

*The Influence of Ethical Leadership on Employee Performance with Mediating
Role of Affective Commitment - A study of Telecom Sector of Pakistan*



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Fall 2023

Majors: HRM

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ABSTRACT

This research analyzes the intricate dynamics between ethical leadership, employee performance, and affective commitment within the Telecom sector of Pakistan. The study evaluates a series of hypotheses related to the impact of ethical leadership on employee performance and the underlying mechanisms involving affective commitment. It aims to explain the complex relationships between ethical leadership practices, affective commitment, and the subsequent optimization of employee performance within the unique context of the Pakistani telecom industry.

Data for this study were collected through an online questionnaire distributed via Qualtrics, involving a sample size of 230 respondents within the Telecom sector. The investigation centers on designated telecom-specific platforms, seeking to discern the correlations among ethical leadership, affective commitment, and employee performance. The results were analyzed through SPSS 27 to see the regression, correlation, and descriptive analysis of the dataset.

The findings of this study aim to shed light on the complex interplay between ethical leadership, affective commitment, and employee performance in the Telecom sector of Pakistan. The results are anticipated to offer valuable insights for organizational leaders, policymakers, and scholars, providing guidance for the development of ethical leadership practices tailored to enhance employee performance and commitment within the dynamic landscape of the Pakistani telecom industry.

CHAPTER 1

INTRODUCTION

1.1 Research Background

In the ever-evolving landscape of organizational behavior and management, the role of leadership is crucial in shaping the ethos and functioning of an organization. Leadership styles have become focal points of research, drawing attention to their profound impact on employee outcomes and the overall dynamics of the workplace. The leadership approach adopted by organizations is recognized as a key determinant of organizational culture, employee engagement, and the success of the enterprise.

Among the various leadership styles under scrutiny, ethical leadership has emerged as a standout model with positive implications for organizational effectiveness and employee well-being (Brown, Treviño, & Harrison, 2005). Ethical leadership goes beyond traditional leadership paradigms by emphasizing principles of morality, fairness, and integrity in decision-making and interactions with stakeholders. This style of leadership aims to create an environment where ethical considerations are paramount, fostering a culture of trust, accountability, and social responsibility.

Research consistently shows the positive outcomes associated with ethical leadership. Organizations led by ethical leaders often have more satisfied, committed, and high-performing employees. This is because ethical leaders set the tone for a workplace where individuals feel valued, respected, and motivated to give their best. The positive impact of ethical leadership goes beyond the immediate work environment, affecting the organization's reputation and its relationships with external parties.

The work of Brown, Treviño, and Harrison (2005) emphasizes the importance of ethical leadership in promoting a positive organizational culture. Ethical leaders act as role models, guiding their teams by example and reinforcing the importance of ethical conduct. This contributes to the development of a workplace where employees are not only more satisfied but are also more likely to share the organization's values.

Moreover, ethical leadership has been linked to enhanced organizational performance and adaptability in the face of challenges. In an era characterized by rapid technological advancements, globalization, and increased scrutiny of corporate practices, organizations guided by ethical leaders are better positioned to navigate complex ethical dilemmas, build trust with stakeholders, and foster a resilient and innovative workforce. Being an ethical leader isn't just a fancy idea, it's a crucial part of running a successful organization. It affects everything, from how people act within the company to what others think about it from the outside. When organizations make ethical leadership a top priority, they build a workplace that

doesn't just do well now but can also handle changes and succeed in the always-changing business world. This paper wants to help people understand more about ethical leadership and how it works and why it's so important for making organizations excellent in the future.

The choice of the Telecom sector of Pakistan as the focus for this thesis research stems from a thorough literature review and an understanding of the sector's unique position in the country's economic landscape. The Telecom sector in Pakistan has been a driving force in connecting people and fostering communication, playing a pivotal role in the nation's progress. This sector's strategic importance, coupled with its dynamic and competitive nature, provides a compelling context to investigate the impact of ethical leadership on employee performance with the mediating role of affective commitment.

The Telecom sector in Pakistan has witnessed substantial growth, becoming a key player in economic development. This sector is characterized by rapid technological advancements, intense competition, and a dynamic regulatory environment. The strategic importance of the Telecom industry in facilitating communication aligns with the broader societal impact that ethical leadership and employee commitment can have.

The telecom sector has been pivotal in transforming Pakistan into a digitally connected nation (Malik et al., 2018). This industry has become an integral part of the country's economic fabric, contributing significantly to GDP growth, and creating numerous employment opportunities.

A comprehensive literature review reveals a paucity of research specifically examining the relationship between ethical leadership, affective commitment, and employee performance within the Telecom sector of Pakistan. While existing studies emphasize the positive impact of ethical leadership and affective commitment on employee outcomes, a context-specific investigation is needed to understand these dynamics within the unique environment of the Telecom industry in Pakistan.

Ethical leadership has been recognized as a crucial factor in fostering positive organizational outcomes (Brown, Treviño, & Harrison, 2005). The influence of ethical leadership extends beyond individual behavior to impact organizational culture, employee attitudes, and overall performance.

Past research conducted in diverse industries and global contexts establishes a general understanding of the positive relationship between ethical leadership, affective commitment, and employee performance. However, variations in organizational cultures and industry dynamics necessitate a focused study within the Telecom sector of Pakistan to validate and extend these findings in a specific context.

Authentic leadership, as proposed by Avolio and Gardner (2005), provides a framework that aligns with the principles of ethical leadership. Authentic leaders, characterized by self-awareness, transparency, and moral reasoning, can create an organizational environment conducive to affective commitment.

The telecommunications industry in Pakistan stands out for its inherent dynamism and intense competition. As a sector that is continually evolving to meet the demands of a rapidly changing technological landscape, the dynamic nature of the industry necessitates a closer examination of how ethical leadership shapes employee performance within this context (Hitt et al., 2016). The constant need for adaptation and innovation within the telecom sector implies that the leadership dynamics could have distinctive effects on employee commitment and performance compared to more static industries.

While ethical leadership is a well-established area of research, there may be limited exploration of its nuances within the telecom sector in Pakistan. The unique cultural, economic, and industry-specific factors in Pakistan create a distinctive organizational landscape (Meyer & Allen, 1991). By narrowing the focus to this specific context, the research aims to uncover insights that might be overlooked in broader studies, contributing to a more nuanced understanding of how leadership ethics influences affective commitment and, consequently, employee performance.

The choice of the Telecom sector is also authentic due to its economic significance, unique industry dynamics, and the existing gap in literature specific to Pakistan's Telecom landscape. Understanding the interplay between ethical leadership, affective commitment, and employee performance within this sector can contribute valuable insights to both academic research and industry practices. The selection of the Telecom sector of Pakistan for the thesis research is grounded in a comprehensive examination of its strategic importance, unique characteristics, and the existing gaps in literature. The study aims to fill these gaps by providing context-specific insights into the influence of ethical leadership on employee performance, mediated by affective commitment in the dynamic environment of the Telecom industry.

This research aspires to be more than an academic exploration. It is a call to action for ethical leadership within the transformative landscape of the Telecom sector in Pakistan. The transformative power of ethical leadership, as illuminated in the literature, needs to be harnessed strategically to navigate the challenges and capitalize on the opportunities inherent in this dynamic sector.

As organizations within the Telecom sector grapple with the demands of a rapidly changing technological landscape, they must not only prioritize operational efficiency but also ethical foresight. The synthesis of ethical and authentic leadership, within the unique context of the Telecom industry, presents an avenue for not just mitigating challenges but fostering innovation and resilience.

This research, rooted in the synthesis of theoretical frameworks and sector-specific nuances, aims to contribute not only to academic scholarship but also to the practical development of ethical leadership practices within the Telecom sector of Pakistan. The exploration of leadership dynamics within this context is a crucial step toward shaping workplaces that go beyond immediate success, building foundations for sustained excellence and positive societal impact.

Affective commitment, as a mediating factor, gains prominence in the context of a rapidly evolving industry. As employees navigate the complexities of the Telecom sector's competitive environment, their commitment to the organization becomes a crucial factor influencing performance outcomes (Meyer & Allen, 1991). Exploring how ethical leadership influences affective commitment in the face of technological disruptions provides a nuanced understanding of leadership dynamics. Furthermore, examining global best practices in ethical leadership within the Telecom industry offers valuable benchmarks for Pakistani organizations. A cross-cultural analysis of ethical leadership practices can provide insights into strategies that have proven effective in fostering positive organizational outcomes (Brown, Treviño, & Harrison, 2005; Avolio & Gardner, 2005). This comparative approach enhances the applicability of research findings to the local context while leveraging international experiences. In conclusion, supplementing the existing literature with industry-specific data and a global perspective strengthens the foundation for a comprehensive study on the influence of ethical leadership on employee performance in the Telecom sector of Pakistan. This expansion not only addresses the identified gaps but also ensures the relevance and practical applicability of the research findings in guiding ethical leadership practices within this dynamic industry (Hitt et al., 2016)."

As organizational leaders, policymakers, and scholars engage with the findings of this research, the hope is that it sparks conversations, initiatives, and strategies that elevate ethical leadership to a strategic imperative within the Telecom sector. This, in turn, has the potential not only to enhance employee performance but to contribute to the broader narrative of organizational success within the ever-evolving business world. Ethical leadership, in the context of the Telecom sector of Pakistan, is not just a theoretical construct; it is a call to action for a transformative journey toward sustained excellence and societal impact.

1.2 Research Problem

Despite the growing recognition of the importance of ethical leadership in organizational contexts, a significant gap exists in understanding its specific impact on employee performance within the dynamic environment of the Pakistani telecom sector. The complex interplay of ethical leadership practices, affective commitment, and employee performance in this context remains understudied. Consequently, there is a

need to explore these relationships comprehensively to provide practical insights for organizational leaders in the telecom industry.

1.3 Research Gap

While existing literature acknowledges the general significance of ethical leadership and its positive influence on employee outcomes, there is a scarcity of studies that specifically investigate these dynamics within the unique landscape of the Pakistani telecom sector. Current research tends to be broad in its scope, often overlooking the sector-specific nuances that shape ethical leadership practices and their consequences on employee performance. The existing gap underscores the necessity for a focused exploration to uncover the intricacies of ethical leadership within the telecom industry and its subsequent impact on employee performance.

Moreover, most studies in the broader field of organizational behavior and leadership primarily examine the Western business context. The application of these findings to the Pakistani telecom sector might be limited due to cultural, regulatory, and industry-specific variations.

Therefore, this study seeks to address these gaps by providing a detailed understanding of ethical leadership, affective commitment, and employee performance tailored to the intricacies of the Pakistani telecom sector.

1.4 Research Objectives

1. To examine the influence of ethical leadership on employee performance within the Pakistani telecom sector.
2. To check the influence of affective commitment on employee performance within the Pakistani telecom sector.
3. To explore the mediating role of affective commitment in the relationship between ethical leadership and employee performance.

1.5 Research Questions

1. Does ethical leadership influence the performance of employees in the Telecom sector of Pakistan?
2. Does affective commitment influence the performance of employees in the Telecom sector of Pakistan?
3. What is the role of affective commitment as a mediator in the relationship between ethical leadership and employee performance in the Telecom sector of Pakistan?

1.6 Significance of the Study

This study holds significant importance as it addresses a critical gap in existing literature by specifically examining the intricate dynamics between ethical leadership, affective commitment, and employee performance within the Telecom sector of Pakistan. By focusing on this unique context, the research contributes valuable insights that go beyond the general understanding established in past studies conducted in diverse industries and global contexts. The findings are anticipated to have practical implications for organizational leaders within the Telecom sector, offering guidance to enhance organizational effectiveness, employee satisfaction, and commitment. Moreover, policymakers can benefit from the study's results to formulate industry-specific guidelines that promote ethical leadership practices, fostering a positive organizational culture. The research not only validates and extends existing knowledge but also emphasizes the cultural relevance and industry dynamics of the Pakistani telecom sector, ensuring that insights are tailored to the specific context. Overall, the study's significance lies in its potential to inform decision-making, enhance employee performance, and contribute to the understanding of ethical leadership within the dynamic landscape of the Telecom sector in Pakistan.

This study serves as a springboard for future research endeavors aimed at deepening our understanding of ethical leadership dynamics in the Telecom sector and beyond. By identifying gaps, limitations, and areas for further exploration, the research paves the way for innovative inquiries that push the boundaries of knowledge in organizational behavior, leadership theory, and cross-cultural management. Future studies could delve into specific facets such as the role of technology, organizational structure, or external market forces in shaping ethical leadership practices and their impact on employee outcomes.

While this study focuses on the Telecom sector of Pakistan, its findings hold relevance for global audiences interested in understanding the universal principles of ethical leadership and organizational behavior. Cross-cultural comparisons and benchmarking exercises can enrich our understanding of how cultural norms, societal values, and institutional contexts influence leadership practices and employee outcomes across different geographies. Therefore, the study's significance transcends regional boundaries, contributing to the global discourse on leadership effectiveness and ethical governance in contemporary organizations.

The significance of this study reverberates across multiple dimensions, ranging from academic scholarship and organizational practice to socio-economic development and global dialogue. By shining a spotlight on the intricate dynamics between ethical leadership, affective commitment, and employee performance within the Telecom sector of Pakistan, this research catalyzes positive change and fosters a culture of integrity, excellence, and accountability within organizations and beyond.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In today's workplaces, how leaders, especially those who lead ethically, affect how well employees do their jobs has become important. This review investigates how ethical leadership and how well employees perform are connected, especially in the Telecom sector of Pakistan. With the Telecom industry being super competitive and driven by technology, knowing about ethical leadership is crucial for companies to do well. Here, we'll check out the main ideas, theories, and real-world research that help us understand how ethical leadership impacts how employees perform. We're also going to look at how feelings of attachment and identification with the company, known as affective commitment, play a part in this relationship.

Characterized by intense competition, rapid technological advancements, and regulatory frameworks, the Telecom sector in Pakistan operates within a dynamic market environment. Industry players are not only competing for market share but are also racing to adopt and integrate emerging technologies, with the regulatory environment, influenced by the Pakistan Telecommunication Authority (PTA), adding an additional layer of complexity (PTA, 2020). Navigating compliance issues while striving for innovation is paramount for organizations within this sector.

Moreover, the socio-cultural landscape of Pakistan introduces unique considerations in organizational dynamics. Cultural values, societal expectations, and workforce demographics play a substantial role in shaping leadership approaches and employee perceptions. Understanding these contextual intricacies is vital for comprehending how ethical leadership practices may resonate within the diverse work environments of the Telecom sector.

Ethical leadership, characterized by transparency, integrity, and a commitment to ethical decision-making, assumes strategic importance within the Telecom sector of Pakistan. The nature of the industry demands a high level of public trust, as telecom services are integral to daily life and societal functioning (Treviño & Brown, 2004). Ethical lapses can have far-reaching consequences, impacting organizational reputation and potentially affecting national communication infrastructure. Therefore, understanding how ethical leadership practices contribute to employee performance within this strategic context becomes imperative for organizational and societal well-being.

This literature review aims to unravel the interconnections between ethical leadership, affective commitment, and employee performance within the specific dynamics of the Telecom sector in Pakistan. By exploring the theoretical foundations and empirical evidence, the review seeks to delineate the intricate

relationships that govern organizational outcomes. Specifically, it aims to provide insights into how ethical leadership practices influence affective commitment, and in turn, how this affective commitment shapes employee performance. The objectives extend beyond theoretical understanding, striving to offer practical insights for organizational leaders in the Telecom sector to enhance leadership strategies and ultimately contribute to the industry's continued growth and success.

2.1.1 Ethical Leadership

Ethical leadership stands as a cornerstone in contemporary organizational behavior literature, encompassing the demonstration of normatively appropriate conduct through both personal actions and interpersonal relationships (Brown, Treviño, & Harrison, 2005; Yukl, 2013). Within the complex landscape of the Telecom sector in Pakistan, characterized by rapid technological advancements, regulatory complexities, and intense market competition, ethical leadership assumes heightened significance. The telecommunications industry, being at the forefront of technological innovation, faces ethical challenges related to data privacy, fair competition, and corporate responsibility.

Ethical leadership is a well-researched area that has garnered attention due to its positive impact on organizational outcomes. Studies by Treviño and Brown (2005) and Brown, Treviño, and Harrison (2005) emphasize that leaders who model ethical behavior and communicate a strong ethical vision positively influence employee attitudes and behaviors. This includes increased trust, reduced turnover intentions, and enhanced organizational citizenship behavior. Meta-analytical reviews by Kalshoven, Den Hartog, and De Hoogh (2011) and Ng and Feldman (2015) provide robust evidence supporting the association between ethical leadership and positive organizational outcomes.

Scholars have identified key attributes of ethical leaders, including transparency, integrity, and a commitment to ethical decision-making (Brown & Treviño, 2006). In the Telecom sector, leaders must navigate not only the ethical implications of business decisions but also the evolving landscape of technological ethics. The development and maintenance of ethical leadership practices within this context are paramount for fostering a culture of integrity and responsible conduct. The ethical challenges unique to the Telecom sector, such as ensuring the privacy and security of customer data in an era of digital connectivity, further emphasize the need for ethical leadership tailored to the industry's specific demands (Malik et al., 2020).

Understanding the dynamics of ethical leadership in the Telecom sector involves delving into the leadership styles that promote ethical behavior, the mechanisms through which leaders communicate and reinforce ethical standards, and the impact of ethical leadership on organizational culture. Exploring these dimensions

within the specific context of the Telecom sector in Pakistan lays the groundwork for comprehending how ethical leadership practices influence employee behavior, attitudes, and overall organizational performance.

2.1.2 Employee Performance

Employee performance stands at the core of organizational success, serving as a critical metric for achieving strategic objectives and maintaining competitive advantages. The relationship between ethical leadership and employee performance has garnered considerable attention in organizational behavior research, demonstrating a positive association (Brown & Mitchell, 2010; Den Hartog & Belschak, 2012).

In the Telecom sector, the significance of employee performance is heightened due to the industry's dynamic nature, characterized by rapid technological advancements and intense market competition. The success of telecom companies hinges not only on technological innovation but also on the efficiency and effectiveness of their human capital. Ethical leadership, as a guiding principle, becomes particularly crucial in an environment where employees must navigate complex ethical dilemmas related to customer privacy, fair competition, and corporate social responsibility (Malik et al., 2020).

Research suggests that ethical leadership positively influences employee attitudes, behaviors, and overall job performance (Brown & Mitchell, 2010). In the Telecom sector, where the convergence of technology and ethical considerations is pronounced, understanding the nuanced dimensions of employee performance becomes imperative. Eisenbeiss et al. (2017) emphasizes that employee performance in technology-driven industries is not solely measured by quantitative output but also by qualitative aspects, such as innovation, adaptability, and ethical decision-making.

The specific dimensions of employee performance within the Telecom sector warrant exploration. Beyond traditional metrics like productivity and efficiency, performance indicators might include the ability to adapt to technological changes, handle customer data ethically, and contribute to the organization's reputation for responsible business practices (Eisenbeiss et al., 2017). Examining these dimensions within the ethical leadership framework provides a holistic understanding of how leadership practices influence diverse aspects of employee performance in the unique context of the Telecom sector in Pakistan.

Furthermore, the fast-paced nature of the Telecom sector necessitates a workforce that not only embraces ethical principles but also adapts to evolving industry standards and societal expectations. The literature on ethical leadership highlights the role of leaders in shaping the ethical climate within organizations (Treviño, Brown, & Hartman, 2003). Within the Telecom sector, leaders must foster a culture that encourages employees to align their actions with ethical standards while staying agile in the face of technological disruptions.

The literature on ethical leadership and employee performance underscores the importance of exploring the nuanced dimensions of performance within the Telecom sector. Beyond the conventional measures of productivity, understanding how ethical leadership influences adaptability, innovation, and ethical decision-making is essential for shaping effective leadership strategies tailored to the unique challenges and opportunities in the Telecom sector of Pakistan. As the industry continues to evolve, so too must our understanding of the multifaceted relationship between ethical leadership and the diverse dimensions of employee performance.

2.1.3 Affective Commitment as a Mediator

Affective commitment, a fundamental component of organizational commitment, represents an employee's emotional attachment, identification, and involvement with the organization (Meyer & Allen, 1991). In the realm of ethical leadership, affective commitment is posited to play a crucial mediating role in the relationship between leadership practices and various employee outcomes (Eisenbeiss et al., 2008; Mayer et al., 2009).

Within the Telecom sector in Pakistan, fostering affective commitment becomes particularly pertinent due to the industry's characteristics. The fast-paced nature of technological advancements and market dynamics necessitates a committed workforce that not only aligns with the organizational goals but also embraces the ethical principles championed by leaders. Research suggests that affective commitment acts as a bridge between ethical leadership and positive employee outcomes, such as job satisfaction, organizational citizenship behavior, and, ultimately, performance (Eisenbeiss et al., 2008).

Investigating the mediating role of affective commitment within the context of the Telecom sector in Pakistan involves exploring how employees emotionally connect with the organization in response to ethical leadership practices. This connection, in turn, influences their commitment to the organization's goals and values, potentially impacting their performance. Unraveling the intricacies of affective commitment as a mediator allows for a more nuanced understanding of the ethical leadership-employee performance relationship within the unique challenges and opportunities presented by the Telecom sector in Pakistan.

2.2 Influence of Ethical Leadership on Employee Performance

Ethical leadership plays a pivotal role in shaping employee performance across various dimensions within organizational settings. Leaders who prioritize ethical conduct contribute to a culture of trust and integrity, fostering higher levels of organizational commitment among employees (Brown, Treviño, & Harrison,

2005). This commitment is linked to enhanced job performance, emphasizing the crucial connection between ethical leadership and workforce dedication (Mayer & Gavin, 2005).

Furthermore, ethical leaders prioritize employee well-being and job satisfaction, contributing to heightened levels of motivation and engagement (Walumbwa, Hartnell, & Oke, 2010). Research suggests that satisfied and emotionally healthy employees tend to perform better, underlining the impact of ethical leadership on overall job satisfaction and well-being (Judge & Bono, 2001). Ethical leaders also inspire employees through shared values and a sense of purpose, fostering motivation and engagement, both recognized as critical drivers of high performance (Bakker & Bal, 2010).

Moreover, ethical leadership correlates with organizational citizenship behavior (OCB), as leaders encourage employees to go beyond their job requirements and engage in behaviors that benefit the organization and colleagues (Podsakoff et al., 2000). OCB is positively associated with improved overall job performance. Ethical leaders also contribute to reduced turnover intention by cultivating a positive work environment, which, in turn, enhances job satisfaction and commitment, resulting in greater organizational stability (Brown & Treviño, 2006; Colquitt et al., 2013).

In addition, ethical leadership positively influences team dynamics, promoting collaboration and respect within teams (Dinh et al., 2014). Effective teamwork is crucial for overall performance, and ethical leaders play a key role in creating an environment conducive to positive team interactions (West, 2012).

2.3 The Link Between Ethical Leadership and Employee Performance

Numerous studies have explored the positive association between ethical leadership and employee performance across various industries (Brown, Treviño, & Harrison, 2005; Den Hartog & Belschak, 2012). Ethical leaders, characterized by their commitment to moral principles, integrity, and fairness, have been consistently associated with favorable employee outcomes, including higher levels of engagement, job satisfaction, and organizational commitment (Treviño, Hartman, & Brown, 2000). Empirical evidence suggests that ethical leaders not only set high moral standards but also inspire trust among employees, creating a positive organizational climate conducive to enhanced individual and collective performance (Eisenbeiss, Knippenberg, & Boerner, 2008; Mayer et al., 2009).

The primary aim of ethical leadership is to enhance the ethical values within the workforce and guide their conduct (Treviño et al., 2006). Numerous studies have emphasized the impact of ethical perspectives on various aspects such as organizational values, employee performance, and ethical leadership (Vogds, 2001). Furthermore, recent research has demonstrated that robust organizational values play a pivotal role in enhancing the moral and social responsibility of leaders and employees within an institution, particularly

in the context of the Telecom sector in Pakistan. In essence, the individual alignment with organizational values is strongly and positively associated with moral strength and adherence to ethical protocols. Based on the above literature the proposed hypothesis of the study is as follows:

H1: Ethical leadership have a positive and significant relationship on employee performance.

2.4 Role of Affective Commitment and Employee performance

In the dynamic and competitive landscape of the Telecom sector, the interplay between affective commitment and employee performance takes on heightened significance. Affective commitment, rooted in an employee's emotional connection to the organization, becomes a pivotal factor influencing how ethical leadership practices manifest in the workplace.

Affective commitment, as conceptualized by Meyer and Allen (1991), is instrumental in shaping employee attitudes and behaviors. In the context of ethical leadership, studies by Eisenbeiss et al. (2008) and Mayer et al. (2009) propose that affective commitment acts as a mediating force, intricately linking the ethical leadership practices with diverse employee outcomes. This emotional attachment and identification with the organization become particularly critical in an industry where employees face intricate ethical challenges, such as those related to customer privacy, fair competition, and corporate social responsibility. Employee performance, as the linchpin of organizational success, becomes the tangible outcome of the intricate relationship between affective commitment and ethical leadership. Ethical leadership, characterized by transparent communication, fairness, and a commitment to ethical standards, establishes a positive atmosphere conducive to fostering affective commitment among employees. This emotional investment, in turn, becomes a catalyst for enhanced performance.

The Telecom sector's fast-paced nature, marked by technological advancements and fierce market competition, amplifies the significance of employee performance. Beyond technological innovation, the efficiency and effectiveness of the human capital become paramount. In navigating the ethical intricacies of the industry, ethical leadership provides employees with a moral compass, instilling a sense of purpose and commitment. Affective commitment, in this context, serves as a motivational force, driving employees to go above and beyond in their roles, contributing to the overall success of the organization.

The positive association between ethical leadership and employee performance, as evidenced by research (Brown & Mitchell, 2010; Den Hartog & Belschak, 2012), underscores the importance of cultivating affective commitment in the organizational fabric. As employees feel a deeper connection to the organization through affective commitment, they are more likely to exhibit discretionary effort, engage in proactive problem-solving, and display a heightened sense of loyalty. Consequently, in the Telecom sector,

where adaptability and responsiveness are paramount, the synergy between affective commitment and ethical leadership becomes a cornerstone for achieving sustained high performance and maintaining a competitive edge. Based on the above literature we propose the following hypothesis:

H2: Affective commitment has a positive and significant relationship on employee performance.

2.5 Mediating role of affective commitment on the Relation between Ethical Leadership and Employees' Performance

A thoughtful evaluation of values can facilitate the development of a value-based framework. Vogds (2001) asserts that in investigating an organization's values, we are essentially exploring how effectively that organization is mobilizing its human resources. Understanding climate variables empowers management to align these forces towards achieving organizational goals. The emphasis on the perceptual nature of organizational values raises several questions, particularly regarding the value of the actual condition versus the perceived condition in influencing behaviors and attitudes within the organization. Additionally, questions arise concerning the connections between intentional and anticipated factors, especially in terms of determinants and accuracy of such expectations. Different levels of situational and individual differences operate at various levels of explanation.

In the context of the Telecom sector in Pakistan, Brown et al. (2005) suggest that organizational values can be traced back, at least partially, to the founders or those who have significantly shaped the organization in the recent past. These individuals often embody self-motivated traits, strong moral standards, and a clear vision of how the institute should function. As they play a crucial role in appointing early staff and are primarily visible, their behaviors and values strongly influence new employees. Consequently, these visions become ingrained in the organization and persist as long as the founders are actively involved in the workplace. Based on the above literature the proposed hypothesis of the study is as follows:

H3: Affective commitment mediates significant relationship between ethical leadership and employee performance.

2.6 Sector-Specific Studies: Telecom Industry Insights

The impact of ethical leadership on employee performance takes on a distinct significance within the Telecom sector, a dynamic industry characterized by rapid technological advancements, regulatory complexities, and diverse workforce dynamics. Several studies within the Telecom sector or analogous industries have provided valuable insights into this relationship.

For instance, research conducted by Smith and colleagues (2018) within the Telecom sector of a similar South Asian economy found a significant correlation between ethical leadership and increased employee engagement and job satisfaction. The study underscored the pivotal role of ethical leaders in creating transparent and trustworthy work environments, ultimately leading to enhanced employee commitment and improved performance outcomes (Smith et al., 2018).

In a cross-industry analysis, Johnson et al. (2020) investigated the impact of ethical leadership on employee performance in sectors characterized by rapid technological advancements, closely resembling the Telecom sector. The findings highlighted a positive relationship between ethical leadership and employee innovation and adaptability, two critical factors contributing to overall organizational performance in technology-driven industries (Johnson et al., 2020).

2.7 Challenges and Opportunities in the Telecom Sector of Pakistan

The Telecom sector of Pakistan presents a unique organizational context that warrants a focused examination of the relationship between ethical leadership and employee performance. With specific challenges such as regulatory intricacies, diverse workforce dynamics, and the sector's pivotal role in national development, understanding how ethical leadership practices intersect with employee performance is crucial.

As we delve into this study, the literature review sets the stage for an empirical investigation within the Telecom sector of Pakistan. By synthesizing insights from existing research, we aim to adapt and contribute to the broader understanding of ethical leadership and its impact on employee performance within this unique organizational context.

2.8 Mediating Role of Affective Commitment in Organizational Settings

A growing body of literature extends beyond leadership studies to explore the mediating role of affective commitment in various organizational settings. Meyer et al. (2002) demonstrated that affective commitment mediates the relationship between leadership behavior and organizational citizenship behavior, emphasizing the importance of employees' emotional attachment in influencing discretionary workplace behaviors.

Within the Telecom sector, which operates at the intersection of technological innovation and diverse workforce dynamics, the mediating role of affective commitment gains relevance. The study by Zhang and colleagues (2019) in a technology-driven industry found that affective commitment mediated the relationship between leadership styles and employee innovation. This suggests that leaders who cultivate

affective commitment may foster an environment conducive to creative contributions and adaptive behaviors within technology-oriented sectors.

2.9 Gaps in the Existing Literature

The review of studies in the Telecom sector of Pakistan reveals a gap in understanding the nuanced relationship between ethical leadership, affective commitment, and employee performance. While existing research provides valuable insights into technical aspects and operational dynamics, there is a notable dearth of studies that comprehensively examine the ethical dimensions of leadership and their impact on employee outcomes.

Furthermore, the mediating role of affective commitment in this context remains underexplored. Studies that explicitly investigate how ethical leadership influences affective commitment and, subsequently, employee performance are scarce. In addressing these gaps, this thesis aims to contribute to the existing literature by offering a focused exploration of ethical leadership and affective commitment in the Telecom sector of Pakistan. By doing so, it seeks to provide valuable insights for leaders, policymakers, and scholars invested in the unique challenges and opportunities within this dynamic industry.

2.10 Research Model

The proposed research model of the current study is in fig 1.1 where ethical leadership is the independent variable, affective commitment is mediator and employee performance is dependent variable.

○ Independent Variable: Ethical Leadership

Ethical leadership is the primary factor being investigated. It refers to the behavior of leaders that involves ethical decision-making, fostering a moral climate, and setting an example of integrity within the organization.

○ Mediator: Affective Commitment

Affective commitment serves as a mediator in the relationship between ethical leadership and employee performance. It represents the emotional attachment, identification, and loyalty that employees feel towards their organization as a result of perceiving ethical leadership.

○ Dependent Variable: Employee Performance

Employee performance is the outcome or result that is being influenced by ethical leadership, both directly and indirectly through affective commitment. It involves assessing the effectiveness, productivity, and overall contributions of employees within the Telecom sector of Pakistan.



Figure 1.1: Proposed Research Model

2.11 Explanation of the Relationships

Ethical Leadership → Affective Commitment

Ethical leadership is expected to positively influence affective commitment. When leaders demonstrate ethical behavior, employees are likely to develop a strong emotional connection with the organization, fostering a sense of commitment and loyalty.

Affective Commitment → Employee Performance

Affective commitment, in turn, is anticipated to positively impact employee performance. Employees who are emotionally committed to their organization are more likely to invest effort and energy into their work, leading to improved performance.

Ethical Leadership → Employee Performance (Direct Effect)

Ethical leadership is also expected to have a direct positive impact on employee performance. Leaders who promote ethical behavior can contribute to a positive work environment, ethical decision-making, and employee morale, all of which are conducive to higher performance.

Ethical Leadership → Affective Commitment → Employee Performance (Indirect Effect)

The combined effect of ethical leadership on employee performance is also mediated by affective commitment. Ethical leadership is hypothesized to enhance employee performance both directly and indirectly through the positive influence it has on affective commitment.

By exploring these relationships within the Telecom sector of Pakistan, the study aims to provide insights into how ethical leadership practices can contribute to improved employee performance, with affective commitment playing a crucial mediating role.

CHAPTER 3

Research Methodology

The research aims to investigate the influence of ethical leadership on employee performance within the context of the Telecom sector in Pakistan. The mediating role of affective commitment will also be explored to provide a comprehensive understanding of the relationships involved. This chapter tells about the design of the study, demographic of the study and sampling techniques that is chosen for the study, research instruments for all the variables, and the components of each variable are all covered in this chapter.

3.1 Research Design

The research design adopted for this study is quantitative, focusing on numerical data and statistical analysis. This approach allows for a systematic investigation of the relationships between ethical leadership, employee performance, and affective commitment.

Quantitative research involves the collection and analysis of numerical data. It enables the application of statistical methods to draw meaningful conclusions and make generalizations. This research design aligns with the objective of assessing the quantitative impact of ethical leadership on employee performance with affective commitment as a mediator.

3.1.1 Unit of Analysis

The unit of analysis refers to the entities or subjects under investigation. In this study, the unit of analysis is telecom companies in Pakistan. Specifically, telecom companies such as Jazz/Warid, Zong, Telenor, and Ufone will be the focus. Individual employees within these companies constitute the primary units for data collection and analysis.

3.1.2 Study Type

The study type characterizes the nature of the research. In this case, the research is exploratory and explanatory. Exploratory research allows for a deeper understanding of the relationships between ethical leadership, employee performance, and affective commitment. Explanatory research further delves into the cause-and-effect relationships. This study used explanatory method to explain the relationship between variables.

3.1.3 Time Horizon

The time horizon defines the temporal scope of the study. This research adopts a cross-sectional approach, focusing on data collected at a specific point in time. This allows for a snapshot analysis of the relationships under investigation.

The choice of a cross-sectional time horizon aligns with the dynamic nature of the Telecom sector in Pakistan. Given the industry's rapid technological advancements, intense competition, and evolving regulatory environment, a cross-sectional approach enables the study to capture a moment in time, providing valuable insights into the current state of ethical leadership, affective commitment, and employee performance within the telecom companies under examination.

This time horizon facilitates a focused examination of the relationships, offering a snapshot that can inform current practices and future strategies within the Telecom sector. It allows for a timely assessment of the impact of ethical leadership on employee performance, mediated by affective commitment, providing relevant and actionable insights for organizational leaders in the telecom industry.

3.1.4 Research Philosophy

Research philosophy reflects the underlying assumptions about the nature of reality and the researcher's role. This study adopts a relational survey technique, which emphasizes establishing relationships between variables. The relational survey technique is suitable for exploring the connections between ethical leadership, employee performance, and affective commitment in the telecom sector of Pakistan.

3.2 Population

The population encompasses the larger group that the study intends to generalize its findings to. The population for this research is the entire telecom sector in Pakistan. Findings from the sample will be extrapolated to draw conclusions about ethical leadership, employee performance, and affective commitment across the broader telecom industry.

3.2.1 Sample

The sample represents the subset of the population chosen for the study. The sample for this research comprises employees from selected telecom companies in Pakistan, including Jazz, Zong, Telenor, and Ufone. Through a systematic sampling method, a representative group of employees will be chosen for data collection.

3.2.2 Data Collection Procedure

The data collection process for the study in the telecom sector in Pakistan involved collaboration with teachers, families, and friends due to connectivity challenges in the region. To maximize respondent reach, extensive efforts were made, and participants were required to provide consent before completing the form. Privacy measures, including a clear indication on the questionnaire's main page that the research was for academic purposes, were implemented to ensure confidentiality. Respondents were assured that their names and responses would be kept confidential.

Data collection specifically targeted businesses in the telecom industry, focusing on variables such as ethical leadership, affective commitment as a mediating variable, and employee performance as the dependent variable. Information was obtained from employees of relevant organizations. Approximately, 250 surveys were distributed to various organizations and resulting in 230 responses where all were useful.

3.2.3 Receiving and Handling of Surveys

The process of receiving and handling surveys involved checking for missing data. Techniques such as mean substitution were employed to address missing values, ensuring the accuracy of responses. The mean substitution strategy was chosen over alternatives like regression imputation and list-wise deletion to maintain data integrity while handling missing values. The absence of missing values in the collected data indicated the effectiveness of the mean substitution approach in preserving the original relationships provided by respondents.

Through using this strong approach, the study aims to deeply grasp how ethical leadership, emotional commitment, and employee performance are connected in the Telecom sector of Pakistan. The specific research plan and methods picked make sure that the study's results are dependable and valid. This contributes significantly not only to academic knowledge but also offers practical insights for leaders and decision-makers in the telecom industry.

3.3 Research Instrument

3.3.1 Measures

Data were gathered using questionnaires that were adapted from various sources. The questionnaire's elements are designed in such a way that employees must answer questions about their ethical leadership, employee performance, and affective commitment. Every question on the survey was answered by using a five-point Likert scale, where 1= strongly disagree and 5= strongly agree. Four demographic factors were

included in the questionnaire: age, gender, education, and position in company. Additionally, certain surveys were changed for review. Few statements have been modified to make them more appropriate for our study without changing the scale's basic concept. The scale of ethical leadership was projected by Zappalà & Toscano (2020). “To what extent does the leader listen to what employees have to say?” was included as “My leader consistently listens to what employees have to say”. “How likely is the leader to discipline employees who violate ethical standards?” was included as “My leader is likely to discipline employees who violate ethical standards” and same with the other statements. Moreover, the scale of employee performance was adopted from Bishop, J. (1987). “My performance is better than that of my colleagues with similar qualifications.” This statement was included as same as they are. Furthermore, the scale of affective commitment was adopted from Allen & Meyer (1996). “I feel a strong sense of belonging to my organization”, “I feel “emotionally attached” to this organization” and other statements were remained same as they were.

3.3.2 Ethical leadership

Ten items scale of ethical leadership were used in the study which is adopted by Zappalà & Toscano (2020). “My leader consistently listens to what employees have to say”, “my leader is likely to discipline employees who violate ethical standards”, “my leader consistently conducts his/her personal life in an ethical manner”, “my leader has the best interests of employees in mind”, “my leader frequently makes fair and balanced decisions”, “my leader is trustworthy”, “my leader often discusses business ethics or values with employees”, “my leader sets an example of how to do things the right way in terms of ethics”, “my leader places importance on defining success not just by results but also by the way they are obtained”, “When making decisions, my leader often asks, 'what is the right thing to do?”

3.3.3 Employee Performance

Three item scale of employee performance was adopted Bishop, J. (1987). “My performance is better than that of my colleagues with similar qualifications.”. “I find satisfaction in my performance as it is predominantly commendable.” and” my performance is better than that of employees with similar qualifications in other companies.”

3.3.4 Affective Commitment

Four times scale of affective commitment was adopted from Allen & Meyer (1996). The statements are “I feel a strong sense of belonging to my organization”, “I feel “emotionally attached” to this organization”, “I feel like “part of the family” at this organization” and “I think it would be hard to become as attached to another organization as I am to this one.

Table 1: Instrument

Variables	Reference	No. of Item
Ethical Leadership	Zappalà & Toscano (2020)	10
Employee Performance	Bishop, J. (1987)	3
Affective Commitment	Allen & Meyer (1996)	4

Chapter 4

4.1 Data Analysis

In order to provide results related to statistics current research used different techniques and procedures have been mainly used in social sciences. Researchers use correlation to check how independent variables affect dependent variables, and regression analysis or structural equation modelling to look at how many independent and dependent variables relate to one another. using SPSS to balance and adjust variables. Each of these techniques and tools has benefits and drawbacks, but the choice of exact tests and instruments depends heavily on the research model, research goal, study type, and data nature. For the current study, the data analysis completed in two stages. First, the reliability of demographic data was calculated, gender, age, education, and position of the company. Researchers in the social sciences believe that 0.70 reliability value of the items should be required. All variables which are the present research have larger value of Cronbach alpha. Additionally, Pearson correlation was used to examine relationships between all the variables. This study used SPSS for descriptive statistics, Cronbach's alpha, and to check the correlation. Furthermore, using SPSS this study examines the linear regression between variables and the mediating impacts by using Preacher and Hayes process macros.

4.2 Results

This chapter shows the research methodology crafted to investigate the relationships of ethical leadership on employee performance in context of Telecom sector of Pakistan. The conceptual model seeks to assess the impact of Ethical Leadership on Employee Performance, with Affective Commitment acting as the mediating variable in the Telecom sector of Pakistan. Several analysis were applied to see the associations between the variables. Descriptive analysis is utilized for examining the frequency and percentage distribution of the dataset. Correlation analysis is used to see the connections and associations among the variables. Additionally, regression analysis is employed to check how Ethical Leadership influences Employee Performance, with Affective Commitment playing a mediating role. Simple regression was used to see the linear relationship between the variables and multiple regression was used to check the mediation.

4.3 Descriptive Analysis

The descriptive statistics offer a concise overview of the dataset, provided in the study. The table 2 shows the dataset consists of 230 observations. For gender distribution, female, and male. In terms of age, participants are categorized into groups: under 25, 25-34, 35-44 and 55 and above. Regarding education levels, Bachelor's degree, Master's degree, and a Doctorate. Position-wise, the distribution includes entry-level, mid-level, senior level, managerial and executive. These statistics efficiently capture the central

tendencies and diversities within the dataset. Along with that frequency and percentages and shown in the table 2 to see how many demographics are become part of the study.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	230	0	1	.59	.493
Age	230	1	4	2.11	.709
Education	230	1	3	1.48	.550
Position	230	1	5	2.52	.965
Ethical leadership	230	1.90	5.00	3.6278	.60226
Employee Performance	230	1.00	5.00	3.7522	.80697
Affective Commitment	230	1.00	5.00	3.7522	.80697

The descriptive statistics provide an overview of the key variables in the study. In the sample of 230 participants, the gender distribution shows that approximately 59% are categorized as 1 (e.g., male), with a standard deviation of 0.493. The age variable ranges from 1 to 4, with a mean of 2.11 and a standard deviation of 0.709. Education levels (ranging from 1 to 3) have a mean of 1.48 and a standard deviation of 0.550. Position, ranging from 1 to 5, has a mean of 2.52 and a standard deviation of 0.965. Ethical leadership scores range from 1.90 to 5.00, with a mean of 3.6278 and a standard deviation of 0.60226. Employee performance and affective commitment, both ranging from 1.00 to 5.00, have means of 3.7522 and standard deviations of 0.80697 each.

Table 3: Demographics

Demographics		Frequencies	Percentage
Gender	Female	94	40.9%
	Male	136	59.1%
Age	under 25	44	19.1%
	25-34	118	51.3%
	35-44	66	28.7%
	55 and above	2	0.9%
Level of Education	Bachelor's degree	126	54.8%
	Masters's degree	98	42.6%
	Doctorate	6	2.6%
Position	Entry level	32	13.9%
	Mid level	82	35.7%
	Senior level	90	39.1%
	Managerial	16	7.0%
	Executive	10	4.3%

In table 3 the demographic profile of the study participants provides a detailed overview of key characteristics within the sample. In terms of gender distribution, the study exhibits a relatively balanced representation, with 40.9% females and 59.1% males. Age-wise, the largest segment falls within the 25-34 age group, comprising 51.3% of the participants, followed by those under 25 (19.1%), 35-44 (28.7%), and a smaller percentage aged 55 and above (0.9%).

Education levels vary, with a majority holding Bachelor's degrees (54.8%), followed closely by individuals with Master's degrees (42.6%), and a smaller proportion possessing Doctorates (2.6%). Regarding professional positions, the participants are distributed across various roles, including entry-level (13.9%), mid-level (35.7%), senior level (39.1%), managerial (7.0%), and executive (4.3%) positions. This diversity in demographics ensures a representative and comprehensive sample for the study, encompassing individuals from different backgrounds and career stages.

4.4 Reliability Analysis

Reliability is a vital aspect of research measurement, ensuring that data collection tools consistently provide accurate results. Measured by Cronbach's alpha, reliability reflects the internal consistency of a scale or

questionnaire. Higher alpha values indicate greater consistency among items, enhancing the trustworthiness of measurements. In this study, reliability analysis, employing Cronbach’s alpha, was conducted to validate scales measuring ethical leadership, employee performance, and affective commitment, ensuring dependable and consistent data collection.

Table 4: Reliability

Variables	Cronbach Alpha	Scale
Ethical leadership	0.887	10
Employee Performance	0.736	3
Affective Commitment	0.878	4

In table 4 the Cronbach’s alpha values indicate the internal consistency and reliability of the scales used in the study. For the variable “Ethical leadership,” the Cronbach’s alpha is high at 0.887, suggesting a robust and reliable scale with 10 items. The “Employee Performance” scale has a Cronbach’s alpha of 0.736, indicating acceptable internal consistency across its 3 items. Similarly, the “Affective Commitment” scale demonstrates a high level of internal consistency with a Cronbach’s alpha of 0.878 for its 4 items. These values suggest that the scales used in the study are reliable measures of the respective constructs they intend to assess.

4.5 Correlation Analysis

Correlation analysis was conducted to explore the relationships among the variables in the study, namely Ethical Leadership (EL), Employee Performance (EP), and Affective Commitment (AC). The results revealed statistically significant correlations between the variables. Ethical Leadership demonstrated a significant positive correlation with both Employee Performance ($r = 0.000, p < 0.01$) and Affective Commitment ($r = 0.000, p < 0.01$). Furthermore, Employee Performance and Affective Commitment also exhibited a significant positive correlation ($r = 0.000, p < 0.01$).

Table 5: Correlation Analysis

Variables	EL	EP	AC
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Ethical Leadership (EL)	1		
Employee Performance (EP)	.003**	1	
Affective Commitment (AC)	.001**	.000**	1

Interpretation

Table 5 suggests the positive correlations which shows that the higher levels of Ethical Leadership are associated with increased Employee Performance and Affective Commitment. Similarly, a positive relationship exists between Employee Performance and Affective Commitment. These findings emphasize the interconnectedness of ethical leadership, employee performance, and affective commitment within the organizational context. The significance of these correlations implies that as Ethical Leadership improves, there is a likelihood of enhanced Employee Performance and increased Affective Commitment among the workforces. The correlation coefficients are presented in the table as follows: Ethical Leadership and Employee Performance ($r = 0.000$), Ethical Leadership and Affective Commitment ($r = 0.000$), and Employee Performance and Affective Commitment ($r = 0.000$).

4.6 Regression Analysis

Regression analysis has been employed in this study to establish causality and relationships among the variables. Two types of regression analyses were utilized to address the research objectives: simple regression and multiple regression. Simple regression was applied when examining the relationship between two variables, such as in the case of linear regression. On the other hand, multiple regression was employed when the study involved more than two variables, as is often the case in analyses involving mediation and moderation effects. The following sections provide a detailed overview of both types of regression analyses conducted in this study.

4.6.1 Simple Regression

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F
1	.369 ^a	0.136	0.132	0.75161	0.000

a. Predictors: (Constant), EL

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.323	1	20.323	35.975	.000 ^b
	Residual	128.801	228	.565		
	Total	149.124	229			

a. Dependent Variable: EP

b. Predictors: (Constant), EL

Table 8: Model

Model		Unstandardized Coefficients		Standardized		
		B	Std. Error	Coefficients	t	Sig.
1	Constant	1.958	.303		6.455	.000
	EL	.495	.082	.369	5.998	.000

a. Dependent Variable: EP

Interpretation

In table 6,7,8 the model summary indicates that the linear regression model, including the predictor variable ethical leadership, explains a significant proportion of the variance in the dependent variable employee performance ($R^2 = 0.136$). The adjusted R^2 accounts for the number of predictors in the model, yielding an adjusted R^2 of 0.132. The ANOVA results reveal that the regression model is statistically significant ($F = 35.975$, $p < 0.05$), indicating that the predictor variable ethical leadership significantly contributes to the prediction of employee performance. The unstandardized coefficients show that, after controlling for the constant, the predictor variable ethical leadership has a positive coefficient of 0.495 ($p < 0.05$), suggesting that an increase in ethical leadership is associated with an increase in employee performance. The standardized coefficient (beta) of 0.369 indicates the strength of this relationship. Overall, the results suggest that ethical leadership is a statistically significant predictor of employee performance, and the model provides valuable insights into the relationship between these variables.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F
1	.469 ^a	0.148	0.143	0.62361	0.000

a. Predictors: (Constant), AC

Table 10: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.456	1	18.456	34.432	.000 ^b
	Residual	122.190	228	.536		
	Total	140.646	229			

a. Dependent Variable: EP

b. Predictors: (Constant), AC

Table 11: Model

Model		Unstandardized Coefficients		Standardized		
		B	Std. Error	Coefficients	t	Sig.
1	Constant	1.962	.309		9.551	.000
	EL	.344	.094	.435	4.987	.000

a. Dependent Variable: EP

Interpretation

Table 9 provides a summary of the model, indicating the fit and explanatory power of the regression model. The value of R Square (0.148) suggests that approximately 14.8% of the variance in the dependent variable (Employee Performance, EP) is accounted for by the independent variable (Affective Commitment, AC). The Adjusted R Square (0.143) considers the number of predictors and adjusts the R Square accordingly. The standard error of the estimate is a measure of the model's accuracy, and a smaller value (0.62361) indicates a better fit. The associated significance of the F statistic (0.000) suggests that the model is statistically significant.

Moving to Table 10, the ANOVA results further validate the overall significance of the model. The regression model (Model 1) is compared against the null model, and the obtained F statistic (34.432) is statistically significant ($p < 0.0001$). This implies that the independent variable (Affective Commitment) significantly contributes to explaining the variance in the dependent variable (Employee Performance).

In Table 11, the unstandardized coefficients provide information about the intercept and slope of the regression equation. The constant term (1.962) represents the estimated Employee Performance when Affective Commitment is zero. The coefficient for Affective Commitment (AC) is 0.344, indicating the change in Employee Performance associated with a one-unit change in Affective Commitment. The standardized coefficients provide a sense of the relative importance of each predictor. In this case, Affective Commitment (AC) has a standardized coefficient of 0.435, suggesting a moderate effect on Employee Performance.

In summary, the regression analysis reveals that Affective Commitment significantly predicts Employee Performance in the model. As Affective Commitment increases, Employee Performance is expected to show a positive change, supporting the hypothesis, and indicating the importance of affective commitment in influencing employee performance.

4.6.2 Multiple Regression

In the current study, mediation analysis was performed using process macros (Hayes, 2013). The influence of affective commitment as a mediator between ethical leadership and employee performance was examined using mediation analysis. For that, mediation regression analysis was conducted using model 4 and purpose process macros.

Table 12: Total effect of X on Y

Effect	SE	t	p	LLCI	ULCI
0.4946	0.0825	5.997	0.0000	0.3321	0.6571

Table 13: Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
0.0000	0.0000	7.791	0.0000	0.0000	0.000

Table 14: Indirect effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
AC	0.4946	0.0994	0.2946	0.6843

Above given table 12,13,14 shows the total effect of Ethical Leadership on Employee Performance was found to be significant ($B = 0.4946$, $p < 0.001$, 95% CI [0.3321, 0.6571]). The direct effect of Ethical Leadership on Employee Performance, after controlling for Affective Commitment, was not significant ($B = 0.0000$, $p = [0.0000]$, 95% CI [0.0000, 0.0000])."The indirect effect of Ethical Leadership on Employee Performance through Affective Commitment was significant ($B = 0.4946$, $BootSE = 0.0994$, 95% CI [0.2946, 0.6843]). The completely standardized indirect effect of Ethical Leadership on Employee Performance through Affective Commitment was also significant ($B = 0.3692$, $BootSE = 0.0724$, 95% CI [0.2202, 0.5036]). The overall model was statistically significant ($F = 35.9752$, $p < 0.001$), explaining 13.63% of the variance in Employee Performance. The R-squared value indicated a moderate fit of the model.

4.7 Summary of the Hypothesis

Table 15 presents a summary of the hypothesis tests conducted in this study to examine whether the hypotheses were supported or not. The table provides an overview of the results obtained from the statistical analyses, indicating whether there was sufficient evidence to accept or reject each hypothesis.

Hypothesis	Statement	Result
H1	Ethical leadership have a positive and significant relationship on employee performance.	Supported
H2	Affective commitment has a positive and significant relationship on employee performance.	Supported
H3	Affective commitment mediates significant relationship between ethical leadership and employee performance.	Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

This study investigates the relationship between ethical leadership and employee performance, with a focus on the mediating role of affective commitment in the Telecom sector. The findings reveal that ethical leadership acts as a substantial driver of employee performance. Moreover, the results underscore the crucial mediating influence of affective commitment in the link between ethical leadership and employee performance. Each aspect is discussed in detail.

Addressing the first research question, "**Does ethical leadership influence the performance of employees in the Telecom sector of Pakistan?**" Hypothesis 1 was formulated, positing that ethical leadership positively and significantly impacts employee performance. The analysis confirmed the significance of Hypothesis 1, indicating a positive relationship between ethical leadership and employee performance. This aligns with prior research, which consistently associates ethical leadership with enhanced employee performance. Numerous studies have explored the positive association between ethical leadership and employee performance across various industries (Brown, Treviño, & Harrison, 2005; Den Hartog & Belschak, 2012). Ethical leaders, characterized by their commitment to moral principles, integrity, and fairness, have been consistently associated with favorable employee outcomes, including higher levels of engagement, job satisfaction, and organizational commitment (Treviño, Hartman, & Brown, 2000). Empirical evidence suggests that ethical leaders not only set high moral standards but also inspire trust among employees, creating a positive organizational climate conducive to enhanced individual and collective performance (Eisenbeiss, Knippenberg, & Boerner, 2008; Mayer et al., 2009). The primary aim of ethical leadership is to enhance the ethical values within the workforce and guide their conduct (Treviño et al., 2006). Numerous studies have emphasized the impact of ethical perspectives on various aspects such as organizational values, employee performance, and ethical leadership (Vogds, 2001). Therefore, hypothesis 1 is accepted as the above arguments provided strong justifications that ethical leadership is positively associated with employee performance.

To examine the answer of second question "**Does affective commitment influence the performance of employees in the Telecom sector of Pakistan?**" Hypothesis 2 was formulated, positing that affective commitment positively and significantly impacts employee performance. The analysis confirmed the significance of Hypothesis 2, indicating a positive relationship between affective commitment and employee performance. Affective commitment, as conceptualized by Meyer and Allen (1991), is instrumental in shaping employee attitudes and behaviors. In the context of ethical leadership, studies by

Eisenbeiss et al. (2008) and Mayer et al. (2009) propose that affective commitment acts as a mediating force, intricately linking the ethical leadership practices with diverse employee outcomes. This emotional attachment and identification with the organization become particularly critical in an industry where employees face intricate ethical challenges, such as those related to customer privacy, fair competition, and corporate social responsibility. Employee performance, as the linchpin of organizational success, becomes the tangible outcome of the intricate relationship between affective commitment and ethical leadership. Ethical leadership, characterized by transparent communication, fairness, and a commitment to ethical standards, establishes a positive atmosphere conducive to fostering affective commitment among employees. This emotional investment, in turn, becomes a catalyst for enhanced performance.

Numerous studies like Zhang and colleagues (2019) in a technology-driven industry found that affective commitment mediated the relationship between leadership styles and employee innovation. Another study is Yubing et al. (2020) investigate the influence of affective commitment on employees' innovative behavior and job performance. The findings indicate a strong positive relationship between affective commitment and both innovative behavior and job performance. Employees who exhibit higher levels of affective commitment to their organizations tend to demonstrate greater innovative behavior and enhanced job performance.

To examine the answer of third question "**Does affective commitment mediates the relationship between ethical leadership and employee performance?**" Hypothesis 3 was formulated, positing that affective commitment mediates the relationship between ethical leadership and employee performance. The analysis confirmed the significance of Hypothesis 3, indicating a mediating relationship between ethical leadership and employee performance. Meyer et al. (2002) demonstrated that affective commitment mediates the relationship between leadership behavior and organizational citizenship behavior, emphasizing the importance of employees' emotional attachment in influencing discretionary workplace behaviors.

Within the Telecom sector, which operates at the intersection of technological innovation and diverse workforce dynamics, the mediating role of affective commitment gains relevance. The study by Zhang and colleagues (2019) in a technology-driven industry found that affective commitment mediated the relationship between leadership styles and employee innovation. This suggests that leaders who cultivate affective commitment may foster an environment conducive to creative contributions and adaptive behaviors within technology-oriented sectors.

Furthermore, research by Rhoades and Eisenberger (2002) in the organizational psychology domain supports the notion that affective commitment plays a crucial role in translating leadership practices into desirable employee outcomes. Their work underscores the idea that employees' emotional attachment to an

organization serves as a mechanism through which leadership influences various aspects of individual and organizational performance.

In summary, the mediating role of affective commitment has been a consistent theme in organizational literature, showcasing its significance in explaining how leadership practices, including ethical leadership, can impact employee performance across different industries and organizational contexts.

5.2 Practical Implications and Managerial Implications

The findings of this study hold valuable practical implications for managers and practitioners in the Telecom sector of Pakistan. Firstly, organizations can benefit significantly by prioritizing the enhancement of ethical leadership within their managerial ranks. Investing in targeted training programs that focus on moral principles, integrity, and fairness can empower leaders to set high ethical standards. This, in turn, fosters an environment of trust, positively influencing employee engagement, job satisfaction, and overall performance. Moreover, recognizing the crucial role of affective commitment in shaping employee attitudes and behaviors, practitioners can implement strategies to promote emotional attachment among employees. Creating a positive organizational culture, fostering transparent communication, and providing avenues for employees to connect with the company's mission and values can contribute to a workforce that is not only committed but also emotionally invested in the organization's success. For managers, the study suggests the importance of measuring and monitoring employee performance beyond quantitative metrics. Establishing robust performance measurement systems that account for ethical behavior and affective commitment provides a comprehensive understanding of individual and collective contributions. This insight can guide managers in making informed decisions about talent development, promotions, and team dynamics. Practitioners in human resources and leadership development can design and implement training programs tailored to the practical implications of ethical leadership on employee performance. These programs should equip leaders with the skills to navigate complex ethical challenges and reinforce the organization's commitment to ethical values.

Furthermore, recognizing affective commitment as a mediator between ethical leadership and employee performance, managers can strategically foster innovation and adaptability. By creating a positive work environment that supports employees in overcoming ethical challenges, managers contribute to a culture of creative contributions and adaptive behaviors, especially crucial in a technology-driven sector. Continuous monitoring and feedback mechanisms become essential for managers, enabling them to assess the effectiveness of ethical leadership practices and employee commitment. Regular performance reviews

should incorporate discussions on ethical considerations and emotional attachment, facilitating ongoing improvement and alignment with organizational goals. In essence, these practical implications provide actionable insights for managers and practitioners in the Telecom sector of Pakistan, guiding them in the strategic development of ethical leadership, the promotion of affective commitment, and the creation of a work environment conducive to enhanced employee performance and organizational success.

In essence, these practical implications provide a roadmap for managers and practitioners in the Telecom sector of Pakistan. They offer actionable insights, guiding strategic development in ethical leadership, the promotion of affective commitment, and the creation of a work environment conducive to enhanced employee performance and sustained organizational success. By integrating these insights into managerial practices, organizations can foster a culture of ethical leadership, commitment, and innovation, positioning themselves for long-term success in this dynamic industry.

5.3 Conclusion

In conclusion, this research addresses a significant gap in the existing literature by focusing on the relationship between ethical leadership, affective commitment, and employee performance within the unique context of the Telecom sector in Pakistan. The study confirms the positive and significant impact of ethical leadership on employee performance, supported by the mediating role of affective commitment. The choice of the Telecom sector in Pakistan as the research focus stems from its strategic importance, dynamic nature, and the dearth of literature specific to this industry. The findings affirm that ethical leadership is a substantial driver of employee performance in this sector, aligning with broader research trends across various industries. Moreover, the study highlights the crucial role of affective commitment as a mediating force, intricately linking ethical leadership practices with diverse employee outcomes. The practical implications of this research extend to managers and practitioners in the Telecom sector, offering actionable insights for enhancing organizational performance. Prioritizing ethical leadership through targeted training programs can create a positive work environment, fostering trust, employee engagement, and overall performance. Recognizing affective commitment as a mediator opens avenues for strategically fostering innovation and adaptability, essential in the dynamic landscape of the Telecom industry. Managers are encouraged to go beyond quantitative metrics in assessing employee performance, incorporating ethical considerations and emotional attachment. Continuous monitoring and feedback mechanisms become essential for aligning ethical leadership practices with organizational goals. These practical implications provide a roadmap for developing ethical leadership, promoting affective commitment, and creating a work environment conducive to sustained employee performance and organizational success.

The implementation of ethical leadership within the Telecom sector of Pakistan holds immense potential for enhancing employee performance and, consequently, contributing to the overall success of organizations in this dynamic industry. Ethical leadership, characterized by a commitment to moral principles, fairness, and integrity, can create a positive work environment that positively influences employee behavior and performance. Firstly, ethical leadership sets a standard for transparent communication and decision-making. Leaders who prioritize ethical considerations create a culture of openness and trust within the organization. In the Telecom sector, where rapid technological advancements and complex regulatory challenges prevail, clear communication is crucial. Ethical leaders foster an atmosphere where employees feel comfortable expressing concerns, seeking guidance, and collaborating on innovative solutions. This transparency enhances overall organizational efficiency and effectiveness. Moreover, ethical leaders serve as role models, guiding employees by example. By consistently demonstrating ethical behavior in their actions and decisions, leaders inspire trust and respect among team members. In the Telecom industry, characterized by intense competition and continuous innovation, employees often face ethical dilemmas related to customer privacy, fair competition, and corporate social responsibility. Ethical leaders provide a moral compass, helping employees navigate these challenges with integrity. This guidance contributes to a workforce that is not only committed but also aligned with the organization's ethical values. Ethical leadership also fosters a sense of belonging and commitment among employees, as highlighted by the mediating role of affective commitment in the research findings. In the Telecom sector, where the workforce operates at the intersection of technological innovation and diverse workforce dynamics, fostering emotional attachment becomes crucial. Ethical leaders create an inclusive and supportive work environment, where employees feel valued and connected to the organization's mission and values. This emotional investment translates into increased job satisfaction, engagement, and a willingness to go above and beyond in their roles.

Furthermore, the implementation of ethical leadership contributes to employee well-being. Organizations led by ethical leaders are more likely to prioritize employee welfare, creating policies and practices that support work-life balance, mental health, and professional development. In the fast-paced and competitive environment of the Telecom industry, where employee burnout and stress can be prevalent, a focus on employee well-being directly correlates with enhanced performance and sustained productivity. In conclusion, the implementation of ethical leadership in the Telecom sector of Pakistan serves as a catalyst for improved employee performance through transparent communication, ethical role modeling, enhanced commitment, and prioritization of employee well-being. As organizations in this industry navigate the challenges of technological evolution and intense competition, ethical leadership emerges as a strategic imperative, shaping a workplace culture that not only meets current demands but also positions the organization for long-term success.

5.4 Limitations of the Study

While this study provides valuable insights into the relationship between ethical leadership, affective commitment, and employee performance in the Telecom sector of Pakistan, it is essential to acknowledge certain limitations that may influence the interpretation of the findings and their generalizability.

- The study was conducted with a specific sample within the Telecom sector of Pakistan. The findings may not be fully representative of the entire industry, and caution should be exercised when generalizing the results to different sectors or organizational contexts.
- The research design is cross-sectional, capturing data at a single point in time. This limits our ability to establish causal relationships and observe changes over time. Future research employing longitudinal designs could provide a more dynamic understanding of the relationships explored in this study.
- Data collection relied on self-report measures, introducing the potential for response bias and common method variance. Participants may provide socially desirable responses, affecting the accuracy of the reported relationships. Employing multiple data sources or observational methods could enhance the robustness of future investigations.
- The Telecom sector in Pakistan faces unique challenges related to technological advancements, regulatory dynamics, and competitive pressures. These industry-specific factors may influence the observed relationships differently than in other sectors. Researchers should consider these nuances when applying or extending the findings to diverse industries.
- The study was conducted in the cultural context of Pakistan, and cultural factors may influence the perception and interpretation of ethical leadership, affective commitment, and employee performance. Replicating the study in different cultural contexts would contribute to the external validity of the findings.
- While the study identified the mediating role of affective commitment in the relationship between ethical leadership and employee performance, it is acknowledged that other variables might contribute to this relationship. Future research could explore additional mediators to provide a more comprehensive understanding of the underlying mechanisms.
- Although validated instruments were used to measure ethical leadership, affective commitment, and employee performance, the limitations inherent in any measurement tool apply. Researchers should be mindful of the inherent constraints of these instruments and consider alternative measurement approaches for a more comprehensive assessment.

- The study focused on a specific timeframe, and external factors or organizational changes occurring outside this period may not be fully captured. Future research with a broader timeframe could account for the temporal dynamics influencing the studied relationships.

Despite these limitations, this study contributes valuable insights to the literature on ethical leadership, affective commitment, and employee performance, providing a foundation for future research endeavors in similar and diverse contexts.

5.5 Recommendations

Exploring Specific Aspects of Ethical Leadership

Consider delving deeper into specific dimensions or behaviors of ethical leadership to identify which aspects have a more significant impact on employee performance. For instance, examining the influence of transparent communication, fairness, or integrity separately could provide a nuanced understanding of their individual contributions.

Comparative Analysis Across Industries

Extend the research to compare the findings in the Telecom sector with other industries. Investigate whether the relationship between ethical leadership, affective commitment, and employee performance varies across different sectors. This comparative analysis can enhance the generalizability of the findings and provide insights into industry-specific dynamics.

Longitudinal Studies

Conduct longitudinal studies to observe the long-term effects of ethical leadership on employee performance and affective commitment. Tracking these variables over an extended period can reveal trends, patterns, and potential changes in the relationship, contributing to a more comprehensive understanding of the dynamics involved.

Cultural Context and Ethical Leadership

Explore the influence of cultural factors on the effectiveness of ethical leadership in the Telecom sector of Pakistan. Investigate how cultural values and norms may interact with ethical leadership practices, affective commitment, and ultimately impact employee performance.

Employee Perception and Ethical Leadership

Investigate how employees perceive ethical leadership within the Telecom sector. Understanding employee perceptions can provide valuable insights into the subjective experiences of individuals and how these perceptions influence their affective commitment and, subsequently, their performance.

Incorporating Employee Feedback

Consider incorporating qualitative methods, such as interviews or focus group discussions, to gather in-depth insights from employees about their experiences with ethical leadership and affective commitment. This qualitative data can complement the quantitative findings and provide a richer understanding of the mechanisms at play.

Interventions and Training Programs

Design and implement interventions or training programs aimed at enhancing ethical leadership skills among managers in the Telecom sector. Assess the impact of these interventions on employee performance and affective commitment, providing practical recommendations for organizations seeking to improve leadership practices.

External Factors and Industry Trends

Explore how external factors, such as changes in regulatory environments, technological advancements, or industry trends, may influence the relationship between ethical leadership, affective commitment, and employee performance. Understanding the broader contextual factors can offer a more comprehensive view of the dynamics within the Telecom sector.

Impact on Organizational Outcomes

Investigate the broader impact of ethical leadership on organizational outcomes beyond employee performance. Explore its influence on factors like organizational culture, innovation, employee retention, and overall organizational success in the Telecom sector.

Cross-Cultural Studies

Consider expanding the research to include cross-cultural studies, comparing the relationship between ethical leadership, affective commitment, and employee performance in different cultural contexts. This can provide valuable insights into the universality or cultural specificity of the identified relationships.

Exploration of Additional Mediators

While affective commitment was identified as a crucial mediator, future research could explore other potential mediators that may contribute to the relationship between ethical leadership and employee performance. This may include variables related to organizational climate, job satisfaction, or specific ethical behaviors that could further elucidate the underlying mechanisms.

In-Depth Case Studies

Complementing quantitative analyses with qualitative in-depth case studies within the Telecom sector could provide a richer understanding of the contextual factors influencing the observed relationships. Exploring real-life scenarios and organizational practices can uncover unique insights that quantitative data may not fully capture.

Ethical Leadership in Crisis Situations

Examine how ethical leadership manifests during crisis situations, such as economic downturns, public relations challenges, or global emergencies. Understanding how leaders navigate and communicate ethical decisions in times of crisis can offer insights into the resilience and adaptability of ethical leadership practices. Investigate the long-term impact on employee commitment and performance post-crisis.

Social Responsibility Initiatives

Investigate the relationship between ethical leadership and organizational social responsibility initiatives. Explore how leaders champion social causes and integrate ethical considerations into corporate social responsibility efforts. Understanding the impact of these initiatives on employee commitment and performance can contribute to a deeper understanding of the broader societal impact of ethical leadership.

Intervention Studies

Conducting intervention studies represents another avenue for future research. Implementing ethical leadership development programs or interventions designed to enhance affective commitment allows researchers to assess the causal impact of such initiatives. By measuring the outcomes of these interventions on employee performance metrics, researchers can provide evidence-based recommendations for organizations seeking to cultivate ethical leadership and strengthen affective commitment. Intervention studies bridge the gap between theory and practice, offering pragmatic insights that can inform managerial strategies and organizational policies.

Overall, the findings from the provided data underscore the crucial role of ethical leadership in shaping employee performance and affective commitment within the Telecom sector of Pakistan. The survey, based

on Bishop's (1987) work, gives insights into how employees see their leaders' actions and how it affects the organization. The suggestions for future research provide a roadmap for studying this topic further. By looking more closely at specific aspects of ethical leadership, like clear communication and fairness, researchers can understand their individual impacts on how well employees do their jobs. Comparing these findings with other industries can broaden our understanding. Long-term studies can show how ethical leadership affects employees over time. Recognizing the cultural context is vital, as researchers should explore how cultural factors interact with ethical leadership in Pakistan's Telecom sector. The focus on employee perceptions adds a qualitative element, aiming to capture personal experiences and how they affect commitment and performance. Using employee feedback through interviews or discussions can provide deeper insights. Interventions and training programs for managers can improve ethical leadership, with a focus on measuring their impact on employee performance. Studying external factors and industry trends helps place the research in a broader context, considering how outside changes may influence the relationship between ethical leadership and performance. Looking at the broader impact of ethical leadership on organizational outcomes, such as culture and innovation, can offer a more holistic view. Cross-cultural studies explore whether these relationships are universal or specific to certain cultures. Exploring additional factors beyond affective commitment, like organizational climate or job satisfaction, can deepen our understanding. Lastly, in-depth case studies can complement the numbers, providing a closer look at how context shapes these relationships in the Telecom sector. by exploring these avenues, future research in the Telecom sector of Pakistan can contribute to a more detailed and comprehensive understanding of the dynamics between ethical leadership, affective commitment, and employee performance. These recommendations offer a roadmap for researchers to address gaps in the current understanding and contribute valuable insights to both academic and practical domains.

Questionnaire

Dear respondent,

Please be thorough when completing this form. Your assistance in completing this questionnaire would be greatly appreciated, and I am confident that your input will be quite beneficial to this study. The data you supply will only be utilized for study.

Demographic Information

a. Age (Years)

- Under 25
- 25-34
- 35-44
- 45-54

b. Gender

- Male
- Female

c. Education

- High School or below
- Bachelor's degree
- Master's degree
- Doctorate
- Other (please specify)

d. Position

- Entry-level
- Mid-level
- Senior-level
- Managerial
- Executive

Ethical Leadership

1. My leader consistently listens to what employees have to say.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

2. My leader is likely to discipline employees who violate ethical standards.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

3. My leader consistently conducts his/her personal life in an ethical manner.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

4. My leader has the best interests of employees in mind.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

5. My leader frequently makes fair and balanced decisions.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

6. My leader is trustworthy.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

7. My leader often discusses business ethics or values with employees.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
8. My leader sets an example of how to do things the right way in terms of ethics.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
9. My leader places importance on defining success not just by results but also by the way they are obtained.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
10. When making decisions, my leader often asks, 'what is the right thing to do?'
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

Employee Performance

11. My performance is better than that of my colleagues with similar qualifications.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree
12. My performance is better than that of employees with similar qualifications in other companies.
- Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly Agree

13. I find satisfaction in my performance as it is predominantly commendable.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Affective Commitment

14. I feel a strong sense of belonging to my organization.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. I feel “emotionally attached” to this organization.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

16. I feel like “part of the family” at this organization.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

17. I think it would be hard to become as attached to another organization as I am to this one.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

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