

INTRODUCTION

Iqra Journal of Business & Management is a peer reviewed journal initiated by the Business Administration Department, Iqra National University, Peshawar, Pakistan in year 2017. The aim of the journal is to publish latest research related to the field of management, business administration, marketing, finance, entrepreneurship and so on. The main contributors of the journal are academics, researchers, practitioners, consultants, and undergraduate and postgraduate students. The journal has a diverse advisory board consist of experts from developed countries as well as well-known universities at national level. The journal provides a platform for sharing diverse research work in the field and aims to reduce the gap between the industry and academia. The journal is abstracted and indexed in high ranking abstracting and indexing agencies. The journal does not charge any fee to authors and is freely available to the readers through its web site.

AIMS AND SCOPE

The Iqra Journal of Business & Management provides an excellent outlet for research and scholarship on management-related themes and topics. The journal contributions comes from all over the country as well as from abroad, and include empirical and methodological articles across the full range of business and management disciplines including;

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- Public Sector Management
- Organizational Behavior
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- Research methods

CHIEF EDITOR MESSAGE

Pakistan is going through a transitional period having long lasting impact on its economy, politics, culture, and social structure of the society. Key drivers of the transition include CPEC project, changing International and national political dynamics, globalization, climate change, and new public management. The transitional period is also putting greater pressure on organizations across the diverse range of industries/sectors to adopt according to the changing needs of the environment. In this dynamic environment, there is urgent need for research and development of indigenous new methods, techniques, and tools for the growth of businesses and industry in Pakistan. It is a matter of great pride, enthusiasm, and anticipation that Iqra National University is launching its management science journal named 'Iqra Journal of Business & Management'. The journal aims to provide a platform to the researchers belongs to the management and administration discipline. The journal will disseminate the latest research to the research community, academics, industry, government and social sector. The aim of the journal is to provide industry and businesses within Pakistan the latest research and bridge the gap between the industry and academia. In current era, best scholarship requires the qualitative as well as quantitative methodology so the journal will publish research articles on both type of research along with insightful commentary, field reports on contemporary management practice, all of which will make the journal highly beneficial for its readers.

The development of journal required a lot of hard work and I appreciate the work of managing editor, co-managing editor and associate editors. On behalf of Iqra Journal of Business & Management, I am thankful to the university administration for its support of this effort. I am thankful to the Chancellor, INU Obaid ur Rehman, and all the academic and administrative staff in supporting this research endeavour.

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LETTER FROM THE EDITORS

Warmly Welcome to Iqra Journal of Business & Management (IJBM) Volume 3, Issue 2, 2019, the official journal of the Iqra National University Management Science Department. This University providing Management Science, Engineerin, Allied Health Sciences, Fashion & Design & Mass Media Communication Discipline Bachelors, Masters & Ph.D degrees. A non- profit association of scholars whose ambitious to come up with challenging and encouragement ideas to support and transfer of knowledge throughout the world.

The editorial mission of the IJBM is to publish pragmatic and hypothetical research articles which improve and introduce the core values of Information System and Management Science. All research articles are double blind referred. The manuscript in this issue have a good enough acceptance rate, which is keeping with our editorial mission. Versatility of thoughts will always be welcomed.

Please explore the Iqra National University website at <https://www.inu.edu.pk/iqra-journal-of-business-management/> for on-going information about the university and Journal, and about Management Sciences academics and our collective conferences. Submission suggestion instructions and guidelines for publication are also provided on the provided website.

Prof. Dr. Farzand Ali Jan

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THE IMPACT OF LEADERSHIP STYLE ON BANK MANAGER'S PERFORMANCE THROUGH MODERATING ROLE OF MOTIVATION

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ABSTRACT

This paper reports the findings examined on the phenomena impact of bank manager's leadership style on their performance with the moderating role of motivation. This relationship and its outcomes are explored theoretically and tested in the banking sector of Pakistan. Descriptive and quantitative (reliability, correlation, regression and analysis of variance) research conducted through questionnaire (likert scale ranging from 1 to 5) and performance measured through secondary data ranging from 1 to 5 similar to Likert scale. SPSS is software which is used for analytical purpose in this research. Simple random sampling technique used and sample size was 200 full time employees of banking sector. This study revealed that Transformational leadership has positive, strong and significant association with the performance and transactional leadership is also significant to bank manager's performance but comparatively low. Laissez Faire has no strong relationship with performance but due to insignificance relation it indicates that Laissez Faire style is not an important style that boost the bank manager's performance as compare to other leadership styles. This study will help out the management and human resource to conduct proper leadership trainings and hire appropriate person. This research is also a guideline for the managers how can they improve their performance in the banking industry.

Keywords: Leadership Styles, Transformational Leadership, Transactional Leadership, Passive Leadership, motivation, Banking Performance.

INTRODUCTION

Background of the Study

Financial sector consists of money, financial markets, banks and stock exchanges. To study the financial sector readers, have some basic knowledge about banks, financial institutions, stock markets and knowledge about role of central bank to regulate these financial institutions. Financial sector handles different type of financial activities on daily basis such as barrowing, lending, sale/purchase of bills, salaries, settlement of business transaction between clients. It system works as a facilitator between financial institutions and individuals. Banking system evolved over last two decades enormously. Traditional banking replaced with modern, innovative and more abstemious banking. All these innovations Dedicated to rapid change in information technology, communication mediums and methods and globalization of markets. Face of the banking industry totally changed due to IT. Due to advancement a new concept evolved which is a branchless banking. IT made banks to introduce new products in the banks in the industry such as ATM, interbank funds transfer, mobile banking, internet banking. These new products created many opportunities as well as challenges for the banks.

Financial sector is progressing day by day; according to state bank of Pakistan there are 35 commercial banks, 10 microfinance banks, 10 development financial institutes (DFIs), 13 leasing companies, 07 investment banks, 21 Modaraba companies and 01 investments in Pakistan. Gradual growth in banking sector of Pakistan increased competitiveness (Haq and kuchinki, 2016). Every bank in this market has some competitive edge over its competitors such as wide range of its products, quality of services, technological advancement such as mobile banking, internet banking, large network, awards by different forum etc. one important aspect which can enhance the performance of the bank is Human resource. IT is not a competitive in banking industry because technology can easily have copied and most of the banks have similar type of technology but the competitive advantage for one bank to another is services provided by the Human resource. Leadership has an important role in the services industry (Haq and kuchinki, 2016). Management efficiency depends upon the leadership style of manager (Sakansi, 2000).

Based on the Theory of Transformational leadership presented by the Burns (1978), Bass did several modification and expansion in this theory. Bass did not agree with Burns that Transactional and transformational leadership is different end of a poll. Bass said that transactional leadership and transformational leadership are different concepts and he further explained that best leader can be both transactional leader as well as a transformational

leader. Bass also criticized the theory regarding behavior of the transactional and transformational leadership. There are a lot of versions available regarding leadership but most recent version explains three different dimensions of leadership which are transformational leadership, transactional leadership and passive leadership.

Branches are routes of the banking and branch manager is a leader appointed by the management. He is responsible for his team and branch. Introduction of new products increased the responsibility of the Branch manager. All these mentioned products are the key performance indicators of the Branch manager which as analyzed on the given period of time. Performance is gauged by standard Performance given by bank every branch has its own parameters and its weights according to given product lines such as a branch X has Credit facility so it is a performance indicator of X branch but not for Y branch which has no Credit facility in her branch. Secondary data used for analysis of the Branch manager's performance which is available to all branches to calculate his performance. Performance is calculated in points started from 1 and ends at 5. 1 means lowest performer and 5 means best performer. Every branch manager works for the best outcomes but some of the come out with a best result. Where difference lies? As far as our study is concerned literature suggests that there are different leadership styles which are adopted by the managers. Next question is which one is the best leadership style which could enhance the performance of the branch manager.

Study Objective

- Find out is there any relationship between leadership style and bank managers performance.
- To find out whether employee motivation plays any significant role on bank manager's performance.
- Find out whether motivation plays any part on the relationship of leadership style and bank manager's performance.

Research Questions

Below are the questions for this research

1. Does leadership style influence Bank manager's performance?
2. Does Motivation influence the Bank manager's performance?
3. Does Motivation moderate the relationship of Leadership styles and Bank manager's performance?

RESEARCH METHODOLOGY

Accounting for the sophistication of the research problem and to obtain comprehensive version on the relationship of the leadership styles and their performance with a moderating variable of motivation, this study opted to collect quantitative data directly from bank managers in commercial banking of Pakistan. Samples were selected based on their position (i.e. bank manager) their willingness to answer and their accessibility. According to Hair, Tatham, Anderson & Black (2006) (6th Edition) we selected sample size for this research is 200 out of which 118 responded and finally 105 were considered for this study. Bank Managers of Pakistan are the population frame of this study. The aim of study is to examine impact of Bank manager's leadership styles on Bank Managers performance through moderating role of Motivation of employees; therefore, individual (Bank Manager) and one subordinate are unit of analysis for this research. It will be Explanatory research study as it is conducted for a problem that has not been clearly defined. It often occurs before we know enough to make conceptual distinctions. Performa available to all the staff members and data of performance are provided to the branches through Knowledge Management reports, which are available to the branch managers throughout the bank.

LITERATURE REVIEW

Pakistan is facing economic crisis and all indicators are glancing the bad economy. Banking industry and stock exchange are the face of the country economy. According to world bank these are the statistics of Pakistan in 2018, GDP 312.57 Billion, per capita 1580 \$, current account deficit declined from 6.3% of GDP in 2018 to 4.8% of GDP in 2019, GDP is 3.3 % which is 2.2 % declined as compare to financial year 2018. This is stress full environment for the employees in the banking sector. Due to unfavorable economic conditions employees are meeting their targets turnover rate is very high in banking sector of Pakistan (Haq and kuchinki, 2016). In this environment banks needed leaders who manage the portfolio along with the performance, to motivate employees and increase the satisfaction level in the team. Mott, Reddin, Yukl and Fiedler are the researchers who supported the argument that leadership quality and the style of leadership is a major influencer of organizational performance and employee's satisfaction (Sakansi, 2000).

Bass and Avolio (1994) presented the Full Range of leadership which has three dimensions of leadership which are Transformational, transactional and laissez-fair. Transformational leadership style has further four sub categories which are idealized influence, inspirational

motivation, intellectual stimulation, individual consideration. Transactional leadership has three sub categories which are contingent reward, management by expectation active and management by expectation passive. Question arises which is the best Leadership style which suits to the banking sector of Pakistan. Bhagat & Steers (2009) stated that there is no fixed leadership style across the world it varies from culture to culture. By The application of full range leadership theory, transformational leadership is the most effective leadership style in Pakistan (Haq and kuchinki, 2016). Transformational leadership style and transactional leadership style are most frequently found leadership styles in Pakistan (Haq and kuchinki, 2016).

There are two school of thoughts according to Birasnav (2014) transformational leadership has an edge over rest of leadership style while Yukl (2012) argued that leadership style varies according to situations there is no superiority of any leadership style over each other.

Transformational leadership has positive influence over team performance. (Hoyt & Blascovich, 2003). Transformation leadership has positive association with behavior, sense of efficacy, emotions and it has a positive impact on the organizational performance (Bass, 1985; Burns, 1978). Judge and Piccolo (2004) stated that transformational leadership style is more influential in terms of performance as compare to transactional leadership and laissez-faire leadership style. Dinh et al. (2014) revealed that Researchers focused on the transactional leadership style five times more as compare to rest of the leadership style which shows the importance of this leadership style.

Transactional leadership style is a phenomenon of exchange between leaders and subordinates (Bass & Avolio, 1993). Transactional leader has a power of reward and punishment and employees work is closely monitored by the leader (Sudha, Shahnawaz and Farhat, 2016). Transactional leadership is more effective in short terms assignments and operational tasks (Baškarada, Watson & Cromenrty, 2016).

Laissez-faire leadership style avoids taking responsibility and decision making (Luthans, 2005). This is less attractive and less effective leadership style in terms of followers (Avolio, 1999). According to Goodnight (2004) transactional leadership style and transformational style are more effective as compare to laissez-fair. Laissez-fair leadership has a negative relationship with the performance (Kiran Sakkar Sudha, M. G. Shahnawaz, Anam Farhat)

(Hargis, Watt and Piotrowski (2011) stated that Transformational leadership is linked with positive emotions and long term effect, for routine and daily functions transactional leadership style is more suited and effective. Transformational leadership required when organization is in the process of change (Kiran Sakkar Sudha, M. G. Shahnawaz, Anam

Farhat). Biswas and Varma (2011) stated that in India transformational leadership and transactional leadership style both are effective. Transactional leadership style is effective to enforce the existing circumstances and to achieve the assigned target with no major changes occur but transformational leadership is effective in an environment where changes are frequent (Jansen et al., 2009).

DATA ANALYSIS AND FINDINGS

CORRELATION

Pearson correlation between Transformational leadership style and motivation of bank employees is 0.346 which is a positive correlation. It is positive correlation but not very high positive correlation. It is close to positive medium correlation. Total number of samples collected from banking industry is 105. Significance level in this correlation is 0.000 which is in two tail test.

Pearson correlation between Transactional leadership style and motivation of bank employees is 0.192 which is a positive correlation. It is positive correlation but not very high positive correlation. It is close to positive low correlation. Total number of samples collected from banking industry is 105. Significance level in this correlation is 0.050 which is in two tail test.

Pearson correlation between Passive leadership style and motivation of bank employees is 0.002 which is a positive correlation. It is positive correlation but not very high positive correlation. It is close to positive low correlation. Total number of samples collected from banking industry is 105. Significance level in this correlation is 0.939 which is in two tail test

Pearson correlation between Bank managers' performance and motivation of bank employees is 0.519 which is a positive correlation. It is positive correlation but not very high positive correlation. It is more than positive moderate correlation. Total number of samples collected from banking industry is 105. Significance level in this correlation is 0.000 which is in two tail test. A results show that Bank managers' performance and bank employees Motivation is highly correlated.

REGRESSION ANALYSIS

H1= There is significant affect of transformational leadership style on bank manager's performance

The R is correlation coefficient and its value is 0.724, which shows the correlation value. It specifies a high positive correlation. The R^2 value represents the effect size. It means how much of the Bank managers performance explained by transformational leadership. Here it is .525 can be explained, which is above moderate. It even drops after certain adjustments to 0.520. Whether the regression model significantly predicts the dependent variable or not can be seen by the ANOVA table. Regression row shows the F value for this model which is 113.772 and Significance value of 0.000, which shows the statistical significance of the regression model. $P < 0.000$, which is less than 0.05, therefore the model can predict the dependent variable. The last table is coefficient table. It shows that how dependent variable can be predicted from the independent variable. The constant value is significant at 0.795 and B value is 1.050. The value of Beta for transformational is .724 and significance .000.

H2= There is significant affect of transactional leadership style on bank manager's performance

Values of R in the table are 0.297 and R^2 value is .088. R specifies a very weak positive correlation. The R^2 value represents the effect size. Here it is .088 that can be explained, which is very low. It even drops after certain adjustments to 0.079 Regression row shows the F value for this model which is 9.975 and Significance value of 0.002, which shows the insignificance of the regression model. $P > 0.002$, therefore the model predict the dependent variable. The last table is coefficient table. It shows that how dependent variable can be predicted from the independent variable. The constant value is significant at 2.201 and B value of 0.314. The value of Beta for transactional is 0.297 and student t test is 3.158 and significance 0.002.

H3= There is significant affect of passive leadership style on bank manager's performance

This table shows summary of the model. Values of R and R^2 are shown here. The R is correlation coefficient and it is 0.007. It specifies a below medium positive correlation. The R^2 value represents the effect size. It means how much of the Bank managers performance is

explained by passive leadership style. Here it is .006 that can be explained, which is low. It even drops after certain adjustments to -0.004. Regression row shows the F value for this model which is 0.613 and Significance value of 0.436, which shows the statistical significance of the regression model. $P > 0.436$, which is more than 0.05, therefore the model does not predict the dependent variable. The constant value is significant at 3.160 and B value of -0.072. The value of Beta for passive leadership is -0.077. T test value is -0.783 and significance 0.436.

MODERATION ANALYSIS

H1a= There is significant affect of transformational leadership style and motivation on bank manager's performance.

The above table shows the model summary. It shows the value of coefficient of correlation $R=0.8043$ which is highly positive correlation. The R^2 shows the value of 0.6470 which is high but not very high. This model captures the 64.70 % changes in Bank manager's performance with the moderation of motivation in relationship of transformational leadership style. The p value suggesting that this model is statistically significant at 0.05 level. In the model, the values of coefficient for motivation and transactional leadership style are negative -0.2230 and -0.1598. But the value of interaction term has a positive value and in absolute term value increases. This shows that there is moderation in this model. Student's t test is used in this table. The value in the p column in Interaction row suggests that this moderation is significant at 0.0295 level. Further the process also shows the change in the value of R^2 after the interaction term is introduced. 66.40 % change occurs in the model due to the interaction of motivation and transactional leadership style.

H2a= There is significant affect of transactional leadership style and motivation on bank manager's performance

The above table shows the model summary. It shows the value of coefficient of correlation $R=.5570$ which is medium positive correlation. The R^2 shows the value of 31.03% which is low but not very low. This model captures the 31.03 % changes in Bank manager's performance with the moderation of motivation and transactional leadership. The p value suggesting that this model is statistically significant at 0.05 level. In the model, the values of coefficient for motivation and transactional leadership style are positive 0.5438 and 0.0615. But the value of interaction term also has a positive value and in absolute term he value decreases. This shows that there is no moderation in this model. Student's t test is used in

this table. The value in the p column in Interaction row suggests that this moderation is not significant at 0.7213 level. Further the process also shows the change in the value of R^2 after the interaction term is introduced. 31.12 % change occurs in the model due to motivation and transactational leadership style.

H3a= There is significant affect of passive leadership style and motivation on bank manager's performance.

The above table shows the model summary. It shows the value of coefficient of correlation $R=.1534$ which is medium positive correlation. The R^2 shows the value of 2.35% which is very low. This model captures the 2.35 % changes in Bank manager's performance with the moderation of motivation. The p value suggesting that this model is not statistically significant at 0.05 level. In the model, the values of coefficient for motivation and passive leadership are negative -0.6589 and -0.8741. But the value of interaction term has a positive value and in absolute term he value decreases. This shows that there is moderation in this model. Student's t test is used in this table. The value in the p column in Interaction row suggests that this moderation is not significant at 0.05 level. Further the process also shows the change in the value of R^2 after the interaction term is introduced. 04.04 % change occurs in the model due to motivation and passive leadership.

DISCUSSION

Generally there are two most important factors those influence the individuals performance are leadership style and intrinsic motivation to achieve goal and to perform task. There are a lot of theories available through which this relationship becomes more significant in attaining a good performance. There are a lot of questions to answer why people perform, how they perform, why people behave differently and some of them emerge as a leader.

Motivation and performance is also important relationship to study. Individuals performance consists of persistant effort, determined will and force in a right direction. There are some factors which may have positive or negative impact on the performance of the employees such as skill level, task understanding, aptitude and level of interest.

There are two types of motivation factors which influence the workers performance. These are referred as intrinsic factor and extrinsic factors. Factors such as place of posting, environment, salary are extrinsic factors. Relationship of worker, work and workplace is an intrinsic factor of motivation. Denise Peart, 2011

According to my research transformation has highly positive correlation with motivation of

employees another researcher's results are supporting transactional leadership style has more lucrative results. Transactional leadership has positive relationship style but less than transformational style. Laissez fair has low positive relationship with motivation.

CONCLUSION AND RECOMMENDATIONS & LIMITATIONS

Like some researches this research also has few limitations that were found. The time limitation is a major one to mention here. This research could be more fruitful if there would be more time for this study. As this study has many hypotheses, in order to prove those hypotheses some time is required.

Another limitation of this study is sample size. The Sample size of this study is considerably small. The reason for that is it is hard to get a hold of Bank managers as they are very busy and usually visiting customer and entertaining high valued customer. It was very hard to get appointment from them. Therefore personal references were used in order to get responses from the Bank managers. Only twin city were considered and some other distt Attock, Chakwal, Abbotabotabad for the sampling.

Another important limitation is the self report bias. As questionnaire used were self report questionnaire, they are prone to social biasness. The results may be compromised a bit due to this. Many researchers face this kind of bias in their work as the answers to the questions purely depend upon the respondent discretion. It is up to them to get true or false response to the question. In some questions, respondent choose the most suitable option practiced by the society.

This study was conducted in banking sector from financial sector. It is the limitation of the study it may not fit in other institution in the financial sectors such as insurance companies, brokage houses in stock exchange, and leasing firms. There is a limitation of generalization.

Conclusion

The bank having that method is more motivated than those having transactional leadership style in respect of transformational leadership style. And so the workers are more motivated in those banks where leadership that is transformational is utilized, but in transactional leadership design banks desire to enhance administration by exception trait and attempt to be moderate in other traits of transactional leadership aspects.

Bank manager's performance is high in transformational leadership style. There are few bank managers who have transformational leadership style but their performance is very

high. Transactional leadership style is also good performer but comparatively low than transformational. Laissez fair leadership style has no significant relationship with leadership style.

Future Recommendations

Several avenues for future research are suggested. First, the research hypotheses should be tested on data drawn from other financial institutions in banking industries. Second, future search is also recommended for try other then leadership styles which are not indicated in this study. Third, Motivation of subordinates in this study is moderator, relationship of bank manager's leadership style and motivation level of subordinates is recommended. Fourth, this study is based on one-year data it can be extended over a long period of time to study.

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ORGANIZATION JUSTICE AND ITS IMPACT ON ORGANIZATION COMMITMENT THROUGH PERCEIVED ORGANIZATIONAL SUPPORT

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ABSTRACT

This study analyze and investigate the relationship between organizational justice and organizational commitment with a mediating role of perceived organization support. The study aims to examine the relationship between organizational justice has positive impact on the Organizational commitment. For the purpose of data collection survey based questionnaire was distributed in employees of telecom industry. The data was analyzed by different statistical tests. The finding shows the positive direct relationship between organizational justice and organizational commitment, organizational justice with perceived organization support, perceived organization support with organizational commitment. And show negative indirect relationship between organizational justice and organizational commitment through mediating role of perceived organization support. The essence of that study is to investigate the causes and consequences of organizational justice; a long standing issue is dire need for the organizations like telecom industry of Pakistan as many organizational outcomes are directly related to it. So organizational justice shows very important impact on organizational commitment and that commitment is a very common issue in organization like telecom industry. Similarly perceived organization support also help the organizational commitment so organization should study and implement the support by dividing equal fairness among employees to reduce the low commitment ratio in telecom industry.

Key Words: *organizational justice, organizational commitment, Perceived organization support.*

INTRODUCTION

Much part of life of worker is mostly spent in organizations or in cognition. An organization is a gregarious system the life and determination of which depends on an efficient link between its fundamental and importance. It's a social system stability of which depends on a strong connection between its elements and components. (Skendora,1999). This type of justice is associated with the aspects of communications process (such as politeness, honesty and respect) between sender and receiver of justice. Failure to fulfill justice can result in separation and remoteness of those elements ultimately destroying the bonds between those elements. According to the theory of relative deprivation, when people come to know that their perceptions are not equal to the outputs received by other individuals in similar conditions, a sense of injustice arises in them. If people feel that they have not getting a fair share and that they have incurred an unjust loss as compared to others, they may challenge the system that has caused such a situation for them. (Greenburg, 2004). According to the theory of Adams, equality is achieved once the employees feel that the ratio of their inputs (efforts) to outputs (rewards) is equal to the same ratios for their colleagues (Ivanovic & Matson, 1996). Especially, under conditions in which main and basic needs of an individual/a group have not been met or there is a significant difference between demands and assets, the possibility of occurrence of this even increases. According to Tyler and Lind organizational justice is use a tool for establishment of longer and strong relationship of employees with the organization. It has been theorized to envisage may develop variables by all extrinsic (Folger & Konovsky, 1989). There has been seen a strong correlation in between both of the components.. Past researchers have verified the strong correlation of both the components. Employee when have emotional attachment with the organization it results the affective Commitment of employee with an organization (Meyer & Allen, 1991).

Aim of the study:

Mainly, study aim is to investigate, organization justice and its impact on organization commitment. Purpose of the research conducted was based towards employee of telecom industry moreover organizational justice tends positive feedbacks, to organization we have increase previewed organization support and that support lead to organization commitment.

Research Objectives:

The purpose of this study was to evaluate

- The relationship between organizational justice has positive impact on the Organizational commitment.
- To examine the relationship between organizational justice has positive relationship with perceived organization support.
- To examine the relationship between perceived organization support and organizational commitment.
- To examine the relationship between organizational justice and organizational commitment through mediating role of perceived organization support.

Finally based on the analysis that is done and the results which are obtained, conclude that organizational justice has a positive impact on organizational commitment.

Research question:

1. What is the impact of organization justice on organization commitment?
2. What is the impact of organizational justice with perceived organization support?
3. What is the impact of perceived organization support on organizational commitment?
4. Does the organizational justice have an indirect impact on organizational commitment through mediating role of perceived organization support?

METHODOLOGY

The type of this research is survey. This survey is conducted to find the existing reality..For the purpose of data collection survey based questionnaire was distributed in employees of telecom industry. It was a researcher named questionnaire and were distributed among In the300 employees of telecom industry like (ufone, telenor and mobilink) in Islamabad and Rawalpindiout of which 250 respondent was usable and with a response rate of 83%.SPSS software was used to analyze the data.Firstly the pilot test was conducted using cronbach's Alpha for the reliability and internal consistency of the instruments.

DATA ANALYSIS

There are three variables Organizational justice, Organizational commitment and perceived organization support .the value of cronbach's Alpha of organization justice is ($\alpha=0.686$) and their number of items are 11 now the second variable is organizational commitment its cronbach's alpha value is ($\alpha=0.808$) and number of item is 12 and the third variable is perceived organization support.

Reliability Analysis

S.No	Variables	Cronbach's Alpha	NO. Of items
1	Organizational Justice	0.686	11
2	Organizational Commitment	0.808	12
3	Perceived Organization Support	0.645	6

Before testing the direct hypothesis using linear regression it is important that data normality is in sure for this purpose descriptive statistics of all the variables were calculated and results are shown in the table below. For this purpose the values of mean, standard deviation, kewnness and kurtosis of all the variables were calculated. The value of IV (M=3.29, SD=.661, Skewness=-.519, Kurtosis=-.686). The values of descriptive statistics for all the variables confirmed the normality of the data as the value of skewness between -1 to +1 and of kurtosis -3 to +3(coopers &schinder, 2009).

Descriptive Statistics

Descriptive Statistics				
Variables	Mean	Std. Deviation	Skewness	Kurtosis
Organizational Justice	3.29	.661	-.519	-.686
Organizational Commitment	3.30	.753	-.614	-.645
Perceived Organization Support	3.16	.844	-.182	-1.001

In order to test the direct hypothesis of the study linear regression was applied and results are shown in the below table. Hypothesis 1 postulated that both variables have positive impact on each other. The results of regression analysis show that 20% of variation ($R^2=0.208$, $F=65.274$, $p<0.05$) in organizational commitment is because of organizational justice the F value indicates that model is fit for regression. The coefficient value ($\beta=0.52$) indicate that in 1 unit change in organizational justice 0.52 will change in organizational commitment. The

results indicated a significant impact ($t=0.766$, $p<0.05$) impact of organizational justice on organizational commitment therefore H_0 is supported.

Table of Direct Hypothesis

Hypothesis	IV	DV	R ²	F	Beta	T-stats	Sig	Status
H1	OJ	OC	0.208	65.274	0.52	8.079	0.00	Accepted
H2	OJ	POS	0.165	49.048	0.158	7.003	0.00	Accepted
H3	POS	OC	0.050	0.089	-0.021	-0.298	0.766	Rejected

H1= Organizational justice has positive impact on organizational commitment

H2= Organizational justice has a positive impact on perceived organization support

H3= Perceived organizational support has a positive impact on Organizational commitment.

LITERATURE REVIEW

In 1990 Greenberg stated that “Organization honesty opposition, introduce to persons that how decisions are made regarding rewards and fairness of answers themselves known as organizational equity”. There are further three concepts of equity. Distributive equity, Procedural equity (McDowall & Fletcher, 2004) .other is the Distributive, the perception in which employee felt fairness for about he or she rewards in relation to their efforts and also their efforts towards organization and included incentive equality with other employees. It includes employees importance and outcome and resources distribution among them (Cropanzano & Folger, 1989) According to these previous research discussions it is clear that organizational justice play a very important role in the organization if the organization is not following the organizational justice procedure then organization will be in a big loss there will be a very big problem company can face because of avoiding organizational justice the main and a very big problem is turn over when employee feel not to worry about his performance and working for the organization then its performance get weaker and weaker.

Implications:

It highlights the importance of organizational justice and perceived organizational support that can rise up the level of commitment within employees. Support from organization helps employees stay motivated and develops that required connection which helps them perform better and achieve the goals of organization. Managers need to make sure that they provide

employees organizational support with the right combination of activities, which will boost up the dedication. Perceived organizational support is backed up by strong literature showing positive impacts on increasing the level of engagement, commitment, involvement and motivation of employees in return for the care they get from organization. Our study contributes to the local market and perceived organizational support and justice have been viewed as an important variable, this will help managers implement the actions in the Pakistani context. Perceived organizational support increases when employees think they will be benefited directly from organization.

Limitations:

Certain limitations should be taken into consideration while interpreting the results of the current research. First, the telecom industry and questionnaire were distributed among employees of telecom industry 300 questionnaire were distributed in which 250 were useable respondents the cross-sectional study is applied here in this research the time constraints was an issue because it was part of our academia and we had a short that's why data was collected through questionnaire and only targeted the telecom sector. The main issue understood the questionnaire by respondents so that's why this research is limited only to the area of telecom industry of Islamabad and statistics can be varying in other areas. Only three variables and their relationship was the main focus of that study organizational justice, organizational commitment and perceived organization support as a mediator.

Future Research:

- The main focus of that study was to find and calculate the relationship of organizational justice and organization commitment so according to the findings we recommend that :
- Organizational justice is a very important variable and it should be relate to other variables like turnover of the employees, job satisfaction or any other.
- These variables should apply on any other sector to generalize that concept of these variables so that people find it very important and take it seriously doing there business and make everything balance.

The last future research is that our respondents of telecom industry shows no indirect relationship between organizational justice and other variable organizational commitment

through perceived organization support as a mediator so that should be calculated again because the respondents didn't respond sincerely by which our results got effected and show no relationship so that should be calculated again so that this concept can be generalizable to everyone for understanding.

Discussion and Conclusion:

Organizational justice, organizational commitment and perceived organization support is the important factors that lead the better productivity of the organization. Our thesis has three main variables first is organizational justice, second is organizational commitment and third one is perceived organization support play a mediating role. First of all we select that variables and study that variables from previous researches these variables has an important impact on eachother. Because of short time limit and using cross-sectional study we collect the data from our questionnaire distributed in employees of telecom sector some of our respondent didn't respond truly so we just got 250 respondent by which we can analyse our data so after analysis of our data we concluded that organizational justice has a direct and positive impact on organizational justice in a telecom sector. According to second hypothesis H1 we concluded from the respondents that organizational justice has a positive impact on perceived organization support and that support lead the organization towards the better productivity. Similarly the respondents of telecom industry shows the positive relationship among perceived organization support and the organizational commitment that support is essential for commit the employee towards performance for the organization. Respondents also show the negative indirect relationship among the organizational justice and the organization support through perceived organization support which plays a mediating role between these two variables because respondents didn't respond sincerely that's why there is problem showing positive relationship the results indicates that there is negative relationship between them through perceived organization support. After collecting and analyzing the data following results were obtained

- **Organizational justice has positive impact on organizational commitment**

Organization justice is the justice means fairness so fair distribution among employee it would be a monetary or non-monetary rewards distribution among employee so if that distribution is distributed equally among employee then it also increase the perceived organization support .

- **Organizational justice has a positive impact on perceived organizational support**

Perceived organization support is a organizational support for the employee. Take care of the employees give them incentives, feedback on their performance, rewards on their performance, sick leaves when they want, and many more according to previous researches support is highly important for the organizational commitment Keeping high performance of the employee towards productivity organization should support the employee equally. Loyal relations between organizations and employees also lead to profits

- **Perceived organizational support has a positive impact on Organizational commitment**

The results concluded that perceived organization support is not playing a mediating role among organizational justice and its impact on organizational commitment.

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IMPACT OF VARIOUS ADVERTISING APPEALS ON CONSUMER'S PURCHASE INTENTION

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ABSTRACT

Advertising is an important marketing activity which gives product related information to the widely disperse consumers and persuade them to make purchase decision. Advertising is one of the most significant and the most common promotional technique that the local and global brand advertisers are using for promotional purposes. Marketers are investing billion rupees on advertisement of brands which shows the overall significance of this promotional technique. Advertising appeals are the different tactics through which the brand advertisers tend to control the mindset of the selected target audience. The current study tends to investigate the impact of four commonly used advertising appeals i.e. emotional, humor, gender and fear appeal on the consumer purchasing intent. The current study has been conducted on the telecom sector by considering a sample size of 300 consumers residing in the provincial capital of Khyber Pakhtunkhwa. Results of the study revealed that humor appeal is most significant in impacting the consumers purchase intention. Gender appeal is also having a positive relationship with consumers' purchases intentions. Moreover, the impact of emotional and fear appeals on the consumer purchase intention are also found to be significant. The study has explained useful implications for academia and for advertising professionals.

Key words: *Marketing and Advertising Strategies, Advertising Appeals, and Purchase Intentions.*

INTRODUCTION

Television advertising is one of the most effective medium to influence the consumers purchase behavior (Ali Hassan, 2015). Advertising is an impressive way for the businesses to give goods and services related information to customers. Graphics, images and words are used to showcase the product in such a way through which they grab the attention of consumers and make them select their product among other available products in the market.

Research proved that advertising appeals and celebrity endorsement significantly and positively affect consumer purchase intentions (Hemamalini, Shree, Kala, Kurup, 2014). Television is a standout amongst the most powerful and convincing medium of correspondence all across the world. As an after effect of its capable impact, most sponsors depend on TV for the promotion of their products and services. Akanbi and Adeyeye, (2011) revealed that the “Advertising is a subset of promotion mix and it has an important effect on sales turn over”. Without a prior investment on brands promotions no one even can think to be a leader in the market (Hussainy et. al, 2008). According to Kotler & Armstrong, (2008) Egyptians introduced advertising and they used Papyrus and wall posters for sales messages. Sign Boards, Bill Boards and Outdoor advertising is the oldest form of promotion. Wall chocking and wall painting history was originated in the former civilization of Greece and Romans and as well as in United India. Sybil and Thelma, (2000) found that television advertising is that type of advertising which combines sounds and colors to the members of the society through which people are influenced to purchase the products. The process of demonstrating brands and informing the target audiences about the product are designed to produce positive influences on consumer purchase intention (Barbara, J. 1997).

LITERATURE REVIEW

Emotional Appeal:

It is a general assumption that emotional material in advertising can convince brand favorability even when rational material has no significant impact. Emotion is a dominant part which holds an important position in advertising. Emotional content in advertisement helps in persuading consumer behavior towards the advertised brand and how these in turn affect the purchase intention (Abdullah et. al, 2012). Emotional appeals are concerned with the consumer’s social or intellectual demands for buying a product. Numerous customers’ reason for buying is emotions and their sentiments for a brand might be much influential than their understanding of the brands characteristics and quality. Emotional appeal will boost the customer’s psychological requirements and will fulfill their mental status (Belch and Belch, 2012).

Humor Appeal:

A glossary meaning of humor is “The trait of being entertaining or funny, the potential to entertain a population”. Humor has a common terminology. It doesn’t required grads in unknown languages, barely forever in Clinical Psychology and it is one of the few tools

which are used to cause humanity smile and consider on the spot. Humor has been broadly used in advertisements. Although, humor gain vogue in advertisement; its use is continuously being discussed. The cause for this discussion is that there are numbers of positive and negative results which can be assigned to the use of humor (Motwani and Agarwal, 2013). A study based on a sampling of television advertisements from four countries Germany, Korea, Thailand and United States explain that humorous advertisements involve the use of unsuitability resolution (Shimp, 2010). There are many proofs which show that humorous appeals are more appealing than rational appeals (Shimp, 2010). According to Clow, (2007), Weinberger and Gullas, (1992), humorous advertisings get concentration and attract audience concern by its capability to extract by clutter. Numerous popular spokespersons sometime start their address with a prank. Humor gives help in making a fine atmosphere to send message and persuade consumer. Consequently, humor is utilized as a part of around 24% of prime time TV commercials and 35% of radio advertisements. Catanescu and Tom, (2001), revealed in there research that the utilization of humorous appeals is more on TV ads instead of print ads.

Fear Appeal:

Gallopel Morvan et al., (2011) discover that visual representation is extremely significant component. In reality, the visual is extremely catchy when fear appeals are given, the effect of visual content is impressive which helps in effective advertisement. Sobh and Martin, (2011) investigate that while dodging a negative result, the danger of disappointment is more persuading than any conceivable achievement. Researchers like William (2007), believe that Fear appeals could be utilized effectively to expand advertisements impact on customer's stake, change in behavior, remember and persuasiveness. A fear based ad basically endeavors to convince customers to maintain a strategic distance from a dreaded self. Moreover according to Chang, (2007) proposes that contrary surrounding is more successful for individuals who see item decision to be highly hazard (e.g., undesirable food). Earlier research additionally demonstrates that adversely surrounded messages result in more careful preparing of the data exhibited (Kuvaas and Selart, 2004).

Gender Appeal:

Skorek and Dunham, (2012) have found that exposure to glamorize pictures of women grow men's moral. They therefore concluded that watching ads where women are in a sexual position can have self-enrichment impact on men. It is presumed that the utilization of

attractive quality in promotions influences regardless of whether viewers of the commercials purchase the publicized item or not. It is also concluded that there is an association between gender appeal in an advertising and brand assessment between human beings. Possibly the ethnic framework of the future customers has an impact on their behavior. The hypothesis that gender promote manage multiple advertising strategies and the use of gender in advertisements is categorically associated with the buying behavior of the customers (Shepherd and Ed, 2011).

Consumers Purchase Intention:

Various studies and researches are being organized on estimating consumers purchase intentions. In Middle East countries major portion of the community lives in villages like India, Bangladesh and Pakistan. From the results it was presumed that around 45% of the general population on the whole shop for the items with their relatives. What's more, it was likewise reasoned that rural buyers are presently getting to be distinctly judicious and they offer significance to the showcasing channels that spread diverse advertising messages in the group however they give high significance to word of mouth (Kishor, 2014). Promotion is a marketing idea which means to impact the purchase behavior of consumers. Though customers behavior is the procedure and action by which individuals select, buy, assess and devour the item or administration to fulfill the wants or needs. A buying decision is believed as an advancement technique in which the customers try to discover the item, benefit or the brand that will surrender the incomparable fulfillment (Raju, 2013). According to Rai (2013), Commercials have imperative part in molding the customer attitude. Promotions are the wellspring of inspiration which constrains them to purchase a specific item. Promotions are likewise a wellspring of building trust. Customer is initiated altogether on the off chance that he is searching at the quality and costs of the items. Buying behavior can likewise be developed by item assessment and brand acknowledgment. Shopping lifestyle of costumer portrays the behavior of purchaser who needs to buy and give positive reactions towards the item (Tirmizi et. al, 2009). Chi, et. al, (2009) suggested that a publicizing endorser's popularity, mastery, and engaging quality can attract customers visual perception in a brief span and increment buy aim. The target of purchaser purchasing behavior is to decide the component that impact consumer to act especially yet in various circumstance (Ayanwale et. al, 2005). Promoting is the procedure which makes probability, understanding, inclination and unavoidably determination towards items and administrations to produce a favorable purchase intention (Kishore, 2014).

Conceptual Frame Work

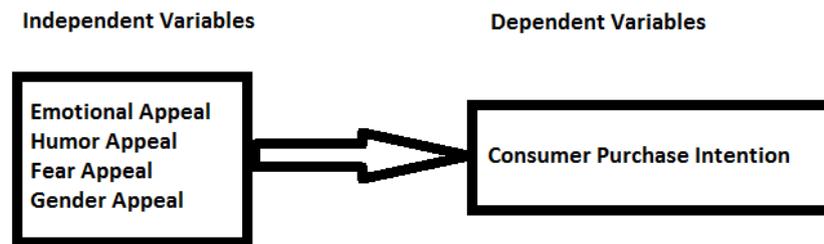


Fig 1

Hypotheses

On the basis of above mentioned literature, the following hypotheses have been developed.

Hypothesis 1st

Emotional appeal has a positive impact on consumers purchase intentions

Hypothesis 2nd

Humor appeal used by advertisers has an association with consumers purchase intention

Hypothesis 3rd

Fear advertising appeal positively influences the customers purchase intention

Hypothesis 4th

Gender appeal shown in brand advertisements has a positive relationship with consumers purchase intention

POPULATION OF THE STUDY

The population for this particular study is the students of government and private universities of Peshawar. Students of various departments were considered in the sampling frame of the study. Both male and female students are in a sample unit. These universities include, Agriculture University, CECOS University, Peshawar University and IQRA National University etc.

Questionnaire Construction:

A detailed questionnaire prescribed by Rabbani, (2014) was adapted for this particular research. Questionnaire consists of 21 questions. The items in the questionnaire are little modified to suit the conditions and characteristics of the respondents. Researchers did a pilot survey of 30 respondents for establishing the reliability of the questionnaire. The results of the pilot test were found significant.

Procedure for Data Collection:

Researchers personally visited these universities and with the permission of the concerned authorities and teachers the students were approached in their respective classrooms and labs. Furthermore, Researchers helped respondents who were facing problem while filling the questionnaire. Researchers also briefly described the importance of this research to the respondents. The process of data collection took 4 weeks.

Sample Size and Sampling Technique:

For data collection, researchers floated questionnaire among 300 male and female students of Agriculture University, CECOSE University Peshawar University and IQRA National University. Non-Probability convenient sampling technique was used.

Statistical Tool Used for Data Analysis

SPSS version 16.0 is used for the analysis of this research study. Regression analysis was used to find the relationship between independent variables and dependent variables.

RESULTS**Reliability Statistics**

Cronbach's Alpha	N of Items
.690	21

Researchers collected data from 30 respondents and used statistical tools to get the Cronbach's Alpha value. After using tools Cronbach's Alpha value 0.690, (69%) was attained which shows that the questionnaire is valid and Cronbach's Alpha is significant.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	.315	.305	.43934

The value of R^2 is 31% which shows that the explanatory power of the model in our estimation is 31%. This R^2 is considered to be satisfactory. As there are some more variable which affect the model but due to lack of time researchers didn't consider them in the model.

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.158	4	6.540	33.881	.000 ^a
	Residual	56.940	295	.193		
Total		83.099	299			

a. Predictors: (Constant), Fear Appeal,, Humor Appeal, Gender Appeal, Emotional Appeal

b. Dependent Variable: CPI

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.706	.115		14.807	.000
	Gender Appeal	.078	.026	.155	2.955	.003
	Humor Appeal	.200	.026	.398	7.660	.000
	Emotional Appeal	.051	.024	.115	2.122	.035
	Fear Appeal	.053	.026	.106	2.044	.042

a. Dependent Variable: CPI

Estimated Model: $CPI = 1.706 + .051(\text{Emotional}) + .078(\text{Gender}) + .053(\text{Fear}) + .200(\text{Humors}) + u$

Interpretation:

Regression analysis describes the relationship between independent variable and dependent variable. This relationship is indicated by p-value in the model which tests the null hypothesis. The p-value must be lower than 0.05 ($p < 0.05$) for a stronger relationship between the variables but if p-value is equal to or higher than 0.05 then it shows a weak position between the variables.

Strong relationship means that change in independent variables brings a positive change in dependent variables while weak relationship means that independent variables have negative impact on dependent variables.

HYPOTHESES TESTING**Hypothesis 1st**

To check the first hypothesis that Emotional Appeal used by telecom companies has an impact on telecom consumers purchase intentions researchers run regression analysis.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.550	.079		32.320	.000
	Emotional Appeal	.051	.024	.115	2.122	.035

a. Dependent Variable: CPI

Interpretation: Emotional appeal is significant and its p-value is .035 which is less than 0.05. In emotional appeal the value of B is .051 which shows that one unit change in independent variable brings .051 unit changes in dependent variable (Consumer purchase intention). So the null hypothesis is rejected.

Hypothesis 2nd

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.083	.093		22.470	.000
	HA	.200	.026	.398	7.660	.000

a. Dependent Variable: CPI

Interpretation: Humor appeal is highly significant because its p-value is .000; mean one unit change in independent variable (Humor appeal) results .200 unit change in dependent variable. Therefore, we have to reject null hypothesis.

Hypothesis 3rd

For the 3rd hypothesis that is Fear advertising Appeal adopted by the telecom firms positively influences their customer's purchase intention researchers run regression analysis.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.576	.089		29.067	.000
	Fear Appeal	.053	.026	.106	2.044	.042

a. Dependent Variable: CPI

Interpretation: Fear appeal is significant and its p-value is .042 which is less than 0.05. B is .053 which shows that one unit change in independent variable brings .053 unit changes in consumer purchase intention. It shows that we will reject null hypothesis and will accept alternative hypothesis.

Hypothesis 4th

For the 4th hypothesis that is Gender appeal shown in telecom advertisements has a relationship with consumer purchase intention we run regression analysis.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.442	.091		26.794	.000
	GA	.078	.026	.155	2.955	.003

a. Dependent Variable: CPI

Interpretation:

Gender appeal in the model is highly significant as its p-value is 0.003 which is less than 0.05. It shows that one unit change in Gender Appeal results 0.078 unit change in dependent variable (Consumer Purchase intention). Therefore, we accept alternative hypothesis.

CONCLUSION

Like other parts of the world the importance of advertising has remarkably boosted in Pakistan during the last few years. Advertising managers and agencies are providing remarkable promotional services to both the local and multinational businesses operating in Pakistan. These agencies are working hard to come up with creative and innovative ideas to market a product through print and electronic media. The print and electronic media has a vast circulation and reach in the rural and urban areas of our country. There are a number of print media vehicles such as newspapers and magazines that are widely read by the people living in the rural and the urban areas of the country. The electronic media in contrast to print media provides both the visual and audio facility which makes the conception and delivery of the advertising messages more effective. The social media is also one of the emerging sources of promotion for the local and multinational brands. The local and global brand managers are very wisely making use of social media to inform, persuade and remind their customers about their products and services. Almost every business today keeps their web pages on the various social networking sites like face book and twitter as social media has almost the largest target audience these days. Especially in young generation trend of using social media is increasing day by day which is a great market niche for these agencies. This research concludes that Humor appeal and gender appeal has a strong impact on telecom consumers purchase intentions. The population for the current study was the students of different universities of Peshawar, and this age group is very much energetic and they like doing funny acts, making funny videos, watching comedy movies etc. That's the possible reason that they like humors appeal more than other appeals. Gender appeal is also a favorite

appeal among young consumers. Companies are showing different personalities in their ads which are most popular amongst youngsters and they easily get influenced by them. Emotional appeal is also a significant one but its rating is a bit lower than humor and gender in telecom advertisement. Emotional appeal has a strong hold on consumer purchase intentions (Kishore, 2014) but over here the population for the research is young consumers who have different taste of advertisements and they are influenced by rational appeals rather than emotional appeals. Last but not the least the findings of the current study reveals that the fear appeal has a bit low effect on telecom consumer's purchase intention.

Direction for Future Researches

For this study the researchers selected 4 advertising appeals. Researchers would like to direct the future researchers to select other advertising appeals to know the importance of those appeals on consumers purchase intentions. Future researchers can also target other sectors besides telecom sectors and can investigate the relationship between various advertising appeals and consumer purchase intention. Researchers can also expand the scope of the future studies to other cities of Khyber Pakhtunkhwa as well as to the other major cities of Pakistan.

Limitations of the Study:

Different issues like time, mobility and financial constraints were faced while conducting the research study. Limited budget was one of the main issues due to which researchers limited the size of the respondents only to few universities in Peshawar.

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MEDIATING ROLE OF MORAL ATTENTIVENESS IN THE RELATIONSHIP BETWEEN WHISTLE BLOWING INTENTIONS AND ETHICAL LEADERSHIP

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ABSTRACT

The focus of this research is to check the impact of leadership style on whistle blowing intentions with moral attentiveness as mediator. Data was collected using convenient sampling method from a variety of banks in Peshawar. Total sample size is 250 individuals and total response rate is 100 percent. Ethical leadership was found to positively influence the process of whistle blowing intentions, providing necessary initiative to employees that they can raise their voice about any unethical conduct. Moral attentiveness strengthens the positive role of ethical leadership with whistle blowing intentions. In conclusion, this study offers significant contribution and serves to elicit comprehensive understanding of the organization to create full awareness among employees to exercise whistle blowing intentions for organizational wrongdoings.

Keywords: *Ethical leadership, Moral Attentiveness, Whistle Blowing.*

INTRODUCTION

A great deal of research is done about numerous areas of leadership in not very distant past such as authentic leadership, servant leadership, ethical leadership and transformational leadership. Scholars like (Brown et al. 2005) debated that ethical leadership is “the testament of suitable conduct through one’s actions and interpersonal relationships, and to promote

these conducts to others through two-way communication, supplementing and decision-making” (p. 120 According to (Trevino et al. 2000, 2003), everybody believes that ethical leaders are honest, truthful and sound decision makers, before taking any decision they consider all the perspectives in relation to their organization and working environment. Several ethical leadership conceptual frameworks indicate that sole focus of ethical leadership is not only on organizational factors but also on situational factors impacting ethical leadership. Brown et al. (2006) put forward a conceptual model that shows that ethical side of a manager is affected by situational influences that personifies the leadership style in organizational context and demonstrates the intensity of employee’s acceptance to that ethical leadership style.

As stated by Rabindra & Manuel (2001) that situation greatly Impacts the ethical leader and the decisions taken by him, mainly because of the following three factors i.e. ethical intensity, ethical morality and ethical role modeling. These factors also highlighted the importance of Ethical leader’s influence on employee’s pro social behavior.

According to (Chiu, 2002, p. 582), Whistle-blowing intentions are how probable a person is to participate in whistle-blowing activities and it is influenced by two aspects of the following theories i.e. theory of reasoned action and the theory of planned behavior.

Moral attentiveness is a trait of sort constructed in the employees. Moral sensitivity is essential for moral attentiveness and we can also define it as attention to the moral values of workplace. It contains the principals and roles, i.e., attention one pays to the moral and ethical values. Aquino & Reed (2002) indicated that leaders with higher ethical values will have followers with higher ethical values. Ethical leaders influence their employees in developing moral traits.

Research are yet to address the strong association between the ethical leader and their follower’s moral attentiveness. This study emphases on the question whether presence of strong ethical leadership increase moral attentiveness of the follower or not. It is suggested that moral attentiveness is result of ethical leadership. Bandora (1977, 1986) propose in his Social cognitive theory that the follower’s ethics and attentiveness are motivated by the ethics shown by their leadership. (Mayer et al 2012) suggest that the moral attentiveness, deemed as an antecedent of apparent ethical leadership and moral value of the leader, also serve as an antecedent of ethics in leadership.

Underpinning Theory Social Cognitive Theory

A number of theories are presented by scholars consistent with our study, like the following

two theories i.e. theory of Social exchange and theory of Leader Member exchange. No direct relation can be found with the above-mentioned theories with our study, but Bandura theory about Social Cognition is linked to our study most effectively because according to this theory people learn by observing people in their environment and communicating with them. Thus, this theory successfully comprehends all the variables available in our study

Bandura presented the Social cognitive theory in 1977, which is used in psychology, schooling, and communication, containing a part about how a person's can broaden his knowledge, by studying others through observation in social interactions context, their experiences, and influences of media. Treviño and Brown (2005) used Bandura (1977) social cognitive theory of social learning to argue that ethical leaders act as role models to influence their influence. This modeling process is indeed the learning of an individual through observation of their environment through mental schematics to understand and evaluate what is occurring in their environment and to learn its effects in either positively or negatively.

Bandura social learning theory indicates the most important things humans learns is through imitation of things in their environment and with the help of modeling process mentioned before. This theory also incorporates a process of one constantly interacting with other humans and some other personal factors, as well as all those insights in relation with mental thinking and associating it with environment is recognized as the mutual procedure of causation model.

According to social learning process people learn for their surroundings and the environment around them or their workplace. So, work environment must exhibit the ethical side, as employee are behaving ethically, they will influence other around them to act ethically which will later lead to a complete ethical environment around the organization Brown et al, (2005).

Problem Statements

Previously little to no interest was shown by researchers towards whistle blowing, however, there is a sudden increase in interest shown by researcher to this key area. Recently an article associated whistle-blowing with transformational leadership and transactional leadership by (Greard &Yongjin, 2016). In the same paper, they proposed that whistle blowing is required to test that ethical leadership is present in the organization and to test that what will be the result of presence of ethical leadership will it bring an increase or decrease in personnel engaging in wrong doing activities or reporting about these activities. This study is conducted in north America and if we organized the similar study in Pakistan will underline the

differences between the cultures and working environments.

According to Hofstede (1980) Pakistani society is built on collectivist with high power distance. Hence this creates an opportunity to conduct study about results of the ethical leadership on whistle blowing in a culture that is collectivist. Whistle blowing intentions can also be used as another variable in this study. As it is studied around the world in different cultures with different results. So, a need is aroused to conduct this study in an Asian context and a country where culture is collectivist such as Pakistan. Caillier & Yongjin (2016) proposed the need of studying whistle blowing under impact of ethical leadership and find out that if it increases whistle blowing ratio in the organization or decreases.

Research Gap

The research literature available on the subject of whistle blowing intentions is quite insufficient and as a result research literature regarding whistle blowing intentions in perspective of Pakistan there is little to none. In Pakistan very little attention is paid towards the subject of whistle blowing intentions or whistle blowing. As a consequence, to that we can say that there is a need felt to study whistle blowing intentions and their outcomes.

In western countries a lot of researches are performed on the subject of transformational and transactional oriented leadership impacts and effects on the whistle blowing behavior. But studies regarding this subject in Pakistani context not available. (Caillier & Yongjin 2016) also identified the need for testing this relationship. Consequently, a need is felt to study the impacts of ethical leadership on an employee's whistle blowing intentions.

Many scholars used Moral attentiveness as a variable for research on this subject, it shows how critically and chronically employees think that the reporting of wrongdoing is important (Reynolds 2008, p. 1027). Moral attentiveness is deemed as a new concept in the literature of business ethics and examines the level to which people habitually comprehend and contemplate morality and moral elements in their observations and experiences (Reynolds, 2008: 1028. P.99). Moral attentiveness points to how people learn and comprehend the ethical aspects in their moral world. (Bandura 1986 and Reynolds 2008) suggested that of one-person ethical issues can be more of an issue as compared to other people similarly they perceive more critically to every aspect that is related to ethics.

Research Questions

Question 1: Are whistle-blowing intentions affected by ethical leadership?

Question 2: Does moral attentiveness mediate the relationship between ethical leadership and

whistle blowing intentions?

Research Objectives

General objective of the proposed study is to develop a model to test the relationship between ethical leadership and whistle blowing and moral attentiveness. Moral attentiveness was added to the model for the purpose of mediator and to understand the impact that if it mediates the relation or not.

The objectives of the study are as follows

- 1: To examine the relationship that lies amongst ethical leadership and one's intent to blow the whistle
- 2: To examine the relationship that lies amongst ethical leadership and one's intent to blow the whistle through moral attentiveness.

Importance of the study

With the help of this study practitioners will find new ways to blow the whistle or to report any wrongdoing and it will be helpful in understanding a new side of the leadership as negative side of leadership have been previously focused like the effects of a narcissistic leader, effects of a leader which is abusive and autocratic leadership style. Mainly our study focuses on the effect of ethical leadership in the workplace. Employees are said to be more comfortable working with leaders with higher ethical morals, some scholars have connected job satisfaction of an employee with ethical leadership, it also affects their devotion, motivation and dedication to do their job (Brown et al., 2005)

Our study focuses on helping the organization in developing a work environment that is mutually trusting for everyone and they feel that they can work easily, by this means employees will not feel any pressure in reporting any unethical activity to their leaders. If an organization has an ethical environment, the credit will always be directed towards ethical leadership as it should be. This study will also help to raise awareness in the general public about the issues regarding work environment. It is related to daily work of the organization both directly and indirectly. If there is an ethical leadership only then can ethical values be injected into workforce which creates an environment which is truly ethical and which every employee will feel protected and will not hesitate in reporting unethical activities in the workplace.

Our study will try to introduce a new system to organizational leadership which will help creating an ethical working environment efficiently which will lead to employees paying

more attention to moral values, and their intentions will grow in favor of reporting the wrongdoings. This study is also help in illuminate people that there is no need to fear whistle blowing because there are certain acts created to provide them protection after their whistle blowing such as Sarben Oxley. This study will further the knowledge of Pakistani people and change their perspective as a bill has been passed in the parliament to provide complete protection to whistle blowers.

Problems of Workplace:

Every organization in the world have some kind of a problem these days that are required to be addressed and fixed to steer clear of negative effects that compromise the organizational productivity. Media is doing its job to create awareness in general public. Corporate scandals caught the eye of media it shows how important ethical leadership is for an organization to prosper Treviño, Weaver, & Reynolds (2006). Numerous ethics scholars are trying to showcase the significance of ethical leadership in the workplace. And these scholars gathered theoretical and empirical evidence that showcase how important an ethical leader is to the workplace (Brown & Treviño, 2006; 2006; Dickson, Smith, Grojean, & Ehrhart 2001; Grojean, Resick, Dickson, & Smith, 2004; Davis & Rothstein).

For an organization to prosper ethical leadership is very important. Ethical leaders work as a role model and show their employee a means to work ethically several researchers outline work of an ethical leader as a way towards welfare of the organization. As Brown et al. (2005) stated ethical leadership is “the testament of suitable conduct through one’s actions and interpersonal relationships, and to promote these conducts to others through two-way communication, supplementing and decision-making”.

Ethical leadership

As said by the legendary Martin Luther King “I am not interested in power for power’s sake, but I am interested in power that is moral, that is right and that is good”.

In not very distant past, the interest has transferred in the favor of new forms of the leadership. A lot of work has been issued about a lot of different views on leadership for instance transformational leadership, ethical leadership, transactional leadership and servant leadership. Additionally, the main focus is shifted in the favor of transformational leadership Van Dierendonck (2011). These days literature of leadership is transferring its attention towards new views about leadership, like collective, interpersonal and global perspective (Avolio et al. 2009). Whereas we discuss relational perspective of the leadership, is about the association the leaders and their follower.

As stated by Brown et al. (2005) ethical leadership is “the testament of suitable conduct through one’s actions and interpersonal relationships, and to promote these conducts to others through two-way communication, supplementing and decision-making”. everybody believes that ethical leaders are honest, truthful and sound decision makers, before taking any decision they consider all the perspectives in relation to their organization and working environment Ethical leaders play a significant role in influencing their followers to improve their ethical behavior. Presence of ethical leadership will influence their Workers to develop their morality. According to Brown & Trevino (2006) ethical leaders are deemed as honest people who care about their workforce and tend to make decision that are fair. It is general perception that ethical leaders are decisions are based on their ethical morals and they make decisions taking into consideration its impacts on both the organization as well as considering the perspective of corporate social responsibility.

Moral Attentiveness

Employee working under ethical leaders tend act more attentiveness toward ethical issues, which leads to term, namely Moral attentiveness was presented by set of researchers, namely Reynolds (2008) suggested moral attentiveness as a notion that signifies the extent one regularly distinguishes and contemplates morality and moral characteristics in things experienced while Morally attentive workers are completely aware and observant of what is happening around them in the organization and have close sense of overall processes of the organization.

Only ethical leadership can build Moral attentiveness trait through influence, it further clarifies personal differences and increase the intensity of paying attention towards moral issues. The moral attention is important because through paying attention to different matters somehow it will indirectly lead to employees reporting wrongdoing. Moral attentiveness is a two-dimensional concept i.e the perceptual dimension which means as we encounter any information it is scanned automatically while reflective dimension in the one in which the personnel uses the morality to scan the information in the ethical standpoint (Reynolds, 2008).

Researches claim that different people will process the moral cue of the situation differently regarding their perceptions (Hannah, Avolio, & May, 2011; Reynolds & Ceranic, 2009). The notion of moral attentiveness was introduced so that people can understand the social cognitive theory which is to learn from their environment. Every person’s perception and behavior is different and these function as stimuli for individuals for their interactions

(Bandura 1986; Fiske and Taylor 1991).

Whistle Blowing Intentions:

Employee develop Whistle blowing intentions when they find their subordinates in unethical activities. According to (Chiu, 2002) Whistle-blowing intentions are probability of a person to actually participate in whistle-blowing activities. In some situations, employee actually blowing the whistle on unethical activities while in some just feels need to engage in whistle Blowing.

In some organizations whistle blower is appreciated while in others he or she is considered as a traitor or the one who is against the wellbeing of employees. There was a time when whistle blower was considered as an enemy to the organization (Lennane, 1993; De Maria & Jan, 1994). Many researches are issued about accountant's views and concepts and their ability to be creative while performing accounting tasks. According to (Woolf 2004) it is the duty of accountants to take measures to cure the organization and if they sense the presence of any unethical activity, they have to disclose it.

Usually whistle blower is protected by the organization. One of the is act about whistle blowing is Sarben Oxlay which emphasizes on security of the whistleblower and Suggested that an organization should protect the whistleblower. One of the very first whistleblower was David Welch whom has demanded the organization to provide security to the one that blows the whistle (Telberg, 2004). If employees are truly committed to their organization and work for the wellbeing of the organization then they will like to have to take care of their workplace and through this they will develop whistle blowing intensions. Existence of an ethical leadership also helps to build whistle blowing intentions in the employees

Ethical Leadership and Whistle Blowing Intentions.

Ethical leadership is highly researched topic different studies with different variable have been conducted, but the world is concerned that there is misrepresentation and unethical activities in the workplace and these activities lead to implementation of ethical leadership. When the scandals of WorldCom and Enron came to media attention the everybody started to show interest about how ethical leadership is related to the misrepresentation of financial information (Perel, 2003).

Literature on business ethics have raised the question on the creditability of Chief Executive in the light of financial scams (Bragues, 2008; Morrison, 2001) and find what steps ethical leaders should take can be found in philosophical views of Greek authors like Plato and

Aristotle (Knights & O'Leary, 2006; MacIntyre, 1981).

Scientific approach is preferred by several scholars to approach the ethics within the organizations, by creating a link between the contextual factors and situational factors, regarding forming an environment based on ethical in the workplace. Like situational factors includes situations where employee following their leaders and trust their choices with satisfaction (Brown et al., 2005; Brown & Trevino, 2006).

An entirely distinct research was carried out that signifies the role cultural values and norms of the leader play in shaping the way ethical leaders behave. The study conducted by researchers at GLOBE tested relation between the ideas of leadership amongst a diverse set of countries and suggested that leader's character and honesty was sanctioned to a lesser extent in the Middle Eastern countries in comparison to Nordic countries (Resick et al., 2006; Waldman et al., 2006).

According to (Near & Miceli, 1985) whistle blowing is when an employee (former or current) reveal the involvement of unlawful, corrupt, or prohibited practices under the pressure of their bosses, to the regulatory party. in this definition there are three parties involved first one is the whistle blower the person who is complaining, the party who is receiving the objection, and the corporation (Near & Miceli, 2008).

Whistle blowing can be done in two different ways, internal and external. When an unethical conduct or activity is reported to immediate leader, boss or reporting channel created within the organization then it is known as Internal whistle blowing. While if unethical conduct or activity is reported to any external sources like media, social channels or any regulatory body then it is known as External whistle blowing. As it is done to uncover unethical activities within the organizations.

H₁: There is a positive and significant relationship amongst Ethical leadership and whistle blowing intentions.

Moral attentiveness plays a mediating role between ethical leadership and whistle blowing intentions.

According to the ever-growing literature about ethical leadership it is a process that contains a relationship between leader and the followers. And the ethical values of the leader are shifted to the follower through a process of social learning, cognition, and exchange ways (Brown & Mitchell, 2010; Brown & Treviño, 2006a Treviño, Brown, & Hartman, 2003; Walumbwa et al., 2011). While studying ethical leadership and whistle blowing scholars have discussed number of variables, and a new notion of moral attentiveness is used as a mediating variable and according to (Reynolds, 2008) it's a significant part of the ethical

leadership. Our study will help understanding the main concept that is ethical leadership and in association with moral attentiveness of the employees, because every person's perceptions and attention towards moral issues are different (Hannah, Avolio, & May, 2011; Reynolds & Ceranic, 2009).

Employee develop Moral attentiveness because the influence of their leader's morals. A leader's ethical behavior and ethical actions tend to increase the moral cues or moral attentiveness in the employees. Any information regarding the organization will be processed by the person who is high in moral attentiveness. After the assessment of information, the attention is shifted towards upcoming information. The level of attention an employee shows rely on the aspect employee's experiences (Reynolds, 2008; Reynolds, Leavitt, & DeCelles, 2010).

The recent work on the subject of ethical leadership and ethical decision-making incline towards the moral awareness of the employees, which means the state of moral awareness in an employee about the actual situation is associated with the ethical leadership (DeCelles, DeRue, Margolis, & Ceranic, 2012; Gino, Schweitzer, Mead, & Ariely, 2011; Tenbrunsel & Smith-Crowe, 2008; Treviño, Weaver, & Reynolds, 2006).

The focus of Social cognitive theory on the procedure through which an employee learns. This process contains learning within the workplace, in accordance with this theory (Bandura, 1977: 1986, Treviño and Brown 2005) claimed that employee's behavior is influenced by their role model in ethical leadership, and it's helpful in remodeling of the employees.

H2: Moral attentiveness works as a mediator amongst ethical leadership and whistle blowing intentions.

RESEARCH METHODOLOGY

Research Design

Our study will examine the results of ethical leadership on whistle blowing intentions on the workplace in the context of Pakistan. Our study will also enlighten the effect of moral attentiveness of employee on the actual procedure. Our study will also examine the facilitating effect of the moral attentiveness on the association between whistle blowing intentions and ethical leadership. Due to shortage of resources and time the study is focusing on one point in time and is cross sectional in nature. The questionnaires were distributed among employees of different organizations and regions of Pakistan. This is a quantitative study. Structured questionnaires were us to collect data from employees of banking sector,

while employees working in the banking sector Peshawar are used as unit of analysis.

Population and Sample

The population selected for our study contains the employees working in public sector banks in Peshawar such as National Bank of Pakistan, Bank of Punjab, Bank of Khyber etc As they are the one who deals with the top management and lower management in day to day routines.

Sample and Procedures

Our research used a non-probability sampling technique known as convenience sampling because of time limitations. Questionnaires distributed were self-administered by the researcher. With the Questionnaires an introductory letter was attached which contained aims and relevance of the study along with the promise of anonymity. The questionnaires were collected by researcher himself. When the data was collected no major incident was reported in the public sector. Questionnaires were collected on a weeks' notice. This process of distribution and collection of questionnaires took almost one month. We distributed 250 questionnaires which was our sample size. Sample size was determined by using Krejice and Morgan (1973) table, Total 250 questionnaires were distributed among Banking sector employees; response rate was 100%.

Measurement

Ethical leadership

Yukl, Mahsud, Hassan, & Prussia (2013) introduced a scale to measure ethical leadership, it was 10-point scale. This scale is used to measure views of the workforce about the person leading them and his or her ethical behavior. 5-point Likert scale was used with answers ranging between 1 to 5 with 5 meaning as strongly agree. The replies consisted how concerned a person is about ethical and moral values, how well ethical values are communicated within the organization, and how well a leader is influencing his workforce by his/her behavior, decisions and actions.

Sample Items

“is honest and can be trusted to tell the truth”,

“is fair and unbiased when assigning tasks to members”.

Moral attentiveness

Reynolds (2008) developed 7 item scale to test ethical leadership. The replies ranged

between 1 as never and 5 as always, we used 5-point Likert scale.

Sample Items

“I regularly think about the ethical implications of my decisions”,

“I think about the morality of my actions almost every day”,

Whistle Blowing Intentions

(Park, & Blenkinsopp 2009) introduced a scale to measure whistle blowing intentions, it was 6-point scale. 5-point Likert scale was used with answers ranging between 1 to 5 with 5 meaning as strongly agree.

Sample Items

“I would whistle-blow on a lower level employee”,

“I would whistle-blow on a middle management employee”,

Data analysis tools

IBM SPSS was used to analyze the data, we used a model to investigate correlation, regression and for mediation analysis. Correlation was used to find association between our independent and dependent variables. Regression shows how much change in association brings between variables. Mediation analysis was introduced by Baron and Kenny (1986).

Table 3.1 Sources of Items, Instrumentation sources & Reliabilities

Variable	Source	No. of Items	Reliability
Ethical leadership (EL)	Schwarzer and Schulz (2000)	10	.706
Moral Attentiveness (MA)	Reynolds, (2008)	7	.743
Whistle Blowing Intentions (WBI)	Park & Blenkinsopp (2009)	6	.659

Descriptive Statistics					
Variables	Sample size	Mean	Std. Deviation	Minimum	Maximum
Age of the Participants	250	2.40	.936	1.00	4.00
Gender	250	1.45	.498	1.00	2.00
Workplace experience of participants	250	3.38	1.20	1.00	5.00
Qualification of the participants	250	3.14	1.05	1.00	5.00
Whistle Blowing Attention	250	3.27	.984	1.00	5.00
Ethical Leadership	250	3.26	.785	1.60	5.00
Moral Attentiveness	250	3.07	.856	1.14	5.00
Valid N (listwise)	250				

The table 4.6 demonstrates that value 1 is for male and 2 is for female while that in age variable four scale is defined in which maximum age group is 4. The dependent variable whistle blowing intentions mean is 3.27 with a standard deviation of 0.984. Similarly the mean for independent variable ethical leadership is 3.26 with standard deviation of 0.785 followed by mediator moral attentiveness having mean 3.07 and standard deviation 0.865. All the mentioned data is shown in the above table in a tabulated form for a quick

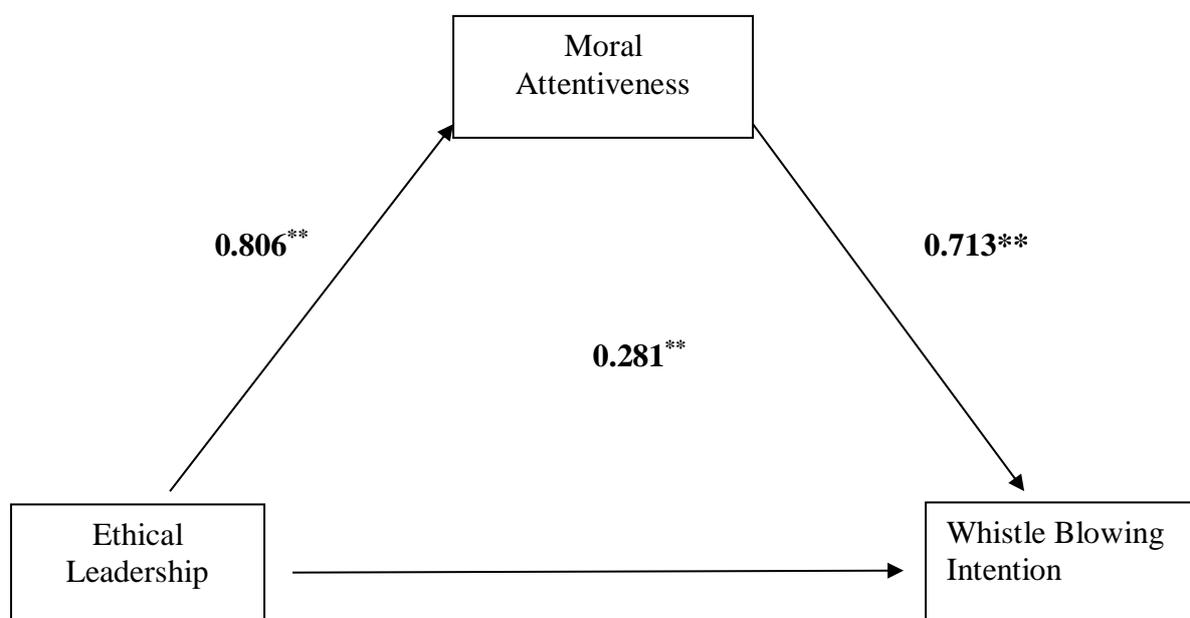
review.

Correlation Analysis

Variables	Ethical Leadership	Whistle Blowing Attention	Moral Attentiveness
Ethical Leadership	1		
Whistle Blowing Attention	.684**	1	
Moral Attentiveness	.740**	.787**	1

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

The above table shows the correlation among the variables of the study. The coefficient of correlation for moral attentiveness and whistle blowing intentions found 0.787** which is the highest in the current case. The correlation among all the variables is positive and statistically conform the association. While all other correlation coefficients are lower and are significant which means that the variables can be further utilized for the analysis. Similarly the coefficient for correlation between whistle blowing and ethical leadership is 0.684** while that of moral attentiveness and ethical leadership is 0.74**. As mentioned by DP Shin, HS Gwak, DE Lee, (2015) and in another research paper by L.W. Hooi , (2016) that if coefficient for none of the variable is above 0.8 then no perfect multicollinearity assumption is violated. Therefore further tools of regression can be employed.



Regression In Figure 4.1

Explanation of the figure

The figure shows that beta value incase of ethical leadership towards moral attentiveness is positive and significant as $B= 0.806$, $SE= 0.0466$ and $P<0.05$. Similarly Moral attentiveness is significant incase of whistle blowing intention as $B=0.7135$, $SE=0.0651$ and $P< 0.05$. Further mediation analysis is also positive and significant as $B=0.5753$, $SE=0.0678$ and $P< 0.05$.

Regression results

Variables Relationship	B	Sig	R-Square Value
Ethical Leadership (Moral Attentiveness)	0.8063	0.0000	0.54
Moral Attentiveness and Whistle Blowing Intentions	0.7135	0.0000	0.64
Ethical Leadership and Whistle Blowing Intentions (total effect model)	0.8568	0.0000	0.46

In regressing the ethical leadership on the dependent variable whistle blowing intentions gives the R-square of 0.46 which is approximately 46 percent. It shows that about 46% of the variation or explanation of the variable whistle blowing intentions is explained by the ethical leadership. This result of the relationship between ethical leadership and whistle blowing intention is positive and significant statistically. Therefore it can be drawn from the result that if a one unit change comes in the ethical leadership it will bring 0.4 percent change in whistle blowing intentions of the employees. The result is statistically supporting the claimed hypothesis of direct or positive relationship between whistle blowing intentions and ethical leadership.

The results of ethical leadership and whistle blowing intentions in the presence of Mediation of moral attentiveness

	Effect	SE	T	P-value	Boot LLCI	Boot ULCI
Total effect	0.856	0.058	14.75	0.0000	0.742	0.971
Direct effect	0.2815	0.071	3.9675	0.0001	0.141	0.421
Indirect effect	0.5753	0.067	-	-	0.447	0.715

To check the effect of the mediation in the model the SPSS plug in PROCESS. by Andrew F Hayes (2014) model 4 were employed. In the mediation table above the direct and indirect effect along with total effect of the variables is mentioned. The effect of dependent and independent variable is separated into two effects. (1) The ethical leadership effect on whistle blowing intention directly and (2) the indirect effect of ethical leadership on whistle blowing intention through mediation of moral attentiveness. The total effect from adding the indirect and direct effect is 0.85 with the positive sign which support the first hypothesis. The hypothesis (1) claimed was that there is positive relationship between whistle blowing and ethical leadership.

The direct effect after regressing ethical leadership on whistle blowing intentions turn out to be 0.28 with a positive sign when the moral attentiveness as a mediator was employed. This positive sign support the positive association between the ethical leadership and whistle blowing intention. The mediation or indirect effect of ethical leadership on whistle blowing intentions mediated by moral attentiveness comes out to be 0.57 within the significant confidence interval. On the basis of which hypothesis (2) should be accepted this claimed that moral attentiveness mediates, the relationship between ethical leader and whistle blowing intentions.

H1: The independent variable ethical leadership is positively related with dependent variable whistle blowing intentions. (Supported)

H2: The mediator moral attentiveness is in a positive relationship between independent variable ethical leadership and dependent variable whistle blowing intentions. (Supported)

RESULTS DISCUSSION

The first question of the current study is to investigate the relationship between ethical leadership and whistle blowing intentions. The claim hypothesis is to check that is there any direct relationship between these two variables. The results conform this hypothesis that there

is a positive and significant relationship between ethical leadership and whistle blowing intentions. If there is any type of wrong doing in any organization, the ethical leadership convince their behaviour to blow the whistle against that individual. That if there is anything which goes wrong ethical leadership will facilitate the individual employees behaviour both in fear and in concern situations (Schaubroeck and Walumbwa 2018). Similarly, Bamberger, (2006) & Karpoff et al (2008) claimed that it's an organization interest to formulate such strategies which can stop wrongdoing. Therefore, it's a societal and ethical obligation to stop the wrong doing in an organization (Tulder et al., 2006). This finding of this study is consistent with the (Walumbwa & Schaubroeck (2009) findings that ethical environment can be formed through ethical leadership which will ultimately reduce the fear of reporting the wrongdoing in the organization. Besides that it may help in facilitating the voice behaviour of the employee.

The second claim of the study is to investigate the mediation effect of moral attentiveness between whilst blowing intention and ethical leadership. The literature claim is that moral attentiveness attitude in the behaviour is very crucial in the employees for an organization. The freedom employees feel to report wrong doing can be boosted and developed through taking some measure which help them in developing their ethical and moral (concern Hannah, Avolio, & May, 2011; Reynolds & Ceranic, 2009).

On the basis of the finding of the study the second hypothesis is also supported. The hypothesis is that there is a significant mediation due to moral attentiveness between whistle blowing intentions and ethical leadership. According to Leavitt & DeCelles, 2010 when employees are ethical strong and have moral attentiveness they are concern about any wrong doing which can harm the organization. Similarly, Reynolds, (2008) argued that the employees keenly observe every action and report them on time if they feel it as wrong doing.

CONCLUSION

In this study the basic question which is addressed is to find the direction of relationship between ethical leadership and whistle blowing intentions. Besides that, the second question was to check the mediation effect of moral attentiveness between the ethical leadership and whistle blowing intentions. Both relationship was supported and conformed on the basis of the results obtain after employing Barron and Andrew F Hayes (2017) criteria for analysing the mediation through SPSS version 21. The inferences were matched with other studies in the area and are found consistent. Further inferences suggest that in Pakistan culture can be

developed to facilities the employees to report the wrong doing on time in organization. The importance of ethical culture can be developed through the ethical leadership which will ultimately compel the employees to blow against any wrong doing. The findings also confirmed that the mediation due to moral attentiveness have positive effect on the ethical leadership which can eventually impact the whistle blowing intentions. The ethical leadership working in organization to develop the employee's moral attentiveness is crucial for them to report wrongdoing on time. They remain attentive if the ethical leadership working in the organization which effect them positively. The safe feeling of employees after and before reporting wrong doing can be gain through ethical environment which result due to ethical leadership.

The variables in this study is limited which can be further improved by adding more variables which can change the model and have effect on the whistle blowing intentions of the employees. Besides that, study is done only on banking sector which can be further explore by comparing different sector results of ethical leadership on whistle blowing intentions both in the presence and without the mediation role of moral attentiveness.

The mediator in this study is just one dimension of the ethical leadership which is moral attentiveness but it can be further elaborate to add other dimensions as mediations between ethical leadership and whistle blowing intentions.

The practical implication of this study can be very helpful for the organizations working in Pakistan. It can be helpful if the individual or employees working in Pakistan feel no fear of doing wrong action which can be harmful for organization. The reason behind their attitude is lack of proper authority or individuals who report wrong doing if anyone noticed. To overcome this issue, the ethical leader plays crucial role in providing them proper platform and channel to stop this wrong doing. The ethical leader which an organization is providing has the guts to be trusted and follow up and support the employees who blow against the wrong doing. Therefore, organization needs to design such structure where the reporting of wrong doing can be appreciated and easy for loyal or morally attentive employees.

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