrast to previous studies where the relationship was not notably strong or proximate, our findings emphasize a more robust connection between these variables.

Hypothesis 2: Accountability has a significant impact on job satisfaction.

Hypothesis 2 has been validated concerning correlation and regression. Ethical leadership demonstrates a substantial influence on self-efficiency. The mediation value signifies a

positively significant impact. Ethical leadership plays a beneficial role in fostering job satisfaction, as ethical leaders lead by example and cultivate skills among their followers.

Hypothesis 3: Integrity Focus has a significant impact on job satisfaction.

Hypothesis 3 has been validated regarding both correlation and regression. Ethical leadership notably influences job satisfaction, as evidenced by its significant impact. Mediation value highlights a positively significant role. Ethical leadership contributes positively to job satisfaction, as ethical leaders lead by example, fostering skill development among their followers.

Hypothesis 3: Self efficiency mediates a positive relationship between ethical leadership and job satisfaction.

Ethical leadership served as an independent variable in this research. The SPSS test findings reveal a positive mediating relationship between ethical leadership and job satisfaction through self-efficacy. The statistics suggest that a one-unit increase in self-efficacy corresponds to a 0.317-unit change in job satisfaction. These findings robustly support our hypothesis, H3. Moreover, given the p-value less than 0.05, the overall association holds significance. H1 is affirmed concerning both correlation and mediation effects. This study highlights the importance of self-efficacy for job satisfaction in terms of both correlation and regression. It actively assumes a positive mediating role between self-efficacy and ethical leadership, signifying its essential contribution to fostering job satisfaction within this relationship.

Chapter 5

Discussion, Conclusion and Recommendations

5.1 Discussion

Ethical leadership was an independent variable including factors (Fair Decision Making, Accountability, Integrity Focus) in this research. The findings indicate that there is a positive relationship between ethical leadership and job satisfaction. The statistics indicate that a one-unit increase in ethical leadership will result in a change in job satisfaction. Ethical leadership has a significant impact on job satisfaction. The value of the mediation role shows a positive significant impact. Ethical leadership plays a positive role in job satisfaction, Ethical leaders set an example on their own and develop skills in their followers. According to this study, self-efficiency is necessary for employee job satisfaction in terms of correlation and regression. It positively plays a mediation role between job satisfaction and ethical leadership.

In the telecom sector of Pakistan, ethical leadership had a significant impact on job satisfaction, according to the research. Quantitative data analysis using correlation, regression, and mediation effects of variables led to the acceptance of the hypothesis. Self-efficiency is a mediator for enhancing the satisfied abilities of telecom sector employees. We wanted to discover how ethical leadership might help foster job satisfaction in light of the growing need for innovative management strategies in the telecom sector. Self-efficiency was found to be a mediating factor between ethical leadership and job satisfaction in this study. How ethical leadership affects job satisfaction in educational institutions such as universities was examined using qualitative analytical techniques. Service innovation behavior with satisfaction is the major focus of our study. The function of intrinsic motivation in mediating and moderating this effect was examined. We found that ethical leadership is positively connected to job satisfaction, with job engagement serving as a mediating factor.

Besides, self-efficiency mediates the relationship between ethical leadership and job satisfaction significantly in a positive direction. Moreover, employees' identification with the leader not only moderates the relationship between ethical leadership and their job satisfaction but also plays a vital role in that these two effects are more obvious among the employees with higher levels of identification with the leader than lower ones. The

cooperative self-efficiency of staff in the Pakistani telecom sector might improve with the proper implementation of ethical leadership. According to the data, ethical leadership and job satisfaction are highly correlated. A similar pattern is followed by leaders and members in their exchange of knowledge and experiences. As a result of ethical leadership, people develop their skills and talents, and their jobs become more useful. When their boss encourages them to take advantage of more benefits and possibilities for advancement, employees will thrive.

The results also showed that ethical leadership and flourishing at work have a strong and substantial beneficial relationship, which is to many research and social learning theories (Chen et al., 2015). Serve as a role model by putting your followers' needs ahead of your own. According to research, because of his honest character, an ethical leader aims to offer power to the employee so that he may feel as firm as his own, according to the research. The moment workers believe that the company is their own, they will begin to think critically and be satisfied about the business's growth. There are many ways to reduce production expenses and enhance the performance of the team as well as the entire company. Without knowledge exchange, it is highly unlikely that innovation would flourish. Job satisfaction increases when knowledge exchange is adopted in Pakistan's private university sector, according to the research.

5.2 Conclusion

This study contributes to previous research done about ethical leadership and job satisfaction. It supports the idea that self-efficiency is an effective tool to enhance job satisfaction and innovative work behavior. It also supports the new ideas and development that take an organization to the next level of grooming. In this research we used the impact of ethical leadership on job satisfaction with the mediating effect of self-efficiency; An empirical study of the telecom sector of Pakistan with a recently developed observation schedule that measures the with a survey. The results from the survey and the observation were similar in scores which made the results even stronger positive and significant impact. This empirical study analyzes the relationship between the variables such as ethical leadership, job satisfaction, and self-efficiency. This result shows that there exists a mediation of self-efficiency and thriving at work, and in the relationship between ethical leadership and job satisfaction but burnout was found to be insignificant between them. After

the examination of the impact of ethical leadership on job satisfaction with the mediating effect of self-efficacy; An empirical study of the telecom sector of Pakistan.

In conclusion, this research has shed light on the intricate relationship between ethical leadership, self-efficacy, and job satisfaction within organizational settings. The findings confirm that ethical leadership stands as a significant independent variable, exerting a positive influence on job satisfaction. Moreover, the results indicate that self-efficacy plays a pivotal role, acting as a mediator in the relationship between ethical leadership and job satisfaction. The statistical analyses conducted through SPSS revealed compelling evidence supporting the hypotheses formulated for this study. Hypotheses regarding the associations between ethical leadership and job satisfaction, mediated by self-efficacy, were strongly validated. The statistical significance observed, as indicated by p-values below 0.05, underscores the robustness and reliability of these relationships. This study underscores the importance of ethical leadership behaviors in fostering favorable work environments and enhancing employees' job satisfaction. Furthermore, it highlights the crucial role of self-efficacy as a mechanism through which ethical leadership positively impacts job satisfaction among employees. Understanding the dynamic interplay between ethical leadership, self-efficacy, and job satisfaction has practical implications for organizational management and leadership development. Encouraging ethical leadership practices and nurturing self-efficacy among employees could serve as essential strategies for enhancing overall job satisfaction within organizations. However, it's essential to note that while this research significantly contributes to understanding these relationships, further longitudinal studies and interventions within diverse organizational contexts may provide deeper insights and avenues for implementing effective leadership and employee development strategies.

Researchers are studying the extent of leadership via work involvement to promote job satisfaction in the telecom sector of Pakistan. To prepare innovative telecom employees for the 21st century, it will be helpful for management to design training programs. Different leadership styles have been described in the literature as a means of motivating followers to achieve their goals. As a result of studies, ethical leadership is becoming increasingly important when it comes to innovation. Ethical leaders, who are unselfish and honest, focus on their employees' interests and need to provide a sense of emotional safety and trust in the job. Job satisfaction brings comfort, safety, happiness, and rewards in human life. It's not only the organizations which need satisfaction but the public and society need satisfaction

for enhanced amenities of life. Job satisfaction helps to increase progress at the economic level and the coming generations get a secure future due to job satisfaction.

When leaders show ethical leadership qualities, they are more likely to participate in reciprocal assistance sharing and regard for others, increasing their personal development. Followers' ingenuity would benefit from a decrease in the risks associated with finding new solutions to problems. The capacity of followers to generate fresh ideas is positively associated with a leader's ability to assist others. However, ethical leadership may have an indirect influence on staff inventiveness. Ethical leadership is closely connected to development strategy. When promoted, employees become more inventive. A favorable correlation was discovered between ethical leadership and employee identification. Staff inventiveness would increase as a result. Focusing on mediating factors can improve ethical leadership and staff satisfaction.

5.3 Recommendations

A rise in job satisfaction and a decrease in turnover intention were found because of ethical leadership practices, according to the results of this study. Telecom sectors respond well to leaders who use ethical leadership characteristics, which leads to better levels of job satisfaction, loyalty, and autonomy within the faculty. Because relatively few empirical studies have examined ethical leadership and its influence on job satisfaction through the mediating factor of self-efficiency, more study is needed.

Researchers in the future might examine the statistical chance of assessing workers or an organization's psychological and employee satisfaction for the company. Ethical leadership education would be validated by research on the cost disparity between existing leadership styles and the improvement in decreasing turnover due to ethical leadership. Companies may not only plan for specialized telecommunications but also justify it with a greater return on investment by generating a net positive financial improvement in human capital costs.

5.4 Research Implications

Managers are required to hire employees or leaders who exhibit ethical leadership styles to foster knowledge sharing and flourishing at work, as indicated by the study's findings. As a result, you may be able to gain a competitive advantage. Managers can only become ethical leaders if they try to support their staff first. When organizations make proactive efforts to

establish ethical leaders who can help remove impediments to knowledge sharing and flourishing at work, their employees' satisfaction increases, and their organizations' growth is improved. The ability to preserve employees' satisfied ideas increases when managers show ethical leadership characteristics. Knowledge sharing and flourishing at work are enhanced, which is especially important in businesses where job satisfaction is vital to organizational success. Telecom companies' managers who adopt an ethical leadership style are more aware of their workers' needs and are less likely to overwhelm them with difficult duties. They also receive leadership training on how to effectively manage staff so that they may share knowledge and thrive. Whenever he assigned duties to them, he considered their work preferences. Having an intellectually robust, knowledgeable, enthusiastic, and highly engaged staff that is also innovative and performs well might provide banks with benefit from these conclusions.

5.5 Limitation & Future Direction

As of now, this study is restricted to a small sample size for the Pakistani telecom sector. If more samples are collected, the model's generalizability can be improved. It may also be extended to other areas of the country. To improve the quality of the results quantitatively, the telecom sector might be included in the sample. Other leadership styles may be tested with these medicines, extending the model's contribution. The study was quantitative, which might lead to respondents being more biased. Qualitative research should be conducted to obtain excellent data and a deeper knowledge of the phenomena. Future studies might compare ethical leadership with other leadership styles, such as transformational leadership, based on the outcomes of this study. This paradigm should also be compared to trait-, behavior-, and situation-based theories of leadership. Serve as an example of how group-based research may be useful.

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Questionnaire

Name: _____

Gender: _____

Maximum Education Level: _____

Working Organization: _____

Designation: _____

Work Experience: _____

Scale:

| | | | | |
|--------------------------|-----------------|----------------|--------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Fair Decision Making

| | | SDA | DA | N | A | SA |
|-------------|---|------------|-----------|----------|----------|-----------|
| | | 1 | 2 | 3 | 4 | 5 |
| FDM1 | Our firm value the impact of decision | | | | | |
| FDM2 | Our firm decision making is transparent | | | | | |
| FDM3 | Our firm use structural approach to make decision | | | | | |
| FDM4 | Our firm consider uncertainties in making decision making | | | | | |

Accountability

| | | SDA | DA | N | A | SA |
|------------|--|------------|-----------|----------|----------|-----------|
| | | 1 | 2 | 3 | 4 | 5 |
| AB1 | Our firm provide us right amount of support | | | | | |
| AB2 | Our films management make changes based on feedback | | | | | |
| AB3 | Our firm provide enough chance to everyone | | | | | |
| AB4 | Our firm has proper understanding of fairness and accountability | | | | | |

Integrity Focus

| | | SDA | DA | N | A | SA |
|------------|---|------------|-----------|----------|----------|-----------|
| | | 1 | 2 | 3 | 4 | 5 |
| IF1 | Our firm's ethics goals are reasonable, clear, measurable, and achievable. | | | | | |
| IF2 | Our firm is regarded as being fair in the internal administration of justice | | | | | |
| IF3 | Our firm promises measure of confidentiality in resolving workplace concerns about ethics and integrity | | | | | |
| IF4 | Our firm recognizes and rewards ethical behavior and supports appropriate discipline when necessary. | | | | | |

Self-Efficiency

| | | SDA | DA | N | A | SA |
|------------|--|------------|-----------|----------|----------|-----------|
| | | 1 | 2 | 3 | 4 | 5 |
| SF1 | Our firm has confidence in their employees' abilities | | | | | |
| SF2 | Our firm always appreciate new ideas and innovation | | | | | |
| SF3 | Our firm endure the workload in my place of work. | | | | | |
| SF4 | Our firm knows how to handle unforeseen situations in my work. | | | | | |

Job satisfaction

| | | SDA | DA | N | A | SA |
|------------|--|------------|-----------|----------|----------|-----------|
| | | 1 | 2 | 3 | 4 | 5 |
| JS1 | Our firm provide us learning opportunities | | | | | |
| JS2 | Our firm provides enough compensation and resources | | | | | |
| JS3 | Our firm help in personal and professional development | | | | | |
| JS4 | Our firm have proper reward system and recognition | | | | | |

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