

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Ethical Leadership and its Impact on the
Productivity of Project Performance; Mediating
Role of Ethical Behavior and Moderating Role of
Employees Project Orientation**

by

Hina Ahmed

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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*Dedicated to my parents, husband and siblings for their never ending support and
unconditional love*



CERTIFICATE OF APPROVAL

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Abstract

Employee's ethical practices remain a crucial subject for any organization throughout the world. We know well that leaders are a key source of ethical guidance for employees. Even in the developed countries, leaders and their organizations are still struggling to ensure ethical measures for their employees. Organizational ethics are main objective of this research and to find out how a leader's role is important for developing and implementing the ethical measures in an organization. Ethical Leadership (EL) is a research model that was used to improve the ethical environment in organizations and what role it can play in other ethical outcomes like ethical behavior, productivity of project performance and employees project orientation. Moreover, the mediating role of Ethical Behavior (EB) between the ethical leadership and Project performance and moderating role of Employees Project Orientation (EPO) on ethical behavior and project performance has been. Data was collected through 260 respondents of project based organizations (Food supply chains, Beverages, IT companies) in Pakistan. The study concludes the positive relation between Ethical Leadership and Productivity of Project Performance. This study also has theoretical implications in leadership and employee's productivity of project performance literature and practical implication in Pakistan's in project based organizations.

This research proposes social exchange theory and social learning theory as a theoretical basis for understanding of ethical leadership and how it offers a concrete definition of productivity. We investigate the practicality and productivity of project performance under ethical leadership. Q Specifically speaking, ethical leadership is related to consideration behavior, honesty, trust in the leader, interactional fairness, socialized and charismatic leadership.

Keywords: Ethical Leadership (EL), Ethical Behavior (EB), Employees Project Orientation (EPO), Productivity of Project Performance (POPP), Project Performance (PP).

Contents

Author’s Declaration	iv
Plagiarism Undertaking	v
Acknowledgement	vi
Abstract	vii
List of Figures	xi
List of Tables	xii
Abbreviations	xiii
1 Introduction	1
1.1 Background of the Study	1
1.2 Gap Analysis	5
1.3 Problem Statement	6
1.4 Research Objectives	6
1.5 Research Questions	7
1.6 Significance of the Study	7
1.7 Supporting Theories	7
1.7.1 Social Learning Theory	8
1.7.1.1 Social Learning Theory and Ethical Leadership	9
1.7.2 Social Exchange Theory	10
1.8 Structure of the Thesis	11
2 Literature Review	12
2.1 Ethical Leadership and Productivity of Project Performance	12
2.2 Outcomes of Ethical Leadership	16
2.3 Ethical Leadership and Unethical Leadership	17
2.4 Employee Project Orientation and Project Performance	18
2.5 Mediating Role of Ethical Behavior	19

2.6	Moderating Role of Employee's Project Orientation	22
2.7	Research Hypotheses	24
3	Research Methodology	25
3.1	Research Design	25
3.1.1	Type of Study	25
3.1.2	Research Design	26
3.1.3	Unit of Analysis	26
3.2	Population and Sample	26
3.2.1	Population	26
3.3	Sampling	27
3.4	Sample Characteristics	27
3.4.0.1	Age	28
3.4.0.2	Experience	28
3.4.0.3	Gender	29
3.4.0.4	Qualification	30
3.5	Control Variables	31
3.6	Instrumentation	31
3.6.1	Measures	31
3.6.1.1	Ethical Leadership	32
3.6.1.2	Ethical Behavior	32
3.6.1.3	Employees' Project Orientation	32
3.6.1.4	Project Performance	32
3.7	Statistical Tool	33
3.8	Instruments	33
3.9	Pilot Testing	34
3.10	Reliability Analysis of Scales Used	34
3.11	Data Analysis techniques	35
4	Results	37
4.1	Descriptive Analysis	37
4.2	Correlation Analysis	37
4.3	Regression Analysis	39
4.4	Summary of Accepted/ Rejected Hypothesis	42
5	Discussion and Conclusion	44
5.1	Discussion	44
5.1.1	Ethical Leadership and Project Performance	45
5.1.2	Ethical Leadership and Ethical Behavior	47
5.1.3	Ethical Behavior and Project Performance	48
5.1.4	Ethical Behavior Mediates between Ethical Leadership and Project Performance	49
5.1.5	EPO Moderates Project Performance	51
5.2	Practical and Theoretical Implication	52

5.3	Limitations of Research Work	53
5.4	Future Research Directions	54
5.5	Conclusion	54
	References	56
	Appendix-A	61
	Appendix-B	66

List of Figures

2.1	Research Model	24
4.1	The Conditional effect of Employee Project Orientation on Ethical Behavior and Project Performance	42

List of Tables

3.1	Age Distribution	28
3.2	Experience Distribution	29
3.3	Gender Distribution	30
3.4	Qualification Distribution	30
3.5	Control variables	31
3.6	Instruments.	33
3.7	Scales Reliability.	35
4.1	Descriptive Statistics	37
4.2	Means, Standard Deviation, Correlation	38
4.3	The mediating effect of Ethical Behavior	40
4.4	The Moderating effect of Employee's Project Orientation	41
4.5	The Conditional effect of Employee Project Orientation on Ethical Behavior and Project Performance	41
4.6	Hypotheses Summarized Results.	43

Abbreviations

EL	Ethical Leadership
EB	Ethical Behavior
EPO	Employees Project Orientation
POPP	Productivity of Project Performance
PP	Project Performance

Chapter 1

Introduction

1.1 Background of the Study

In the present day era ethical leadership has become the main influence for the employees and this also requires ethical leaders. The primary focus of this study was how influential and effective is a leader in any organization when he himself follows all the ethical norms of organization, so that he himself will be able to make his employees follow his directions completely. This study will show that when leader act ethical then he can assure that ethical measures are supported throughout the whole group practically as well not only remains in dusty files. Leaders are naturally expected in the position of power whether they are onside of job and offside of the job, this is how ethical leadership emphasizes on the leaders influencing power through the decisions and activities they take part in the organization and the behaviors through which they influence others in the organization.

Leaders are always held accountable for prompting, encouraging, influencing and persuading employees to achieve tasks within the selected time frame of the project, complete their tasks and then behave in preferred manners following all the measures. Ethical leaders also influence procedures and developmental factors of the organization, kindle change in attitudes and values of the employees in work team, and become the strength of their followers as the employee's always foster the internalization of organization's corporate vision. They also raise developmental aspect

of leadership of organization's principles and employee's morals to the higher level of ethical behavior. Leaders by representing ethical leadership also promote a level of reliability and satisfaction which motivates the employee's in the organization and encourages a sense of trust, and supports their juniors to accept and follow their vision, so that everyone in the organization has the same vision. Personal character and truthfulness be responsible for a strong grounds for other's personal characteristics that are related to ethical beliefs, values, and decisions for all.

This study focus on how ethical leadership has gathered increase in attention among employees and leaders as organizations aim is to reduce problems associated with unethical measures in organizations. This research point out that the keen interest in promoting ethical leadership is defensible because ethical leadership upturns employees aptitude to deal with the conflict situations in organizations (Babalola, Stouten, Euwema, & Ovadje, 2018) and decreases employee's misconduct (Mayer, Aquino, & Greenbaum, 2016), employee's unethical perceptions and manners (Schaubroeck, Hannah, & Avolio, 2012), and employee's unethical behavior (Mayer et al., 2016). Ethical leadership is dogged as the demonstration of suitable behavior with the personal activities and interactive relationships within the work circle, and the advancement of activities to the employees through one on one statement, strengthening, and decision-making according to (Brown, Trevino, & Harrison, 2005).

This study specially in the ethical domain, there is a need to implement ethical rules based on the previous data and the losses that occurred due to lack of ethical implementations. These rules must be followed to avoid any kind of loss in future in organization or on works. Study compares the relationship of ethical measures in knowledge area and employee's motivation towards productivity in the field in employee's participation towards ethical measures, but the role of leadership is still not discussed along with these variables. Leaders role is to provide an environment which is workable with ethical climate, where executed ethical measures has become an area of interest for employees to research in organizations. Ethical behavior limits up to the employees who implements the ethical measures and consider them main reason for the decrease of productivity and effectiveness of

work environment. Specifically, in organizations where jobs are perilous to ethical measures and productivity of performance, they ought to encourage the ethical measures among their employees in the organization.

In the study [Trevino, Brown, and Hartman \(2003\)](#) found out that leader's characteristics not specifically related to ethical leadership like honesty of leaders, integrity and trustworthiness of leaders and also their ethical behaviors like openness to the employees, concern, fairness for the employee at the work place and ethical decision making, but ethical leadership is also associated to assessment based management for the employees like setting up ethical standards for the employees of the organization over the communication and rewards. An ethical or moral leader is reflected as a faithful ethical person by his employees and as well as from his managerial roles, those effectively influences employees ([Trevino, Hartman, & Brown, 2000](#)).

Positive relationships are those in which the leader benefits and compensate the employees while negative relationships occur when the leaders are greater at the leadership traits. Another aspect of the social exchange process involves looking at the possible alternatives. Ethical leaders are tend to be honest persons, whose ethical traits and behavior is obvious through his activities and all. Ethical leaders also practice ethical management to vigorously influencing employees to conscientiousness of ethics and boosting them to act ethically, leaders are tend to do this with their discipline they show to the employees , and communication and the effects of demonstrating the ethics according to ([Brown & Trevino, 2006](#)).

The study tells that ethical behavior includes some of the key principles like honesty, integrity, fairness, and concern for other employees within organization. According to [Toor and Ofori \(2009\)](#). Leadership is a position, where leaders consist of different behaviors, which sometimes benefits employees and counsel's employees from the behavior which can cause harm to other employees, more often leaders see their work different and unique from other employees in the organizations but when it comes to ethical measures, they are indeed on the top. Leaders simply cannot keep their selves away from their obligations to set a moral or ethical example for the employees who are working with them as a team, ethical behavior

and ethical measures of the top management leaders are supposed to be consistent and stick to whatever they teach to their employees otherwise there are less chances of success without the ethical measures and ethic training of the employees. On the other hand, ethical leaders are very crucial for the determination of the consequences and results of organizational objectives, and to set the employee behavior tendency according to (Mitchell, 2010) that may consist of employees elevation, appraisal and strategies which they follow. Employees are encouraged by the organizational leaders through their examples and activities, it is leaders' responsibility to describe norms and values of the organization to the employees and team and do as the expectations and influence their employees to act the same when they perform.

According to Resick (2011) progressive inspiration and influence of project performance is interrelated with ethical leadership and fundamental motivation of employees (Piccolo, Greenbaum, Hartog, & Folger, 2010), and also related to job responses and willingness of employee to reported problems. Piccolo also says that impact of ethical assurances and initiatives can have positive significance of tasks and employees efficiencies of the job when a leader deals with ethical characteristics and employees enthusiasm of tasks performance. Through this way employees see leader's noble moral image and ethical measures as significant issue within the organizational environment, and (Martinez, Ruiz, & Ruiz, 2011) say practice can be interpreted as a strong appreciation and obligation of leaders by employees in the organizational circle.

Employee project orientation is very meaningful in terms of introducing their employees at the place of jobs and work atmospheres. In the work place to provide new employees opportunity of orientation to become familiar to the new organizational colleagues, environment, departments, and work expectations. In term of positive impact on the productivity of project performance ethical orientations plays very effective role to benefit employers and employees, and it can also ensure a horizontal transition into the new workplace for all involved.

1.2 Gap Analysis

Ethical leadership is crucial factor in influencing employees for the productivity of project performance in ethical work environment. There are many studies which focuses on the impact of ethical leadership on the project but previous studies ignored the relation between the influences of ethical leadership and productive and ethical measures of project, and also the interaction of leaders with the subordinates of the project. This study tells that ethical behavior plays positive role on the productivity of projects, because when leaders are ethical with their employees the employees also show more commitment and assurance in the environment where their leaders behave ethically and in respected manners. This study shows that leaders should behave ethically with all the project team of middle and low level.

Ethical leadership is popular topic among researchers now a days. As far as projects are concerned there are no studies done on the productivity of project throughout the project timeline as mediation of ethical behavior and as moderation of employees' projects orientation.

EL is nowadays a very common topic among researcher. The research scholars have contributed a lot to highlights of the consequences of EL and ethical measures. But limited studies had conducted to control and minimize the ethical issues of the employees with in the organizations with the help of employee's orientation.

This study compares the relationship between ethical leadership and productivity related to project performance in the field of ethical contribution, but the role of leadership is still not discussed along with these variables. Project based organizations should put on certain ethical values during performance, so these measures won't be able to risk people's morals, and also ethical behavior as a mediator and employee project orientation as a moderator has not been studied yet.

To fill this gap, this study will focus on how on how the employee's behavior effects the productivity of project performance and develops a research model which links ethical leadership and productivity of project performance with the ethical behavior.

1.3 Problem Statement

The magnitude of literature on workplace ethics relates it to the different antecedents including Ethical Leadership. But this concept of ethical leadership has never been tested before in the project based organizations and literature is indent in this domain. Moreover how EL will affect productivity of Project Performance is also not well documented. Hence the study focuses on the mechanism through which EL affects POPP, Ethical Behavior mediates the relation between EL and POPP, and Employees' Project Orientation moderates the relationship between EB and POPP. In addition it focuses a unique context which is project based organizations in Pakistan.

1.4 Research Objectives

Primary aim of the study is to examine the affiliation of the productivity of project performance of employees with the ethical behavior of leaders and impact of employee's behavior and performance on the project. The objectives of the study are as follows;

Research Objective 1

To examine the relationship of ethical Leadership and Project performance.

Research Objective 2

To examine the relationship of ethical leadership and ethical behavior.

Research Objective 3

To test the impact of ethical behavior on project performance.

Research Objective 4

To test the mediation of ethical behavior between ethical leadership and project performance.

Research Objective 5

To test the moderation of employees project orientation between ethical behavior and productivity of project performance.

1.5 Research Questions

This study will answer the following research questions;

Research Question 1

What is the impact of ethical leadership on the productivity of project success?

Research Question 2

What is the impact of ethical behavior on the success of project?

Research Question 3

Which ethical factors are important for the success of project?

Research Question 4

How leader's ethical behavior help's leaders to perform well and get the best results from employees?

1.6 Significance of the Study

This study explains organizational ethical leaders the concept of understanding the employee's at the time of orientation behavior in the terms of understanding and commitment to a leader's core values and his employees. Few studies related to this topic is being covered internationally but not exactly the topic but as independent and dependent variables so, this study provides the difference between the ethical and unethical leadership and the impact of both on the productivity of projects. Ethical leaders also influence procedures and developmental factors of the organization, kindle change in attitudes and values of the employees in work team, and become the strength of their followers as the employee's always foster the internalization of organization's corporate vision.

1.7 Supporting Theories

Several theoretical perspective have been presented by different researchers which are used worldwide to support the studies of ethical leadership and behavior on

the productive performance of project. Here two theories are used which states the relationship of ethical leadership and productivity of project performance, first is social learning theory (Bandura & McClelland, 1977); and second is social exchange theory (Blau, 1964; Homans, 1974). These two theories supports my topic are discussed below.

Many critical systems in the organizations must apply certain ethical standards during performance and implementation so that these systems will not be risks to people honor and productivity and the environment as well, ethical behavior, set up the limit to which the employees implements the ethical measures, is considered as a main reason in the reduction of ethical issues and maintaining safe and ethical work environment. Ethics and behavior of ethical leadership and better orientation is required in the environment where ethical conditions are highly serious

1.7.1 Social Learning Theory

Leadership scholars used social learning theory mainly to define that ethical leaders represents their selves as role models to employees and also depicts the ethical measures and practices within the norm of any organization, and also by considering this leaders spread ethical behavior orientation throughout the organization as employees follow their leaders. Social learning theory intends that leaders' behaviors can easily be acquired by observations. This theory also states that the process of learning intellectual and that can takes place in a social framework and purely through the observations or direct leader's instruction and orientation. As human beings have the aptitude to learn in a number of ways.

Fundamentally it's an association and it is an exchange of learning between employee and leader that how effective is a leader to convince their employees to follow ethical measures. When leader himself strives, the employees automatically tend to follow their leader. Leader focuses mainly on the ethical measures taken by employees during execution of the projects. Employees honor and productivity should only be the preference of an ethical, so, all the variables that are EL, PP, EB and EPO are linked together. First of all leaders are expected to tell

their employees to follow the rules and regulation related to the ethical measures by practicing themselves and if employees don't follow those measures then the leader should implement those measures forcefully

1.7.1.1 Social Learning Theory and Ethical Leadership

According to [Brown et al. \(2005\)](#), here we used social learning theory ([Bandura & McClelland, 1977](#); [Bandura, 1986](#)) to explain the background and outcome consequences of ethical leadership. Social learning theory puts light on different characteristics of the leader in this study this relates to ethical leadership and leaders' situational influence on the employees observations about an ethical leader. In the light of social learning theory, employees look forward to their leaders as being ethical, as sometimes leaders turn out exceptionally good role models to their employees. Because social learning theory supports that employees learn from their social environment and if the provided atmosphere is presented ethical to the new recruitment then it's automatically inserted in their mind that this is how they are supposed to remain ethical with the others as their leaders behave to all in the organization. Following social learning theory we can identify several situations which can influence and ethical characteristics that enhance ethical measures to the employees. Adding more to it, social learning theory enlightens employees the reasons and outcomes of ethical leaders influence ([Bandura & McClelland, 1977](#); [Bandura, 1986](#)) and the time comes when employees look outside themselves to other employees or leaders for ethical guidance ([Kohlberg, 1969](#); [Trevino, 1986](#)).

Social exchange theory suggests that we essentially take the benefits and take from the ethics in order to determine how much a relationship is worth. Positive relationships are those in which the leader benefits and compensate the employees while negative relationships occur when the leaders are greater at the leadership traits. Another aspect of the social exchange process involves looking at the possible alternatives. After analyzing the ethical measures and values contrasting these against your comparison levels, employees might start to look at the possible alternatives. Ethical leaders are the source of guidance for the employees because of their ethical behavior and orientation ([Bandura, 1986](#)).

1.7.2 Social Exchange Theory

Human connections are explained by the exchange behavior among people. Social exchange theory is a common notion of psychology. The behavior of exchange is the main reason of collaboration among the people this theory works effectively in a working environment. Social exchange theory basically becomes the root cause of all the behavioral interaction between the people. Exchange is basically from both sides, which if interaction between the employees and leader is effective then the bond between them remains strong and both will be willing to understand each other's perspective. Social exchange theory is used very frequently in business world to infer a two-sided, mutually depending and rewarding process linking communications or simply exchange. Social exchange theory relates to this study because this theory is about socially exchange matters, when the team and leaders work together somehow or the other they are exchange their thoughts, experience, motivations and work etc, so this is how theory of social exchange support this topic.

Human interactions is explained by the exchange behavior among people ([Homans, 1958](#)). Interaction developed in people through the social exchange behavior ([Blau, 1964](#)). After all the research there occur theory ([Emerson, 1976](#)), different discipline repeatedly support the exchange process has found, disciplines such as psychology, sociology and behaviors of all social exchange in the study the human behavior is reciprocal. Social exchange is fundamentally becomes the root cause of all the behavioral interaction between the people, like interactions among employees and leaders ([Howe, 2017](#)).

Basically it's a relationship and it's a social exchange between employee and leader that how effective is a leader to convince their employees to follow ethical measures. Leader focuses mainly on the ethical measures taken by employees during completion of the projects. Employee's moral value is the first preference for leader to take care. So, all the variables that are EL, PP, EB and EPO are linked together. So, all the variables that are ethical leadership (EL), Project performance (PP), ethical behavior (EB) and employees' project orientation (EPO) are linked together. First of all leader tell their employees to follow the rules and regulation

related to the ethical traits and ethical measures and if employees don't follow those traits then the leader should implement those measures influentially.

1.8 Structure of the Thesis

Chapter 1 consists of the extensive area of this study, it has discussed the background, research gap, research question, research objective, and significance of this study and the supporting theory of this research, contribution of the study. Chapter 2 gives a detail insight into the literature of all variables. It also consists of the detail regarding proposed conceptual framework and it also include hypothesis development of this study. Chapter 3 includes discussion on sample and procedures used for data collection, scales used for the measurement of different variables and statistical processes used for processing the collected data. Chapter 4 discusses the study results and which hypothesis was accepted and which one was rejected. Chapter 5 consists of discussion on findings, theoretical and practical implication of the study, strength and limitations, and future suggestions for research.

Chapter 2

Literature Review

2.1 Ethical Leadership and Productivity of Project Performance

In the light of this study, leaders that are effective and motivating are more likely to count on influential communication styles and visions during motivating employees (Bass, 1985). However, ethical behavior is not only important for a leader's credibility but also plays significant role in the ability of leader to exercise good influence and impact on project employees. Past history regarding ethical leadership can be categorized into two primary categories, characteristics of leaders and their situational influence is the major concerns for leaders. As Trevino and Brown (2006) proposed, Employees perceive their leader as an ethical one when he has leader characteristics. Learning opportunities regarding development of ethical leadership can be provided through some situational factors. The following section outlines experimental results on these two key qualifications of ethical leadership. In the review of social learning theory, leaders that are ethical demonstrates their personal characteristics to the employees that help them not only in becoming attractive and credible role models for their employees but also help them in exercising good influence on their employees' perception about own ethical behavior and ethical leadership. (Brown et al., 2005) discuss personality traits as a history

of ethical leaders conscientiousness and sociability that helps in supporting the emergence of ethical leadership.

According to [Brown and Trevino \(2006\)](#)'s study, [Walumbwa and Schaubroeck \(2009\)](#) examined the most three leader personality traits from the observation of ethical leadership. Their findings suggested, leader's worthiness and carefulness and perception of ethical leadership have a positive association. Further [Walumbwa and Schaubroeck \(2009\)](#), [Kalshoven \(2011\)](#) examined the Big Five personality traits like openness, extraversion, conscientiousness, sociability, and emotional stability and their link to the ethical leadership. Findings of [Walumbwa and Schaubroeck \(2009\)](#), their results clearly specified that sociability and conscientiousness are the most related traits for ethical leadership.

The purpose of the study was supported by the employee's behavior on ethical leadership which concludes the motivation and enthusiasm of employees towards ethics at the work place reduces their organizational stress level to maximum limits of favor. The research achieves the excessive rate of employees ethical issues and there are chance that which can be resolved through the better and ethical behavior of the leaders with the employees, because this is in human nature that one cannot hear anything rude behavior whether the they person may saying the right thing but when same thing is told to the same person in an ethical manner can deal with many ethical issues of employees in an organization.

This study explains the effectivity of leadership styles which are able to apply in ethical measures implementation for the employees of organization specifically by the leaders and their behaviors. Behavior of the employees can be influenced and motivated through the leadership style where ethical measures are given proper attention at the workplace. This can occur to reality only when leaders themselves are following ethical measures and they know effectivity and productivity off those measures ([Clarke, 2013](#)). The relationship between the all variables is shown in this study, mediator and moderators and also independent and dependent variable. Over the last few decades ethical leadership is studied with newest variable just to enhance the study.

As per some researchers [Mayer and Aquino \(2012\)](#) this study shows how ethical values has been revealed to forecast ethical leadership, and ethical behavior also accepted as part of it, and leaders moral identity inspires any individual or employees to behave as moral or ethical people, thus, it can predict ethical leadership. Leader's self-regularity of ethical measures and their consistent moral identity plays vital role in ethical leadership Based on ([Aquino, Reed, et al., 2002](#)) work, ([Mayer & Aquino, 2012](#)).

Primarily it's an association and it's exchange of learning between employee and leader that how effective is a leader to convince their employees to follow ethical measures when leader himself focuses the employees automatically tends to follow their leader. Leader focuses mainly on the ethical measures taken by employees during execution of the projects. Employees honor and productiveness should only be the preference of an ethical, so, all the variables that are EL, PP, EB and EPO are linked together. First of all leaders are expected to tell their employees to follow the rules and regulation related to the ethical measures by practicing themselves and if employees don't follow those measures then the leader should implement those measures forcefully

This study indicates that when leader deals employees with respect and justice it increases employee's trust of interactional with the leaders that they won't betray them, which enhances the probability that employees will evaluates their leaders as ethical model, who maintains ethical measures at the workplace. In other words, moral ethical leadership behavior is set by the leaders and by demonstrating interactional justice toward all employees at workplace ([Zoghbi-Manrique-de Lara & Suarez-Acosta, 2014](#)).

The role of ethical leadership produces an environment that is workable and creates a platform for the employees to work better and provide reasonable outcome and performance. Leaders who are morally isolated do not worry about the ethical activities and ethical standards ([Bonner, Greenbaum, & Mayer, 2016](#)). Likewise, leader's low moral measures like high moral engagement in employees make them more complex to the leaders' ethical traits. That illustrates like if leaders demonstrate deficiency in moral engagement then employees with high moral engagement,

then it will evaluate leaders severely as unethical leaders. Likewise, high moral measures in employees makes them not care about their leader's lack of moral engagement or ethical conduct.

This study provides an overview of social learning theory in terms of ethical role modeling of a leaders as a vital predecessor of ethical leadership, as interaction and observation is directly associated with the ethical leadership. Both direct interaction and observations of the employees are important for imitation and indirect learning of the employees. Ethical leadership with employees who are geographically or hierarchically distant are harder to implement (Mayer, Bardes, & Salvador, 2009; Resick, Hanges, & Dickson, 2006).

This study also examined the leaders and employees who are held as role models for the employees are expected to change from time to time for the better performance and they are replaced according to the appraisal or evaluation forms filled by the employees of the organization. Brown and Trevino (2014) say in any organization leaders are expected to implement ethical measures over their time period for the employees, and also they are examined through ethical leadership effects by role models and career role models at the work place. Brown and Trevino (2006) suggested in their findings that only professional role models provided by mentors, employees and supervisors can forecast ethical leadership. Ethical values and behaviors encourages leaders in adopting ethical leadership in their careers early.

Different studies explain that ethical behavior effects employee's performance and the reputation. In a work place implementation of ethical measures are very important and this can only have implemented with the help of the employees' behavior and response and this can happen when leaders themselves apply those measures. Research shows that ethical measures are crucial indicators of ethical behavior (EB) and effectiveness of the ethical measures such as the productivity and performance of the employees. Firstly, examine the theoretical fundamentals of ethical measures and find out that how these measures can be functional to diverse stages of analysis by the leaders.

Different studies tells the effects of ethical leadership based on understanding level of theories and researches (Lieberman, Trope, & Stephan, 2007; Tumasjan,

Strobel, & Welpe, 2011) put argument that higher the social distance critical will be employees of their supervisors. This study tells how ethical leadership links with the employee's behavior and through trust, when the social gap is higher between the leaders and employees that makes the negative impact of leadership on the employees. Then employees evaluate their leaders negative as per their personal individual concerns of the employees, but if leaders remain ethical with the employees and maintains discipline among them then leaders can make them understand their leader's circumstances better (Tumasjan et al., 2011).

H₁: There is a positive relationship between ethical leadership and productivity of project performance.

2.2 Outcomes of Ethical Leadership

Ethical leadership is anticipated as crucial essential of leadership, due to the productive performance, ethical measures are understood to influence. When we see ethical leadership as a social learning point, we see that employees compete with the leader's ethical behavior because those leaders are motivational and influential and acts as a reliable role model, who acts through their normatively appropriate behavior. The significance of ethical values and morals are well communicated through the ethical leaders and to set their selves as role models for the employees in organization, leader sets some performance management system to keep an eye on the employees' behavior and responsibilities. It is supposed that employees do not directly learn about rewards and discipline of the organization, but with the consistency and time being spend in the organization and through the social learnings, employees simply observe leaders' behavior and learn about them indirectly by observing behaviors and activities of leaders, in this way employees practically witness the ethical measures of the leaders and then they tend to follow them for their own better outcomes at the work place. So this is why in terms of results it is suggested that ethical leaders are more influential through their behavior and project orientation they help employees in the process of decision

making competence through modeling indirect learning procedures. Ethical leaders can easily influence their team by encouraging and ethical behavior, because employees will observe relationship with leaders the way he acts in the work place, as social exchange and social learning theory explains.

Past history regarding ethical leadership can be categorized into two primary categories, characteristics of leaders and their situational influence is the major concerns for leaders. As [Trevino and Brown \(2006\)](#) proposed, Employees perceive their leader as an ethical one when he has leader characteristics. Learning opportunities regarding development of ethical leadership can be provided through some situational factors. The following section outlines experimental results on these two key qualifications of ethical leadership. In the review of social learning theory, leaders that are ethical demonstrates their personal characteristics to the employees that help them not only in becoming attractive and credible role models for their employees but also help them in exercising good influence on their employees' perception about own ethical behavior and ethical leadership.

2.3 Ethical Leadership and Unethical Leadership

In the work of [Trevino et al. \(2003\)](#); [Brown et al. \(2005\)](#) research was intended to recommend characterization of ethical leadership as well as an effective and consistent measures of ethical leadership. As a consequence, researchers are now preparing literature for the study of ethical leadership. But then again, to the unethical leadership behavior less attention is paid. In the study of [Trevino et al. \(2000\)](#) naturally ethical leaders but unable to realize the importance of intentionally representing ethical measures to employees. He also explains in his research that In ethical leadership there is also possibility of weak leader who becomes a leader because of his ethical approach but he lacks the leadership qualities and can't act as professional. This is why the lack of ethical leadership can directly specify unethical leadership through the visions of leaders or merely the lack of a

practical ethical measures related list of items for example ethically neutral leadership and previous studies can provide elements for unethical leadership (Craig & Gustafson, 1998; Tepper, 2000).

H₂: There is a positive association between ethical leadership and ethical behavior.

2.4 Employee Project Orientation and Project Performance

Following ethical leadership this study examines that employees are the most crucial resources of organizations, which without the proper recruitment goals and intentions it may not be possible to achieve. There are many studies conducted on the roles that ethical leadership behavior and the roles which can help employees to achieve work performance. In the study of Toor and Ofori (2009) the relationship between employee's project orientation and project performance and productivity of work is revealed that orientation can moderate the relationship and plays moderating role among them. The study enhances that ethical leadership is crucial in bringing out leader's effectiveness for the employees to put extra efforts in the project performance for the better outcomes, and through their ethical behavior and project orientation employees get job satisfaction, and environment for ethical leadership to enhancement of productivity of performance, which only can lead to better employees project performance.

Ethical leadership and ethical behavior is required in the environment where ethical conditions are highly critical. The association of orally saying and execution of the ethical behavior is really important to create change in the employee's effectiveness, and productivity of exertion. Ethical project orientation plays controlling part sideways with the consequence of variables like ethical behavior productivity and performance.

In support of this study many researchers gave their opinion about moderation of employee project orientation, (Resick, 2011) says that positive influence is linked

with ethical leadership on employee project performance, (Piccolo, 2010) says orientation gives essential motivation, (Ruiz, Ruiz, & Martinez, 2011) says about the effective job responses and (Brown et al., 2005) tells the willingness of employee to report problems found at work. Piccolo et al. (2010) also suggest that strong commitment of ethical measures of leaders which impact on significance and effectiveness of the Job representative model, as well as this also helps employees' willingness for determination and productive motivation on task performance of the project.

Ruiz and Cullen (2006) says that if employees acknowledge their leader's good moral image at the work, then ethics might not be the significant issues within the organizational environment, and this significance can be understood in appreciation of employees and leaders in the organization. O'Connell and Bligh (2009) shows in his research that there are organizations where leadership is experienced as unethical and only resulted into the failure of the leaders who doesn't follow rules himself, leaders' unethical behavior is held responsible for failure, and when leaders don't follow rules, they fail to escape the appearance of indecorum. These two variables are crucial in ethical leadership in providing productivity and project performance, ethical behavior and employee's project orientation. As evident Hosmer (1994); Berrone, Surroca, and Tribó (2007) in their research it is explained that ethical measures are better for productivity of projects because they positively generate positive productivity through trust, behavior and commitment with the employees, so they assure long term productivity of project performance.

2.5 Mediating Role of Ethical Behavior

In this study ethical behavior is playing a mediating role between ethical leadership and project performance, in regard of ethical leadership and ethical behavior recognized substantial attention in the recent years because of the overabundance of ethical disgraces and dishonors in organizations. In project based organizations moral examples for the employees are contented by the leaders for the productive project team. And employees tend to regulate organizational

activities in an ethical manner which may occur critical and negative to some extent of the values of society in general terms within the workplace (Aronson, 2001). Leaders show ethical behaviors through their ethical doings, and right reasonable behavior when they are supposed to help employee's moral observations, and awareness of self-actualization at the work place, that's how ethical leadership gets better productivity of performance through ethical behaviors (Butcher & Steidlmeier, 1997). It becomes duty of ethical leaders to set the equitable circumstances and organizational atmosphere to stand in the organization as the part of development through their ethical behavior in the organizational projects.

EB is the main component for making the projects successful. Actually it's the employees' behavior that convinces him to either follow those ethical measures or not. Employees' ethical behavior is the key ingredient that makes an environment ethical for practical work and implementations. Along with the employees behavior a leader also plays a major role in making an environment practically secure for working.

Research shows that ethical leader's concern of their employee's developmental needs, compassion and generosity should be reason for them to place employees in circumstances that make things easier for their progress, confidence and motivation in their job allied skills. These type of leaders search different trainings and opportunities for employees and support employees in making tough ethical decisions, while being at different position at project work. Those trainings include experiencing success and let employees observe other's success and get influence by the positive impact of leaders work effectiveness (Bandura, 1986).

Behavior is the most important arts which a leader must consider as an important element of leading the project team and project towards the desired results. A project leader is he who is responsible for implementing those rules and regulations by the employees during the working of the projects. If the employee don't care about the ethical measures then leader is the one who is responsible for implementing those ethical measures either by communicating or forcefully. Moreover ethical leadership can only be implemented through proper and ethical behavioral participation of a project leader because project leader is the main person who

needs to communicate to every individual involved in the project, in order to make them aware of the ethical measures which are necessary to be known to complete the project effectively.

Ethical leaders inspire to defend the undeveloped human rights and their self-esteem and dignity, leaders are expected to morally and ethically structure their performance of work so employees have a pleasure in learning and decision making process at different levels of their jobs and as well as their productive participation in decision making process of their organizational projects can also help him producing productive outcomes and performance. So, when employees get so much attention and importance at the workplace they feel determination of work better and then they produce quality and productive performance because of the level of trust made between the leaders and employees.

May and Pauli (2002) in the support of this say that ethical leaders are expected to offer more scenarios and opportunities for the employees to understand the impact that each employee has on their own position in the organizational project generally along with their specific work, for example employees' contribution in decision making process and work design structure, in the kick out meeting and all etc. Such ethical leaders influence their employees with full commitment of the work. Because this actually helps employees to realize their own dreams of doing work in their workplace and make influences that only one person can also make it possible. Ethical behaviors of leaders protect each employee's ethical rights, effectiveness is predictable in the performance of employees. Because employees are encouraged by the organizational leaders' behavior through their examples and activities which they perform or follow in front of their employees at work place, it is leaders' responsibility to describe norms and values of the organization to the employees and team and do as the expectations and influence their employees to act the same when they perform.

H₃: There is a positive association between ethical behavior and Productivity of project performance.

H₄: Ethical behavior mediates the relationship between ethical leadership and productivity of project performance.

2.6 Moderating Role of Employee's Project Orientation

Employee's project orientation strength remained the focus of ethical leadership in terms of getting productive outcomes and performance of the project. According to (Clikeman, Schwartz, & Lathan, 2001) ethical orientation is measured as the procedure that an individual follows in making ethical judgment over ethical perceptions, insights and compassion with the aptitude to recognize the ethical nature of a circumstances in a profession. Ethical employee project orientation has encouraged increasing decision making abilities (Greenfield, Norman, & Wier, 2008). Ethical orientation has positive influence on employee upshots of project orientation and ethical reasoning.

Social learning theory supports theoretical impact of ethical leadership on employees project orientation, employees get ethical attitudes, approaches and values by witnessing leader's ethical project orientation and adapting their orientation as role model at the project work, or indirectly through other leader's experiences. Ethical leaders are supposed to set clear morals of behavior by communicating and empowering their employees so then they actively encourage employee's moral values and ethical behavior (Liu & Wang, 2016). Furthermore, as ethical project orientation and ethical orientation pays positive strength on the productivity of project performance, in support of this many study, many previous studies points out that ethical measures strengthen employees through their communication, leaders not only educate employees to behave ethically during the their project orientation, they behave ethically themselves, employees are involve in organizational employees and morally ethically behavior (Arel, Beaudoin, & Cianci, 2012).

Employee project orientation plays as controlling variable with the outcome of other variables like ethical behavior, productivity, and performance. All these results were similar with the past literature which actually supports the role of ethical behavior as a mediator between ethical leadership and project performance. Some of the earlier research determined the influence for the project employees in the direction of execution of ethical measures upsurge the level of productivity of

project performance in any organization. Hence, it is really very important but it's the behavior of the employee that makes him to follow those rules and regulations regarding the ethical measures of the employees. If employees follow those ethical measures, then it's for their own performance and that improves the productivity level in projects.

This study examines that ethical leaders determine the attention for employees and they are more to be expected to produce employee's positivity towards project and organization. Employees who are working with their ethical leaders their work more balanced and practical because their leaders follow ethical norm and make them follow those terms as well within the organization and listen to the employees and show them respect and concern for their work. When ethical leaders establish fairness and concern through their orientation to the project employees, this is why employees developed level of trust and appreciation through their performance within the organization. In this regard, relationship of ethical leaders and employees can be defined in terms of social exchange theory. Through the social exchange theory employees are tend to respond to their leader's ethical values and ethical measures through their straightforward ethical behavior such as organizational atmosphere and employees and leaders behaviors, which are appreciated to the organization and among co-employees (Avey, Palanski, & Walumbwa, 2011; Kacmar, Bachrach, Harris, & Zivnuska, 2011). Ethical leaders express attention for their employees and they in return serves them as role models of ethical measures so then employees compete with them and take part in helping others (Eisenbeiss, Van Knippenberg, & Fahrbach, 2015; Kacmar, Andrews, Harris, & Tepper, 2013) following cooperative values rather than simple self-interest (Pastoriza & Arino, 2013). Based on the premise the study argue on ethical behavior is coupled with the employees project orientation should strengthen the relationship of productivity of project performance through the ethical leadership. Employees tend to work faster, effective and productive as the get expected orientation through their leaders in an ethical behavioral manner. This proposition forms the basis for hypothesis.

H₅: Employees project orientation moderates the relationship between ethical behavior and productivity of project performance.

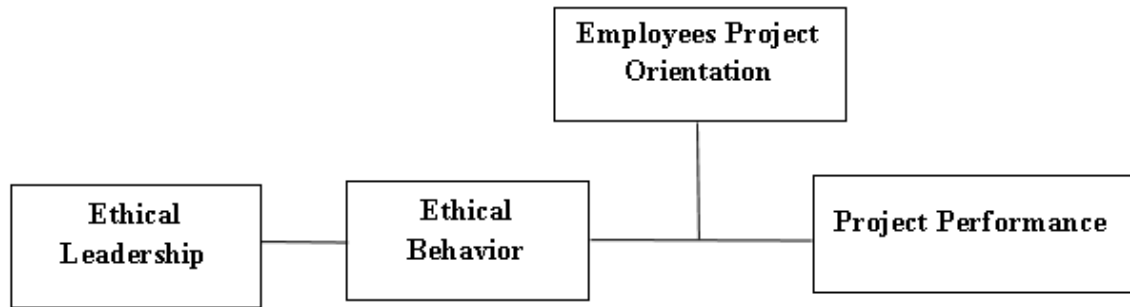


FIGURE 2.1: Research Model

2.7 Research Hypotheses

H₁: *There is positive association between ethical leadership and productivity of project performance.*

H₂: *There is a positive association between ethical leadership and ethical behavior.*

H₃: *There is a positive association between ethical behavior and productivity of project performance.*

H₄: *Ethical behavior mediates the relationship between ethical leadership and productivity of project performance.*

H₅: *Employees project orientation moderates the relationship between ethical behavior and productivity of project performance. Such as if employee project orientation is given than the relationship between ethical behavior and productivity of project performance.*

Chapter 3

Research Methodology

This chapter consists of the methods which are used to find out the relationship between ethical leadership and project performance, with the mediating role of ethical behavior and moderating role of Employees project orientation. Methodology consists of data collection techniques, population and sample size, and reliability of all the variables and items involved in this research.

3.1 Research Design

3.1.1 Type of Study

This study is used to tell the impact of affective contribution of the leader on the ethical measures in the project, for that correlational study has been used in this research. For this purpose, project based organizations has been targeted to get the required data needed to get the authentic results. Initially 400 questionnaires were set as a target but 260 genuine responses were collected. The sample that was selected for this research is assumed to represent the entire population of Pakistan. This will help to generalize the results from the sample statistics that will likely to be demonstrated by the whole population of Pakistan.

3.1.2 Research Design

According to (Bryman, 2015) a research design is a criterion that is used for appraising the business research and is a framework to generate the evidence to support the research question. Research design consists of type of study, time horizon and unit of analysis which are as follows:

Quantitative research methods is generally appreciated when a large scale of population is to reach. Therefore, in this research in order to collect quality data for finding the accurate relationship of variable quantitative research method has been used.

3.1.3 Unit of Analysis

Basically the unit of analysis is the most important characteristic in any research study. In this research, unit of analysis is single and study is focusing on the ethical relationship of the leaders, employees and productivity of project performance. In order to assess the productivity in projects through employee project orientation, our study needed to approach the specific sector of project based organization which basically required and promoted productivity in their tasks, activities and projects under affective presence of the ethical leader. In this study unit of analysis is of employees of project based organizations of Rawalpindi and Islamabad.

3.2 Population and Sample

3.2.1 Population

The population sample used in this study involves employees of project based organizations working in different organizations of Rawalpindi and Islamabad. As project based organizations are the main source of competitive advantage for Pakistan, therefore, this sector is contributing in a huge way to attract other people to invest in Pakistan, which in return increases the global reputation of Pakistan as a new emerging economy. Areas from where we collected data are IT project

companies, Construction companies, Food supply companies and Beverages supply companies.

3.3 Sampling

A Sampling is a composition of the desired population which represents the impact of whole population. In this study we used Convenience Sampling, we distributed online questionnaires in the different project-based organizations. Sampling is the most commonly used procedure to collect data. For that purpose a specific group of people are selected which are true representatives of the whole population. Generally, only those project based organizations were approached who have given a vital importance to the ethical measures in the project. The selected sample represents all the essential elements needed to get the required results in this study and is the true representative of the whole population.

Since this study is going to contribute towards the novel aspects in enhancing the productivity and performance of the projects, so the main focus would be the project based organizations of Pakistan. The sample consists of both leader and employee level of different project based organizations, therefore, data will be collected through self-reported questionnaires. Almost 400 questionnaires were distributed in the project based organizations. Due to certain limitations convenient sampling was used. Participants were assured that the information which they will provide is for the research purpose and data will be kept confidential. We have collected data from Telenor, Ufone, Zong, S&P Global, Dera IT Solutions, Aesthetic Technologies, Next Bridge, Haidri Beverages, ITC Logistics, Six B Food Industries and OGDCL.

3.4 Sample Characteristics

The demographics used in this study are the employees of project based organizations. It is important to identify the characteristics of respondents including

males and females respectively and revealed other details of the respondents. Sample characteristics details are following:

3.4.0.1 Age

Age is considered as one of the most important demographics, to which respondents sometimes feel insecure to tell openly. So, for the convenience of respondents range of ages was used instead of the exact ages of the respondents.

It has been shown in Table 3.1 that most of the respondents were having age between the range of 26-33, that means 53.1% of maximum respondent were having age ranging between 26-16.5% of respondents were having age ranging between 18-25 which is concluding the young generation contribution towards development of element of creativity in the projects, 24.6% respondents were having age ranging between 34-41, 5.8% respondents were having range from 42-49 and zero percent of the employees were having age range of 50 or above.

TABLE 3.1: Age Distribution

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	43	16.5	16.5	16.5
26-33	138	53.1	53.1	69.6
34-41	64	24.6	24.6	94.2
42-49	15	5.8	5.8	100.0
Total	260	100.0	100.0	

3.4.0.2 Experience

Again to collect information according to the experience of the respondents, different ranges of experience time period were given so that every respondent can

easily select the specific time period of their experience.

Table 3.2 depicts that most of the respondents were having an experience ranging between 05-10 years, which depicts 56% respondents were having between 05-10 years range of experience, 25.8% respondents had experience of 11-16 years range, 11.5% respondents had experience ranging of 17-22 years, 5.8% respondents had experience among ranging of 17-22 years, and 3.70% respondents had experience ranging among 29-35 years and zero percent of respondents had experience range of 23 years and above.

TABLE 3.2: Experience Distribution

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	148	56.9	56.9	56.9
6-10	67	25.8	25.8	82.7
11-16	30	11.5	11.5	94.2
17-22	15	5.8	5.8	100.0
Total	260	100.0	100.0	

3.4.0.3 Gender

Gender is an element which is really important to maintain gender equality, so it is also considered as the important element of the demographics because it makes a major difference between male and female in a given population sample. In this study, it has been considered to make sure the privilege of gender equality but still it has been observed that ratio of male employees is considerably greater than the ratio of female employee.

Table 3.3 depicts the ratio of male and female respondents. As we can see majority of the respondents were male, which shows that male respondents were 49.2% and the female respondents were 50.8%.

TABLE 3.3: Gender Distribution

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	132	50.8	50.8	50.8
Female	128	49.2	49.2	100.0
Total	260	100.0	100.0	

3.4.0.4 Qualification

Education is the major element which participates towards the success of the whole nation and it is also the basic need of the time to compete globally. Hence after gender, qualification/education is another important dimension of the demographics. Education opens up many new and unique opportunities for students to outrush in order to compete with the students amongst all the other countries around the globe. Probably education plays an important role in demonstrating creativity and innovation in project tasks by facilitating the effective knowledge management.

TABLE 3.4: Qualification Distribution

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelors	25	9.6	9.6	9.6
Masters	128	49.2	49.2	58.8
MS/M.Phil.	107	41.2	41.2	100.0
Total	260	100.0	100.0	

It has been shown in Table 3.4 that most of the respondents were having qualification of Masters, which comprises 49.2% of the total respondents chosen as the true representative sample of the whole population. 41.2% respondents were having qualification of MS/M.Phil., 9.6% of the respondents were having qualification of Bachelors and 0% of the respondents were PhD amongst the 260 respondents.

3.5 Control Variables

Age, gender, experience and qualification were used as control variables because they have some effect on project performance. To check is there any significant difference a one-way ANOVA comparison is performed on the variables of the present study. The results show that among all the variables none is controllable ($P > 0.05$).

TABLE 3.5: Control variables

Variables	F Value	Sig.
Gender	.024	.877
Age	.241	.867
Experience	.696	.555
Qualification	.081	.922

3.6 Instrumentation

3.6.1 Measures

The data was collected through the close ended questionnaires. Questionnaires were distributed in English. Almost 40-50 questionnaires were distributed in each project based organization that has been visited. All the items i-e EL, EB, EPO and PP has to be filled by the employees. The questionnaire includes 44 questions in total having 5 sections i-e demographics, EL, EB, EPO and PP. Demographic information which includes the variables Gender, Age, Qualification and Experience, will also be collected in order to make the results more accurate and authentic by making it sure that information provided by the participants will be kept secret.

400 questionnaires were distributed in total but only 319 were received. But the actual numbers of questionnaires used for data analysis for calculating the results were 260. The discarded questionnaires out of 319 questionnaires were incomplete or many of the questions were unfilled, hence making them not suitable for the analysis. So, we had a total response of 67.5% out of 100%.

3.6.1.1 Ethical Leadership

The responses will be obtained through Likert scale, having 5 points ranging from 1= Never to 5= Always. The items from the scale are; Express satisfaction when leaders are ethical. Cronbachs alpha was 0.739.

3.6.1.2 Ethical Behavior

The responses will be obtained through Likert scale having 5 points, ranging from 1= strongly disagree 5= strongly agree. The items from the scale are I promote the ethical program within the project base organization. Cronbachs alpha was 0.864.

3.6.1.3 Employees' Project Orientation

The responses will be obtained through Likert scale, having 5 points ranging from 1= Never to 5= Always. The items from the scale are ethical measures like to what extent your leader regularly approach you to bring productive issues to your attention. Cronbachs alpha was 0.775.

3.6.1.4 Project Performance

The responses will be obtained through Likert scale, having 5 points ranging from 1= strongly disagree 5= strongly agree. The items from the scale are Accident prevention is predominantly the responsibility of the individual or parent. Cronbachs alpha was 0.775.

3.7 Statistical Tool

Firstly single linear Regression was done in order to find out the casual relationship between the Independent variable Ethical Leadership and Dependent variable Project performance. Regression analysis is generally used when we have to study the impact of multiple factors on the dependent variable under the study.

Regression analysis will make it assure that the previous study regarding the variables is still supporting the acceptance or rejection of the proposed hypothesis or not.

TABLE 3.6: Instruments.

No	Variable	Items
1	Ethical Leadership (IV)	10
2	Ethical Behavior (Med)	10
3	Project performance (DV)	14
4	Employees Project Orientation (Mod)	10

3.8 Instruments

Then for further analysis three steps of [Preacher and Hayes \(2004\)](#) were used. In these three steps, first we have to put our dependent variable Project Performance in the outcome column, then our independent variable Ethical Leadership in the IV column and after that we have to put all the demographics in covariant column. Along with all these steps we have to choose our model number, as we have to perform both mediation and moderation through Preacher and Hayes we have to separately perform the analysis both for mediation and moderation by selecting model 1 for moderation and model 4 for mediation respectively for both analyses.

3.9 Pilot Testing

Before going to perform something on a larger scale it would be a very dedicated and effective approach to conduct a pilot testing for it, as it will avoid many risks related to wastage of resources and time. Hence, Pilot testing of nearly 25 questionnaires were conducted to check that whether the results are familiar and are relevant to the proposed hypothesis or not. After conducting the pilot testing it was concluded that there was no significant problem in the variables and the scales were absolutely reliable for the pilot study conducted.

3.10 Reliability Analysis of Scales Used

In the process of reliability analysis, the variables are tested again and again in order to get desired results every time. Therefore, reliability analysis is the aptitude of the scale to which exactly the same results all the time when the variables are tested. If there is variation in the results, then it means that the reliability analysis has not been conducted correctly, in order to test the reliability and to get the correct result items, variables should be tested a few times.

Reliability analysis is used for analyzing of properties of scale used for the measurement of variable and the elements that make up the scale. Reliability of scale depicts the ability of the scale to give similar results when it is being tested for number of times. I have conducted reliability test through Cronbach alpha, it tells about the internal reliability of the variables and tells about if those variables have a link between them or not. Cronbach alpha have a range from 0 to 1.

The greater the value, the higher is the reliability of the scale. Value of alpha above 0.7 is considered to be reliable and below 0.7 is considered to be less reliable in measuring the selected no of questions for all variables. All the values of Cronbach alpha for the no of questions used under the study are above 0.7. The items EL and EPO, having values 0.89 shows that these two scales are highly reliable to be used in this study according the context of Pakistan.

TABLE 3.7: Scales Reliability.

Variables	Cronbach's Alpha	Items
Ethical Leadership (IV)	0.739	10
Ethical Behavior (Med)	0.864	10
Employee's Project Orientation (Mod)	0.775	10
Project Performance (DV)	0.755	14

3.11 Data Analysis techniques

After completion of the data collection process from 240 respondents, the data was then analyzed on SPSS. I have gone through series of steps while analyzing the data, such steps are as following:

1. Questionnaires which were filled properly that were selected for the analysis.
2. Each variable of the questionnaires was coded and each specific code of the variable was used for analysis of the data.
3. Tables that include frequency were used in order to explain the sample characteristics.
4. Detailed information was required for analysis by using the numerical values.
5. Through Cronbach alpha reliability analysis of the variables was conducted.
6. Correlation analysis was conducted to identify the significant relationship exist between the variables.
7. To examine the proposed relationship of variables single linear regression analysis of Independent and Dependent variable was conducted.
8. Preacher and Hayes Process was used to find out the role of mediation and moderation between the Independent and dependent variables.

9. The proposed hypotheses were verified by using correlation analysis and Preacher and Hayes method, for rejection and acceptance of the hypothesis.

Chapter 4

Results

4.1 Descriptive Analysis

The process of descriptive statistics is performed to summarize the data in the form of a table and to calculate the standardized values of all variables. Generally, descriptive statistics comprises of sample size, minimum value, maximum value, mean and standard deviation.

TABLE 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	S.D
EL_Mean	260	1.00	5.00	3.6935	.60957
EB_Mean	260	1.80	5.00	3.7546	.64264
EPO_Mean	260	1.80	4.90	3.9177	.54411
PP_Mean	260	2.36	4.71	3.7997	.50556
Valid N (listwise)	260				

4.2 Correlation Analysis

Generally, correlation analysis is performed to explain the relationship between the variables. The core resolution of this study is to novel correlation analysis is

to catch out the significance of the variables among them like between ethical leadership (EL) and its impact on productivity of project performance (PP), ethical behavior (EB) as mediator and moderating role of employee's project orientation (EPO) to make the proposed hypotheses valid.

Correlation analysis is performed to tell about the type of variation between the two variables that if the variables vary together simultaneously or not. Basically correlation analysis doesn't tell relationship between two or more than two variables because it is totally different from the regression analysis.

In correlation analysis, Pearson correlation analysis tells about the strength and nature of the relationship through Pearson correlation range i-e from -0.1 to 0.1. Hence, through magnitude value we can conclude the strong point of the association among both variables and that magnitude value can generalize by the distance of correlation from zero. Uncertainty the correlation is detached from zero that means the relation between the two variables is strong and solid. But if zero is the value that straightly means that there exists no relationship among the under-studied variables. Positive and negative sign depicts the nature of the relationship, increase in one variable indicates the positive roots increase in the other variable and that is considered as direct relationship and in the same way negative sign indicates that increase in one variable will cause decrease in another variable and that would be an indirect relationship.

TABLE 4.2: Means, Standard Deviation, Correlation

S.No	Variables	Mean	S.D	1	2	3	4
1	Ethical Leadership	3.6935	.60957	1			
2	Ethical Behavior	3.7546	.64264	.230**	1		
3	Employees Project Orientation	3.9177	.54411	.446**	.631**	1	
4	Project performance	3.7997	.50556	.572**	.796**	.739**	1

* $P < 0.05$, ** $p < 0.01$, *** $p < .001$ N=260 **Correlation is significant at the 0.01 level (2-tailed).

0.01 is the significant level **Correlation (2-tailed). N=270. * $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$ (EL= EL, POPP= POPP, EB= EB, EPO= EPO). The above table

shows the mean, standard deviation and correlation between the variables that are being studied under this study. And the values of correlation are depicting the nature and magnitude of relationship between the variables.

EL has mean of 3.6935 where as standard deviation is .60957. The mean of PP is 3.7997, whereas standard deviation is of .50556. EB mediated the relation between ethical leadership and 3.7546 is the mean of productivity of project performance and .64264 standard deviation. Employees' project orientation playing moderator role between EL and PP, and 3.9177 is reported mean value and .54411 standard deviation.

Correlation table 4.2 shows significant relationship between Ethical Leadership and Ethical behavior which means that it has a positive impact, frequencies shown on the table are where $r = .230^{**}$ at $p < 0.01$. the relationship of ethical leadership with Employee's project orientation is also positive which shows as where $r = .446^{**}$ at $p < 0.01$. Correspondingly, the relationship with project performance is significant which shows $r = .572^{**}$ at $p < 0.01$. And relationship between Employee's project orientation as moderator and ethical behavior as mediator is also positive where $r = .631^{**}$ at $p < 0.01$. Correlation table shows that existing relationship between ethical behavior and project performance is significant, values are $r = .796^{**}$ at $p < 0.01$. Employee's project orientation and there's also a significance of positive relationship with project performance, where $r = .739^{**}$ at $p < 0.01$.

4.3 Regression Analysis

As we have performed correlation analysis to check the existence of relationship between the variables used under the study, but we just cannot only rely on the correlation analysis because it just tells the existence of relationship between variables through and doesn't tells about the casual relationship amongst the variables. Therefore it is highly required to perform regression analysis in order to collect authentic evidence of dependency between the variables. Regression analysis basically tells the limit to which one variable depends on another. In this study I have used [Preacher and Hayes \(2004\)](#) analysis for both mediation and moderation

regression study. Moderation regression analysis is conducted to find out the interaction effect of EPO on EB and POPP. Similarly, regression analysis of mediation of ethical behavior was also directed to find out the mediation consequence of the ethical behavior (EB) sharing the association of EPO and productivity of project performance (PP). when following is of the moderation and mediation according to Preacher and Hayes (2004) total of 3 steps are approved for the separately for mediation and moderation.

TABLE 4.3: The mediating effect of Ethical Behavior

	β	<i>se</i>	<i>t</i>	<i>p</i>
Ethical Leadership → Project Performance	0.34	.02	14.11	.00
Ethical Leadership → Ethical Behavior	0.24	.06	3.79	.00
Ethical Behavior → Project Performance	0.55	.02	24.12	.00
	LL 95% CI		UL 95% CI	
Bootstrap results for indirect effect	0.29		0.38	

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LL = lower limit; CI = confidence interval; UL = upper limit. N=260, * $P < .05$; ** $P < .01$

Table 4.3 shows that the ethical leadership has a significance of positive association among project performance. We can strongly justify that the unstandardized hypothesis is accepted through the outcomes of regression coefficient for the acceptance of hypothesis. Therefore, H_1 : ethical leadership shows that it has positive connection with the productivity of project performance ($\beta = .34$, $t = 14.11$, $p = .00$). In the same way, outcomes of the above table shows that H_2 : ethical leadership is having a positive association with ethical behavior is also accepted as shown by un-standardized regression coefficient ($\beta = .24$, $t = 3.79$, $p = .00$). H_3 : which is also accepted this hypothesis shows that ethical behavior and Productivity of project performance is also constructed on the basis of unstandardized regression coefficients ($\beta = .55$, $t = 24.12$, $p = .00$). Therefore, it is demonstrated that H_4 :

ethical behavior has a mediation effect in between the independent variable ethical leadership and and dependent variable productivity of project performance because it shows the positive association among H_2 and H_3 .

TABLE 4.4: The Moderating effect of Employee's Project Orientation

		β	<i>se</i>	<i>t</i>	<i>p</i>
Int_term	→ Project	.04	.03	1.31	.18
Performance					
		LL 95% CI	UL 95% CI		
Bootstrap results for indirect effect		-.02	.11		

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LL =lower limit; CI = confidence interval; UL = upper limit. N=260, * $P < .05$; ** $P < .01$

It has been demonstrated from the Table 4.3, that moderation effect of EPO doesn't cause any association among ethical behavior and project performance the thing which matters is the ethical behavior which is the reason of productivity of project performance, as shown by the un-standardized regression analysis ($\beta = 0.04$, $t = 1.31$, $p = .18$). Hence H_5 : Employees project orientation doesn't cause moderating the association between ethical behavior and productivity of project performance, H_5 is rejected, because it shows that the relationship of ethical behavior and project performance is stronger than the orientation. Because the presence of zero in the bootstrapping 95% of interval upper and lower limits (-0.02, 0.11).

TABLE 4.5: The Conditional effect of Employee Project Orientation on Ethical Behavior and Project Performance

		β	<i>se</i>	<i>t</i>	<i>p</i>	LL 95% CI	UL 95% CI
Int_term	→ Project						
	Low	.04	.03	11.16	.00	0.33	0.48
	Performance Moderate	0.43	0.03	13.14	.00	0.37	0.50
	High	0.46	0.04	11.46	0.04	0.03	0.54

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LL =lower limit; CI = confidence interval; UL = upper limit. N=260, * $P < .05$; ** $P < .01$

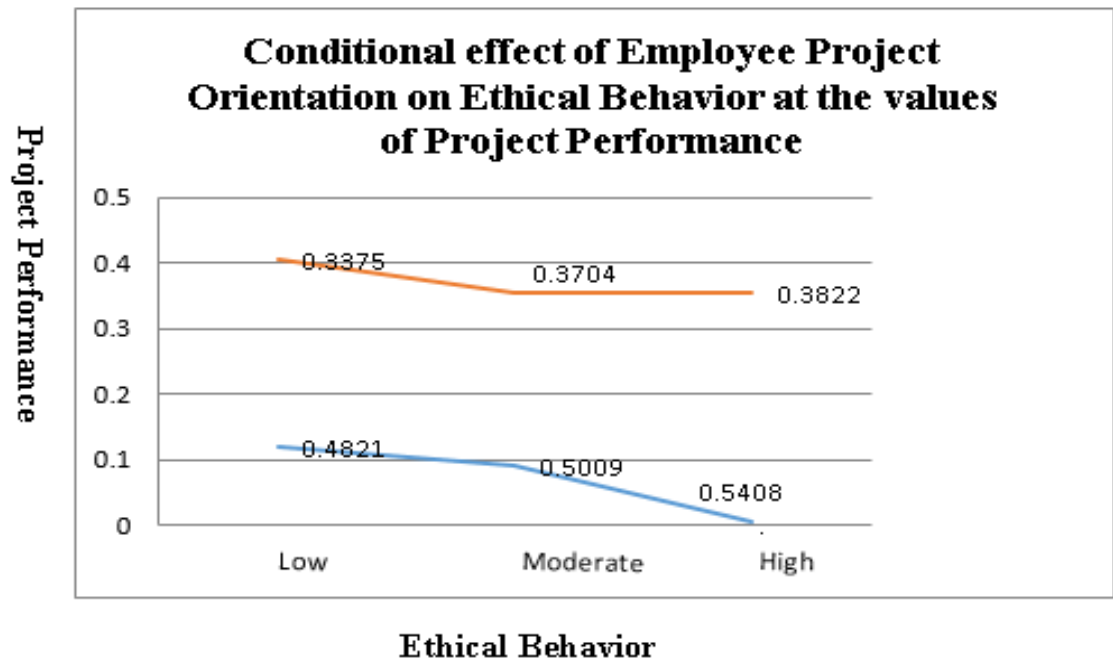


FIGURE 4.1: The Conditional effect of Employee Project Orientation on Ethical Behavior and Project Performance

Figure 4.1 represents the conditional effect of Employee project orientation on ethical behavior and project performance. At low levels of employee project orientation, the relationship between ethical behavior and project performance increases. Similarly, the relationship also increases at a moderate level. However, as the level of employee project orientation further increases, the moderating impact of employee project orientation weakens the relationship between ethical behavior and project performance. Employee's project orientation acts as a moderator with the others different variables like ethical behavior, productivity, and performance. Earlier research resolved that attitude of project employees on the way of implementation of ethical measures increase the level of project productivity and project performance in organization.

4.4 Summary of Accepted/ Rejected Hypothesis

Table given below will show the summarized results of the proposed hypotheses under this study.

TABLE 4.6: Hypotheses Summarized Results.

Hypothesis	Statements	Results
H_1	There is a positive association between EL and PP.	Accepted
H_2	There is a positive association between EL and EB.	Accepted
H_3	There is a positive association between EB and PP.	Accepted
H_4	EB mediates the relationship between EL and POPP.	Accepted
H_5	EPO moderates the relationship of EB and POPP; Such that if EPO is high than the relationship between EB and PP would be strengthened.	Rejected

Chapter 5

Discussion and Conclusion

This chapter discusses the hypothesis relationship details, reasoning of accepted and rejected hypothesis, theoretical implication, practical implication, strength and weaknesses of study, limitations and future direction.

5.1 Discussion

The purpose of this study is to assess the answers of many questions which were unanswered regarding the relationship of EL and PP specifically in project based organizations. Along with other variables i-e EB which is assessed as mediator and EPO which is assessed as a moderator between EL and PP.

Data for the projected hypothesis is composed from the project based organizations of Pakistan. As the first hypothesis H_1 , which depicts that EL plays an important role in productivity of project performance in project based organizations approves to be accepted. As EB is the integral part of spreading awareness throughout the project based organization in almost every level of department through EL in order to improve productivity level in projects, so the second Hypothesis H_2 and H_3 are also accepted which shows a significant relation of EL with EB and POPP.

Moreover, EB acts efficiently as a mediator between the EL and POPP in project, hence the forth hypothesis H_4 is also accepted because ethical behavior is really

important to follow productivity when you want to improve level of project performance for employees in projects. After conducted analysis it was concluded that EPO is acting as a moderator, but H_5 is rejected. That means the employees project orientation is not very much important if a leader wants to improve the performance measures in project because without their better or ethical orientation the level of productivity in projects can't be increased.

The detailed discussion on each hypothesis is as following:

5.1.1 Ethical Leadership and Project Performance

H_1 : There is a positive association between EL and PP.

This hypothesis was accepted. The results shows significant relationship ($\beta = .34$, $t = 14.11$, $P = .00$).

EL has the t value of 14.11, which shows high significance level of the relationship. This hypothesis having t value of 14.11 indicates statistically significant relation of EL and PP. value of B co-efficient was .34 which shows that if there is a change of one unit in EL then the change of 34% in the relationship between EL with PP will occur, which strengthen the relationship. Hence, the above mentioned results are based on the basis of the past literature also provides evidence for the positive relationship of EL and PP.

As leaders plays a vital roles in leading every task and activity towards success, EL in the project based organization will automatically boost up the moral of the employees to work more productively to lead the project towards success by promoting work ethics and regulations for employees. Therefore, in an organization where EL acts as a supportive role in order to appreciate productive measures taken by employees, performance level itself is increases in the project. So, EL implements high level of productive measures in project for following productivity and orientation by the employees.

EL plays an important role in maintaining the ethical behavior in project based organizations. As leader is a role model for the employees and they follow the leaders if the role of the leader is effective and convincing. First leader have to

follow the ethical measures then he will be able to make his employees follow those measures. There can be different ways in which a leader will be able to make his employees or workers follow their orientation measures. As leader is the head of the project so he should know that what must be the strategies that will help him in implementing the orientation in project based organization. Especially in Pakistani context it's the highly required attribute for making a project successful. As the findings show, ethical leadership significantly predicts project performance. Different studies are in favor of this relationship for example [Toor and Ofori \(2009\)](#) found positively significant relationship between ethical leadership and productivity of project performance. The situation is defined and offered in this study which put forward auspicious relationships among ethical leadership and project performance and project productivity. There are several research studies which are supporting the view that ethical leadership has direct strong association and effectiveness on project's productivity and performance, but this can happen only when ethical measures are kept and followed properly by the leaders. In this study it is concluded that there is a positive association between ethical leadership and project performance because project performance and productivity is always dependent on the leaders. The best practices of ethical leadership in organization makes huge changes in a project productivity and honor of hierarchical development of an organization. Though, many studies have developed relation between ethical leadership with different variable but the moderating variable of this study is also unique and have not been studies before this increases organizations and employees' level of understanding at the workplace. Leadership between ethics and performance increases the employees trust and also becomes more gradient in adopting ethical measures under being the ethical leadership style the relationship in a project performance and effectiveness is significant. Productive influences of the leaders on employee is a huge success factors for the project productivity and performance and according to H1 this study shows significant results to prove the association of EL and PP and this becomes the reason of the acceptance of hypothesis.

5.1.2 Ethical Leadership and Ethical Behavior

H_2 : There is a positive association between EL and EB.

This hypothesis was accepted. As the results shows significant relationship ($\beta = .24$, $t = 3.79$, $P = .00$).

EL has the t value of 3.79, which shows high significance level of the relationship. This hypothesis having t value of 3.79 indicates statistically significant relation between EL and EB. And the value of B co-efficient was .24 which shows that if there is a change of one unit in EL then the change of 24% in the relationship between EB with EL will occur, which strengthen the relationship.

Hence, the above mentioned results are based on the basis of the past literature also tells a positive relationship between EL and EB.

Communication is one of the most important arts which a leader must consider as an important element of leading the project team and project towards the desired results. A project leader is he who is responsible for implementing those rules and regulations by the employees during the working of the projects. If the employee don't care about the ethical measures then leader is the one who is responsible for implementing those ethical measures either by communicating or forcefully. Moreover ethical leadership can only be implemented through proper and ethical behavioral participation of a project leader because project leader is the main person who needs to communicate to every individual involved in the project, in order to make them aware of the ethical measures which are necessary to be known to complete the project effectively. Hence, EL is highly required for implementing the laws throughout the project based organization at every level so that employees can have proper information regarding every important element, procedures, plans and policies of regarding ethical measures. Because in a project or organization leader is the one who is responsible for the behavior of his employees So, leader should have those qualities that will make his workers follow those defined rules and regulations in project based organization and especially in Pakistani project based organizations. Because Pakistani organizations have almost neglected this issue.

Moreover, it is confirmed according to the shown outcomes of the study that the relationship of ethical leadership is interrelated with ethical behavior and the study found positive significance of the relationship. The variable ethical behavior is supported by the social exchange theory and results have given the proof, because the focus of the social on employee's motivation and influence.

In a general, this proposed model of the study was supported by the employee's behavior on ethical leadership which concludes the motivation and enthusiasm of employees towards ethics at the work place reduces their organizational stress level to maximum limits of favor. The research achieves the excessive rate of employees ethical issues and there are chance that which can be resolved through the better and ethical behavior of the leaders with the employees, because this is in human nature that one cannot hear anything rude behavior whether the they person may saying the right thing but when same thing is told to the same person in an ethical manner can deal with many ethical issues of employees in an organization.

5.1.3 Ethical Behavior and Project Performance

H_3 : There is a positive association between EB and PP.

This hypothesis was accepted. As the result shows significant relationship ($\beta=.55$, $t=24.12$, $P=.00$).

EB has the t value of 24.12, which shows high significance level of the relationship. This hypothesis t value of 24.12 indicates positive significant relation of EB with PP. And the value of B co-efficient was .55 which shows that if there is a change of one unit in PP then the change of 55% in the relationship between EB with PP will occur, which strengthen the relationship.

The recent study explains the leadership practices of effective supervisors and effectiveness on the ethical measures of the employees. Ethical leadership is tested under certain conditions of project performance (PP) in the sectors of productivity. Better level of EB will provide more chances for employees to take ethical measures seriously by sharing the importance of taking ethical measures while performing tasks with the employees at every level of project which will definitely improves

the level of productivity in the project and leads the project towards desired level of performance in the project.

Every organization have some ethical rules and regulations defined for the organization to complete the projects productiveness. The performance of employees is way more important, because they are the real assets of the organization. So if the employees follow those rules and regulations properly and then it is possible to create an ethical climate for the employees in an organization. Rules and regulations are already defined in project based organizations now it's the employees' duty to follow those measures for creating an ethical environment. In Pakistani project based organizations ethical behavior is the highly recommended attribute.

The above literature which is discussed has concentrated on the effectivity of ethical behavior on individual level of all the employees at the workplace which can help employee with their work with producing valuable and productive performance in the project's overall performance. In some cases there's a need to manage leaders behavior for the employees because when leaders don't choose ethical behavior for the employees in organization later on it directly or indirectly relates with the leader themselves because leaders taught them in unethical behavior but when leaders standardize their behavior for the employees then there are more chances of productivity and effectiveness of performance can be seen in employees appraisals.

5.1.4 Ethical Behavior Mediates between Ethical Leadership and Project Performance

H_4 : EB mediates the relationship between EL and PP.

This hypothesis was accepted. As the results shows significant relationship of EB as a mediator between EL and PP as the upper and lower limit (.29, .38) indicated by the unstandardized regression co-efficient are both positive and there exist no zero in the bootstrapped 95% interval around the indirect effect of the relationship between EL and PP through EB.

It is resistant that ethical leadership has assured effects productive outcome. The relationship between these variables have not been comprehensively studied with project based organizations. The part of management leadership on ethical behavior and outcomes of the executed productive measures has become an area of interest for research in project based organizations. These outcomes have come out with the help of earlier works which supports the significant role of EB as a mediator between EL and PP. Ethical Behavior effects ethics in a work place, this observation of the employees is determined with the assistance of the project employees' response and observations which depicts through the project performance. Past research shows that ethical measures effects productivity of performance is an important indicator of ethical behavior and results of the ethical measures like productivity and performance. Firstly, evaluate the basics of performance behavior that effects ethics and see the sights how the circumstances related to ethical measures which can be useful to different stages of study. We then see that the behavior which effects person's behavior at work. Hence, leaders affective participation and presence fosters ethical measures in project through effective EB rules and regulations which are instilled by the leader in his/her employees through proper consoling within the project based organization to enhance employees performance level in project.

Ethical behavior is an easygoing development procedure for the leaders which is directly associated the employees productive performance and progress of the organization as well it is almost recognized and setup as a standard measure but extreme exhaustion to one particular employee can ruin the while organization's behavior with each other, but this huge thing can be control while just paying attention on own behavior. Where leaders keep positive behavior with employees and employees keep positive behavior with the leaders those organizations are the most developed ones. Therefore, ethical behavior is positively associated with project performance. And the results shown on this research is highly strengthening the project performance of ethical leaders with positive impact of ethical behavior.

In a nut shell, this study has a positive impact of ethical behavior on the productivity of project and project and project performance, which sets some settings for future research. Above all of this else, we have leaders should restrict themselves to analyzing their individual behavior which they use in the organization with employees. The relationship measurement among these variable. However ethical leadership struggles and it is hard to implement but this is a huge reason of stress and failure reduction in organizational issues inspected.

EB plays a very important role in making the projects successful. Basically these are the rules and regulations related to the ethical measures in Projects or projects based organizations. Organization should have some strict policies for following these rules and regulations. If any worker shows any type of carelessness regarding these ethical measure then there must be taken some strict action against that person. EB mediates the relation between EL and PP, such that leader should strictly implement those rules for making the projects successful especially in project based organizations in Pakistan.

5.1.5 EPO Moderates Project Performance

H_5 : EPO moderates the relationship between EL and PP; such that if EPO is high than the relationship between EL and EB would be strengthened.

This hypothesis was accepted. As the results shows significant relationship ($\beta=0.04$, $t= 1.31$, $P= .18$).

EPO has the t value of 1.31, which shows a very low significant level of the relationship. So, this hypothesis having t value of 1.31 indicates statistically insignificant relation of EPO as a moderator between EL with EB. And the value of B coefficient was 0.04 which shows that if there is a change of one unit in EL then the change of .04% in the relationship between EL with EB will occur, which strengthen the relationship.

Employee's project orientation acts as a moderator with the others different variables like ethical behavior, productivity, and performance. All these results were similar with the past literature which actually supports the role of EB as a mediator

between EL and PP. Earlier research resolved that attitude of project employees on the way of implementation of ethical measures increase the level of project productivity and project performance in organization. Hence, EPO is really very important but it's the behavior of the employee that makes him to follow those rules and regulations regarding the ethical measures of the employees. If employees follow those ethical measures then it's for their own performance and that improves the productivity level in projects.

EB is the main component for making the projects successful. Actually it's the employees' behavior that convinces him to either follow those ethical measures or not. Employees' ethical behavior is the key ingredient that makes an environment ethical for practical work and implementations. Along with the employees behavior a leader also plays a major role in making an environment practically secure for working. Pakistan is a country in which organization gives the least priority towards this ethical issue, although employees' respect and performance should be the key priority for organizations.

5.2 Practical and Theoretical Implication

This study has participated towards a new domain in the previous literature where the relation of EL is tested and analyzed with other variables such as EB and EPO. This study has added very significant aspects of EL towards the past literature by analyzing its impact with POPP. As ethics are one of the most popular demand of this age in project sector, hence this study has illustrated new concept of resolving ethical measures in the project through proactive and productive participation of a leader.

In this study, new relations have been analyzed which are very significant for achieving the competitive advantage in this continuously changing and creative environment of emerging organizations. This study has participated in a meaningful way in the literature by explaining the role of EB as a mediator between the EL and POPP along with explaining the role of EPO as a moderator between EL and PP. As EPO is one of the vital and unique variables, so analyzing this

variable comes out as the unique research which has contributed significantly in the literature for future results. This study is equally important for managers, subordinates, supervisors and employees, as Pakistan is facing a lot of problems related ethical issues which needs a lot of new researches to overcome such dimension of Pakistani culture that will illustrate the concepts of EL, subordinates and supervisors in order to enhance the relationship between leader and employees by using effective communication channels and procedures to entail ethics in the projects which is the most demanding need of this century.

5.3 Limitations of Research Work

Similar to all researchers, this research also has some limitations. These limitations were mainly due to shortage of time and resources. The selection of sample size was small due to limited time constraint. Furthermore, this study is implemented only on project based organisations of Pakistan so there are possibilities that results would be different for organisations working in different domains. One of the major limitations of this study was that it was a dynamic research the questionnaire were needed to be filled only by the employees, during the data collection process quite difficulty was faced to get in touch with employees only who are working in project based organs.

Another limitation arise due to the reason that collected information was from only employees and there is a chance that if we collect same information from the leaders than results might occur differently, when this scenario was discussed with the leaders many difficulties were raised and many employees were not even willing to fill out questionnaires. This took a lot of time in data collection process. Another limitation of this research was that data was collected through the convenient sampling technique. As the time and money were in limited amount this is why data was collected through the convenient source. The outcomes would have been different if the data was composed through the exact sampling population. One more limitation of this study is that data has been conducted only in only 3 major cites of the country due to limited time and resources.

5.4 Future Research Directions

In this study the hypothesis are being tested for the impact of EL on POPP, but to work in future with these variables can be studied with in other domains of behavior and project orientation along with improvement in the leader-employee relationship through other facts like team's productiveness. Moreover, the study on EL and POPP needs more attention of researchers, because these variables can further be studied in other areas where ethics are required i-e civil engineering sector, electronic sector by comparing it with such areas where ethics are highly required in jobs. Hence, this study could be further enhanced and elaborated with the help of given future research guidelines.

5.5 Conclusion

They purpose of this study was to establish and to analyze the relationship and impacts of four main variables which were Ethical Leadership as an independent variable, Ethical Behavior as mediator, Employees Project Orientaton as modera-tor and Project Performance As dependent variable. After the study it is observed the following results in the analysis the impact of ethical leadership on the produc-tivity of project performance is moving towards the productivity and to the new eras of Projects and Program, and this is the most emerging dimension of the to-day. It is observed that if the team management is good enough and ethical to the employees then the project can lead towards the great success and the managerial level may have the support of high level management to understand and to lead to success of Project performance. In this study I have developed a domain of ethical leadership and its impact on productivity of project performance, this tends to be the most demanding field in the recent time in order to compete globally among the entire emerging creative project based organizations around the globe. The main reason of this study is to find out the impact of EL on POPP. This study explained the role of EB as a mediator between the EL and POPP. Along with

that, another unique role of EPO as a moderator has studied between of EL and EB.

Data was collected through questionnaires, which were distributed to the project based organizations of Pakistan. This study and the proposed hypotheses are being supported through social exchange theory and social learning theory. Total of 400 questionnaires were distributed but received were 260 only that can be utilized for the analysis purpose because those 260 questionnaires were having the most accurate information that can be used for analysis of the study.

This study is going to contribute a lot in the existing literature because there has been a limited work on study of the impact of EL on PP along with EB as mediator and EPO as moderator. In this study, there are 5 hypotheses which are being analyzed and tested according to the context of Pakistan. Moreover, H1, H2, H3, and H4 all are being accepted and H5 is rejected according to the support of past literature.

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Appendix-A

Survey Questionnaire

Dear respondent,

As a MS research student at Capital University Science and Technology, Islamabad, I am collecting data for my final thesis. Title **Impact of Ethical Leadership on Productivity of Project Performance: Mediating Role of Ethical Behavior, Moderating Role of Employee Project Orientation**. It will take your 10 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes.

Thanks a lot for your help and support!

Sincerely,

HINA AHMED

MS (PM) Research Student

Faculty of Management and Social Sciences

Capital University Science and Technology, Islamabad

Section-1: Demographics

	1	2				
Gender	Male	Female				
	1	2	3	4	5	
Age	18-25	26-33	34-41	42-49	50 and above	
	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/ M.Phil.	PhD
	7					
	Post PhD					
	1	2	3	4	5	6
Experience	0-5	6-10	11-16	17-22	23-28	29 and above

Section-2: Ethical Leadership

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	Listens to what employees have to say	1	2	3	4	5
2	Disciplines employees who violate ethical standard	1	2	3	4	5
3	Conducts his/her personal life in an ethical manner	1	2	3	4	5
4	Has the best interest of employees in mind	1	2	3	4	5
5	Make fair and balance decisions	1	2	3	4	5
6	Can be trusted	1	2	3	4	5
7	Discusses ethics or values with employees	1	2	3	4	5
8	Sets an example of how to do things the right way in terms of ethics	1	2	3	4	5
9	Defines success not just by results, but also the way that they obtained	1	2	3	4	5

10	When making decisions, asks “What is the right thing to do”?	1	2	3	4	5
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Section-3: Ethical Behavior

Yes, No, Uncertain, Always, Often, Seldom, Never

1	Does your organization have a written code of ethics?	Yes	No	Uncertain	
2	Does your organization require ethics training?	Yes	No	Uncertain	
3	Does your organization have procedures for reporting unethical behavior?	Yes	No	Uncertain	
4	Are penalties for unethical behavior strictly enforced in your organization?	Always	Often	Seldom	Never
5	Is ethical behavior the norm in your organization?	Always	Often	Seldom	Never
6	Is unethical behavior punished in your organization?	Always	Often	Seldom	Never
7	Are people of integrity rewarded in your organization?	Always	Often	Seldom	Never
8	Do the top managers in your organization show that they care about ethics?	Always	Often	Seldom	Never
9	Is ethical behavior rewarded in your organization?	Always	Often	Seldom	Never
10	Do the top managers of your organization demonstrate high ethical standards?	Always	Often	Seldom	Never

Section-4: Employee Project Orientation

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	I was briefed regarding my role	1	2	3	4	5
2	I felt I knew what my role is in organization	1	2	3	4	5
3	I was happy with the way I was allocated my role in project	1	2	3	4	5
4	Role was well explained to me	1	2	3	4	5
5	Orientation had positive impact on my role	1	2	3	4	5
6	Orientation was ethically well organized	1	2	3	4	5
7	The project team seemed satisfied with the content	1	2	3	4	5
8	I received adequate support for participating in the orientation program	1	2	3	4	5
9	The frequency of our meetings was adequate	1	2	3	4	5
10	The content of our discussion was appropriate	1	2	3	4	5

Section-5: Project Performance

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated.	1	2	3	4	5
3	The outcomes of the project are used by its intended end users.	1	2	3	4	5
4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5

6	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	1	2	3	4	5
7	I was satisfied with the process by which the project was implemented.	1	2	3	4	5
8	Project team members were satisfied with the process by which the project was implemented.	1	2	3	4	5
9	The project had no or minimal start-up problems because it was readily accepted by its end users.	1	2	3	4	5
10	The project has directly led to improved performance for the end users/target beneficiaries.	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries.	1	2	3	4	5
12	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5
14	Our principal donors were satisfied with the outcomes of the project implementation.	1	2	3	4	5

Appendix-B

List of Companies

Telenor

Ufone

Zong,

S&P Global,

Dera IT Solutions

Aesthetic Technologies

Next Bridge

Haidri Beverages

ITC Logistics

Six B Food Industries

OGDCL.