



IMPACT OF ETHICAL LEADERSHIP ON EMPLOYEE WELL-BEING WITH THE MEDIATING ROLE OF JOB SATISFACTION AND EMPLOYEE VOICE

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ABSTRACT

There has been a lot of emphases laid upon Business ethics in the organizations and it has influenced the organization's performance. Therefore, ethical leadership is important as it has influenced the employees profoundly. The literature indicates that a lack of ethical leadership has contributed to the penetration of different forms of corruption and other destructive practices in the organizations that have ultimately caused such corporate failures. However, the literature does not theorize and provide empirical evidence to determine whether ethical leadership affects employee's wellbeing, Job satisfaction and employee voice. This study aims to address this issue and explore the influence ethical leadership has on employees by examining job satisfaction, employee voice and wellbeing at work. The data was collected from the education sector of Punjab. Our findings based on questionnaires (N=254) from faculty members of the universities. This study shows that ethical leadership has a significant and positive impact on employee well-being, job satisfaction and employee voice. The findings of this study also showed that job satisfaction and employee voice mediate the relationship between ethical leadership and employee well-being. This study also provides important practical implications.

KEYWORDS: Ethical leadership, Employee wellbeing, Job satisfaction, Employee voice

1. INTRODUCTION

The significance in promoting ethical behaviour and leadership in the organizations had long been acknowledged (Brown and Mitchell, 2010). After facing so many different scandals in different sectors like oil and banking sector due to unethical practices by the leaders of the organizations the world has to gain more attention and awareness about ethics and ethical leadership and this is increasing day by day (Resick et al., 2011; Xu, Loi, and Ngo, 2016). There is a number of business organizations in which top leaders failed to conduct ethically (Zheng et al., 2015). Such cases point out leaders to incorporate unethical behaviours, regardless of how well their rules and regulations demonstrate may not be capable to save the company from failures (Jun Liu, Kwan, Fu, and Mao, 2013). Business ethics has been prioritized by corporations, stakeholders and employees. The success and failure of the corporation depend upon the leadership style (Lok and Crawford, 2004). Stakeholders, including stockholders, communities and governments, have demanded on organizations to oversee employees' behaviour in different ways that will reduce individuals' unlawful and unethical behaviours (Treviño and Brown, 2006).

Lately, the idea of ethical leadership has been eminent in the research because of two factors. Some corporate scandals disclosed the 'ethical transgressions' of corporate leaders (Toor and Ofori, 2009). Now after viewing such events the academics and people working in organizations have paid heed upon improving the ethical culture in the organizations to monitor causes and results of ethical leadership (Treviño and Brown, 2006). Secondly, the significance of ethical leadership has increased and empirical research has shown that such leadership is related to follower results such as increased satisfaction and dedication, inclined to narrate issues in front of supervisors, more job commitment, increased organizational loyalty behaviors and better performance (Treviño , Brown , and Harrison, 2005; Walumbwa et al., 2011). The suicide scandals of employees inside the Chinese Company Foxconn Company have rattled the global society whereas managers and researchers were enforced to look into the vital causes for well being of employees (Barboza, 2010). They wanted to know the causes of uneasiness at the workplace which resulted in the suicide and how these shocking events could be avoided, as a result, public stepped their concentration of the

well being of employees that culminates to be an everlasting pursuit (McMahon 2006). Nonetheless, during past decades, employees' performance has been given a boost by researchers and managers while their occupational well being is being ignored (Brunetto, Farr-Wharton, and Shacklock, 2011). Past researches have associated ethical leadership to various favorable result. Nevertheless, the impact of well being of employees upon ethical leadership has been particularly understudied. As prior researches have shown that favorable leadership actions play a crucial role in the betterment of well being and health of their followers' (Jiayan Liu, Siu, and Shi, 2010). Well, being is a combination of excitement and happiness and it demonstrates a stable state (Kalshoven and Boon, 2012). Poor well being badly contributes to the organization (Kalshoven and Boon, 2012). We tend to consult ethical leaders for providing a description of the job and hence conclude that the well being of employees and ethical leadership have a positive relationship.

The propose of this study is to examine ethical leadership and the well being of employees in Pakistan's context. In the end, we suggest that ethical leadership influences job satisfaction and employee voice relates to well being of employee because employees with better understanding and commitment levels are expected to be satisfied with their work. Voice behaviors are deemed to be a social norm that connects performance with change (Wood and Wall, 2007). Albeit some recent studies have increased rationalizing the underlying processes due to which ethical leadership has been related to organizational citizenship behaviours (Walumbwa et al., 2011), researches have not determined job satisfaction to be a possible mediator. Overall, the ethical leadership literature is investigated by job satisfaction and employee voice to be mediating the relationship of employee well being and ethical leadership. We propose the relationship between the employee's well being and ethical leadership by including the organizational context and contemplating that the job satisfaction and employee voice influences up to the extent to which ethical leaders affect employee well being.

2. THEORY AND HYPOTHESIS DEVELOPMENT

2.1 Ethical leadership

The definition of ethical leadership has been defined by different researchers in many ways. (Kanungo, 2001) states that ethical leaders demonstrate actions that give benefit to others and avoid behaviours that are harmful. Brown et al. (2005, p. 120) described ethical leadership to be "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making". Khuntia and Suar (2004) stated that leaders with ethical beliefs include morality in their actions, belief, and values. Ethical leaders set an ethical example for others. Ethical leaders mostly are not just fair, reliable, and disciplined leaders, they additionally effectively advance moral conduct among their supporters by clearly conveying moral principles and desires, giving moral direction, and considering supporters responsible for their right and wrong actions (Treviño and Brown, 2006). Ethical leaders are persons with "right values" and "strong character", they set moral examples for their followers and hold up with temptations (Freeman and Stewart, 2006). Recent facts about leadership also suggest that the leaders in various public organizations very often fail to implement the preferred ethical standards in the organizations (Kacmar, Tillman, Harris, Whitman, and Justice, 2016). At the present time, ethical leadership is not only a demand for sports, political and trade optimists but it has been gaining much attention from media, average citizens and even the international community (Eisenbeiss and Knippenberg, 2015).

Most of the leadership theories and research have been conducted from a western point of view (Pellegrini and Scandura, 2008). Literature also points out towards different meanings in different societies e.g., (Martin, Keating, Dickson and Resick, 2009). Characteristics of ethical leaders such as integrity, altruism, empowerment, and collective motivation were found to be universally viewed as facilitators of effective leadership across cultures, although the degree of emphasis varied significantly (Resick, Hanges, Dickson, and Mitchelson, 2006).

2.2 Ethical leadership and employee well being

The health of individuals has long been considered as a combination of physical, intellectual and social well being (Sharma et al., 2016). In this context, employee well being is defined as a holistic construct that comprises not only physical and mental elements (Sharma et al., 2016) but also encompasses spiritual and emotional aspects (Sharma et al., 2016). Well, being is often termed as the state of happiness (Wright, Cropanzano, and Bonett, 2007) or a state which is devoid of any negative feelings like anger, fear or anxiety (Diener, Sandvik, and Pavot, 2009). Employee well being is defined as a holistic construct that comprises not only physical and mental elements (Sharma et al., 2016) but also encompasses spiritual and emotional aspects (Mirabito and Berry, 2015). Well, being, is also described as the employee's work experience and ingredients like satisfaction, alignment, arousal, and hypertension, are considered to be part and parcel of it (Grebner, Semmer, and Elfering, 2005). According to COR (conversion of resource) theory,



people are motivated to work retain, and safeguard what they deem important. Resources mainly are “the combination of objects, personal traits, conditions, or energies which are precious at their own or that are deemed important because they channelize the achievements and protect valued resources” (Hobfoll, 2001). COR theory states ethical leadership to be a resource which, helps employees to gain more resources. Thus, it kicks starts a positive circle of resources, which positively influences well being. We indicate that ethical leaders are people with high moral values who back their employees and provide them with a safety net and in the testing times they motivate the employees. Thus, employees receive guidance, care, and empathic support from their leader (De Hoogh, Kalshoven and Den Hartog, 2011).

We have reasons to conclude about ethical leadership leading to individualized well being (Yang, 2014). Researchers explain that motivated employees are driven by beneficial favours to perform and behave better on their work (Mitchell and Brown, 2010). The manager’s backing for ethical behaviours increases job satisfaction (Boo and Koh, 2001) a key factor in employee well being. Resultantly, employees tend to command job satisfaction and guarantee to be good at work as they pursue ethical leadership. Ethical leaders henceforth assure job safety by backing up employees, safeguarding them from injustice, or organizing job resources, thus complimenting employee well being. Thus, we hypothesize: Hypothesis 1: There is a significant and positive relationship between ethical leadership and employee well being

2.3 Ethical leadership and job satisfaction

The concept of job satisfaction can be defined as employees’ involvement in their job and work environment (Hanna, Kee, and Robertson, 2017). Hossein Yarmohammadian and Mohammad Mosadegh Rad (2006) defines job satisfaction as an attitude that drives people towards their jobs, based upon linking the actual outcome with the actual outcome. Earlier studies suggest that job satisfaction to have a mediating effect upon ethical leadership and employee well being (Yang, 2014). While investigating the relationship between job satisfaction and ethics, Boo and Koh (2001) found the ethical atmosphere of an organization to be positively related to the employee’s job satisfaction. The desire for organizational ethics implies that leaders with direct influence upon the ethical climate can also engage employees to job satisfaction (Boo and Koh, 2001)

Job satisfaction level and commitment of an individual with their organization while working in ambience is epitomized by ethical administration, honesty, empathy, and fair dealing among themselves (Brown and Treviño, 2006). Managers displaying ethical leadership impact organizational members through interpersonal relationships and their personal actions (Brown and Treviño, 2006). The combined effort by numerous organizational members following the manager’s showing ethical leadership has created an atmosphere encapsulated by perceptions and shared ethical work norms (Dickson, Smith, Grojean, and Ehrhart, 2001). Individuals’ behaviour toward the job and the organization is affected by ethical leadership (Cullen, Parboteeah, and Victor, 2003). Collectively, ethical leadership influences ethical climate by converging the job satisfaction of employees with organizational commitment (Brown et al., 2005). Brown et al. (2005) presumed a strong relationship of ethical leadership laid by superiors with the staff’s job satisfaction. The subordinates are more satisfied with their job while working with ethical leadership who “discipline wrongdoers, treats their followers fairly and considerately, and exhibits transformational leadership style” (Brown et al., 2005, p 122). Trevino and Brown (2006) asserted about ethical leadership’s impact on follower’s attitudes, and it was maintained that ethical leadership compliments follower satisfaction. (Neubert, Carlson, Kacmar, Roberts, and Chonko 2009) empirically demonstrated the direct and retrained influence of ethical leadership on follower’s job satisfaction. Pettijohn, Pettijohn, and Taylor (2008) opined that the ethical behavior of manager influences the employee’s perception regarding job satisfaction, that further impacts their performance and rate of turnover in the organization. The well being of an individual is based on how satisfied with job a person is, and some previous studies have termed this as a crucial indicator of well being of employees (de Jonge, Bosma, Peter, and Siegrist, 2000). (Page and Vella-Brodrick, 2009) analyzed well being of employees and pointed out that satisfaction from a job is an important determinant of well being of an employee. Therefore, it is essential to apprehend the effects of job satisfaction on people in terms of well being of employees and dissect that part in which job satisfaction has played a role of mediator between ethical leadership and employee well being (Yang, 2014). Thus, this study purposed the following hypothesis:

Hypothesis 2: There is a significant and positive relationship between ethical leadership and job satisfaction

Hypothesis 3: There is a significant and positive relationship between job satisfaction and employee well being

Hypothesis 4: The relationship between ethical leadership of the direct supervisor and employee well being will be positively mediated by job satisfaction.

2.4 Employee Voice

The term voice has an elongated and diversified history in the organizational sciences, having a central place in the procedural justice literature (Morrison, 2014). It is an upward communication behavior that, being constructive in intent, challenges and quests to change the status quo (Dyne, Ang, and Botero, 2003). Employee voice is the voice of employees in the shape of behavior equated with organizational citizenship that connects change-oriented constructive communication with the aim to improve the situation (Morrison, 2014). Employee voice behaviors have categorized responses for job dissatisfaction across two parameters: activeness and constructiveness. The Voice behavior shows that either reaction is constructive or active to dissatisfaction. (Avey, Wernsing, and Palanski, 2012). Avey et al. (2012) further stated active voice behavior leads to better employee dedication, retention of employees, and their collective learning (Detert and Burris, 2007; Elizabeth Wolef c and Milliken, 2000). An informal and unrestricted communication by employees pertaining to different ideas, concerns, suggestive measures and information regarding issues is employee voice which also includes opinions about work-related issues in front of authoritative and designated persons, with the intent to incorporate change (Morrison, 2014).

The voice behaviours of employees succeed when they decide to raise their concerns and provide suggestions for improvement. Team Managers and departments directly influence the employee's perceptions about the issues at hand. As an example, ethical leaders "provide followers with voice" (Brown et al. 2005, p. 120). The consequences of the concerns raised through their voice behaviour are deeply observed by fellow employees, publicly objecting improper organizational behavior and action, thus laying stress upon the proper course of action. (Avey et al., 2012) states from social learning theory that when leaders promote fair and just workplace atmosphere, they assume role of ideals for their junior level staff (Brown et al., 2005) as communication of uncompromising ethical standards in front of employees emboldens them and hence they express their opinions and ideas on ethics, which results in improving the work atmosphere and procedures (Schaubroeck and Walumbwa, 2009). The research is able to elaborate that voice behaviour plays a pivotal role in the workplace for the organizations (McClean, Burris, and Detert, 2013). The ethical leaders maintain upright standards and transmit them to employees, and hence give confidence to followers to express their suggestions and views (Walumbwa and Schaubroeck, 2009). The supervisors' voice behaviours promote an environment where subordinates commit lesser mistakes and urge themselves to complete their tasks and give innovative ideas (Burris, 2012). Voice behaviour is shown by employees who raise concerns over inappropriate actions and they express ideas for improving the work conditions when they are encouraged by ethical leaders. (Chen and Hou, 2016). Therefore the fourth hypothesis of the study is:

Hypothesis 5: Ethical leadership is positively related to employee voice.

2.5 Employee voice and well being

The Ethical leaders focus on building decent relationships with employees which has no specified agreements of mutual social norms and economic exchange (Treviño and Brown, 2006; Walumbwa and Schaubroeck 2009). Qualities such as fairness, honesty, concern for others and behaviours such as to set high ethical values and make others accountable were related to those earlier connected with ethical leadership (Brown and Treviño, 2006). Furthermore, the followers consider these leaders as just decision-makers taking care of the betterment of employees, society and the organization (Brown et al. 2005). They don't bow in front of external pressure rather follow their fundamental values and beliefs. (Avey et al., 2012). The employees perceive openness and truthfulness when leadership acts in accordance with their promoted standards and values. (Cha and Edmondson, 2006). The employees feel more comfortable while speaking up their mind and voicing their concerns and ideas due to these values. Voice behaviors are linked with congruence and personal empowerment (Wall and Wood 2007).

The employees expressing their opinions and objections, and speaking out their concerns in accordance with their set of beliefs and values mostly transmit positive feelings (Avey et al., 2012). Whereas, Cha and Edmondson (2006) found that employees who are unable to voice their concerns and are subdued ultimately feel dissatisfied with the job. The employees raise their concerns and show their dissatisfaction or have the opportunity to improve their own or their organization's well being through the concept of voice (Detert and Burris, 2007). Ethical leadership influences employee wellbeing and encourages the employees in voicing their concerns and hence ideas for improvements, are floated by employees when they feel safe and effective (Avey et al., 2012). Thus, it is argued:

Hypothesis 6: There is a significant relationship between employee voice and employee well being.

Hypothesis 7: Employee voice mediates the relationship between ethical leadership and employee well being.

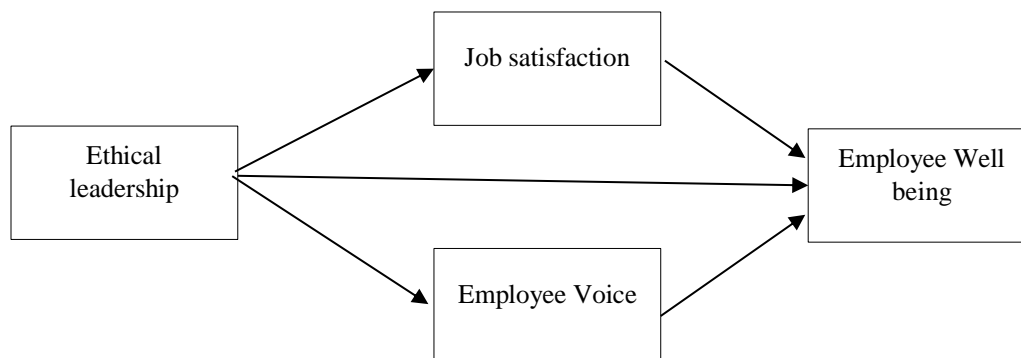


Fig. 1: Purposed model: Effect of ethical leadership on employee well being with the mediating role of job satisfaction and employee voice

3. METHODOLOGY

3.1 Data Collection Procedure

In this research, Primary data has been used to gauge the influence of ethical leadership on employees well being with the mediating role of job satisfaction. In primary data, the structural questionnaire method has been used in our research. A structured questionnaire/closed-ended has been used for collecting primary data. Data was collected through already developed well-designed measurement scales of all the variables of this study. All the items were measured using a five-point Likert scale as 1 for strongly agree to 5 for strongly disagree. Besides these measurement scales information about demographics such as gender, age, qualifications, and total work experience was collected. A well-structured questionnaire was dispersed to the employees working in different universities. They were also guaranteed that the data will not be shared anywhere and will be used for research purposes only. A questionnaire was disseminated to target respondents with the updating about the purposes of the research and its utility to provide a better workplace environment for them. A questionnaire containing a measurement scale was dispersed to 400 faculty members working in universities. Out of 400 questionnaires 260 responses were received so the response rate is 65%. From these 260 questionnaires, 6 were not properly filled and not useable. A total of 254 questionnaires have been used in this study to find the impact assessment. 31.50 % of the respondents were females and 68.50 % were males. 9.06 % of respondents have a master's degree, 63.39 % have 18 years education and 27.59 % of the population was PhDs.

3.2 Measures

The questionnaire has been designed by the use of authenticated items in previous studies. To measure ethical leadership, 8 items from Brown et al. (2005) "Ethical Leadership Scale (ELS)" was applied. The instrument has been developed and based upon previous academic views to attain attributes of ethical leadership. The instrument for the measurement of job satisfaction has been adopted from (Seashore, Lawler, Mirvis, and Cammann, 1982; Valentine, Greller, and Richtermeyer, 2006), and it has enlisted 4 items. In the case of employee well being, (Lyubomirsky and Lepper, 1999) developed a scale for subjective well being, was taken up for this study. In this case, we have specified, added the phrases that depicted a situation (at work) were included in the measurement of items, and consists of 4 items. Employee voice behavior has been measured using Van Dyne and LePine's (1998) six-item voice scale.

3.3 Results

Correlation, means, standard deviation, average variance extracted, and composite reliability of the variables are presented in the table below. Discriminant validity is presented in the diagonal of the table. All the values are within the prescribed range suggested by Hair et al., (2010)

Table 1: Mean, Standard Deviation, composite reliability, average variance extracted, Cronbach alpha and discriminant validity

	Mean	St. D	C.R	AVE	α	1	2	3	4
Employee well being	3.2638	0.96717	0.813	0.594	0.924	0.771			
Employee Voice	3.3772	1.11969	0.939	0.756	0.855	0.506**	0.869		
Job Satisfaction	3.3937	1.02316	0.894	0.580	0.863	0.472**	0.303**	0.761	
Ethical leadership	3.4638	1.00364	0.931	0.737	0.894	0.307**	0.313**	0.148*	0.859

1= employee well being, 2=employee voice, 3=job satisfaction, 4=ethical leadership, * $P < 0.05$, ** $P < 0.01$ level (2-tailed).

3.4 Measurement Model

Confirmatory factor analysis (CFA) has been used in this study to check the fitness of the overall model. The model in this study has consisted of four constructs – Ethical leadership (EL), Job satisfaction (JS), employee voice (EV) and employee well being (EWB). Items (EL2, EL6, EL8, JS3, EV6, and EWB1) were dropped from the analysis due to substandard loadings. Fit indices of the main measurement model $\chi^2 = 167.831$, $df = 98$, $\chi^2/df = 1.713 < 3$, $GFI = 0.925 > 0.90$, $IFI = 0.979$, $CFI = 0.979$, $TLI = 0.974 > 0.95$, and $RMSEA = 0.053 < 0.06$ all these values show that this model is good fit with our data as suggested by (Hooper, Coughlan and Mullen, 2008; Hu and Bentler, 1999).

3.5 Structural Model (1) Direct Relationship Between Ethical Leadership And EWB

In structural model evaluation, the first direct relationship of ethical leadership on employee well being was tested. The direct effect of ethical leadership on employee well being has been found significant ($\beta = 0.321$, $p = 0.000 < 0.01$). Fit indexes of the initial model (1) $\chi^2 = 20.204$, $df = 19$, $\chi^2/df = 1.064$, $GFI = 0.981$, $CFI = 0.990$, $IFI = 0.999$, $TLI = 0.999$ and $RMSEA = .016$ explained the model used in this study is good fit with the available data as suggested by (Hooper, Coughlan and Mullen, 2008; Hu and Bentler, 1999). Therefore it is proved that our first hypothesis is accepted.

3.6 Structural Model (2)

After that, this study included Job satisfaction and employee voice as parallel mediators in the model (2) of the study. Various fit indexes have been used for the assessment of the model (2) $\chi^2 = 190.347$, $df = 99$, $\chi^2/df = 1.923$, $GFI = 0.981$, $CFI = 0.999$, $IFI = 0.999$, $TLI = 0.999$ and $RMSEA = 0.016$ all these values showed that role of parallel mediation – job satisfaction and employee voice is critical in the association between ethical leadership and employee wellbeing. The important role of parallel mediation – job satisfaction and employee voice in the relationship between ethical leadership and employee well being has been tested by using AMOS (Alpha Micro Operating System) bootstrapping by itemizing sample of 2000 at 95% confidence interval. Model (2) is presented in figure (3). Results derived from the bootstrapping are given below in table (6)

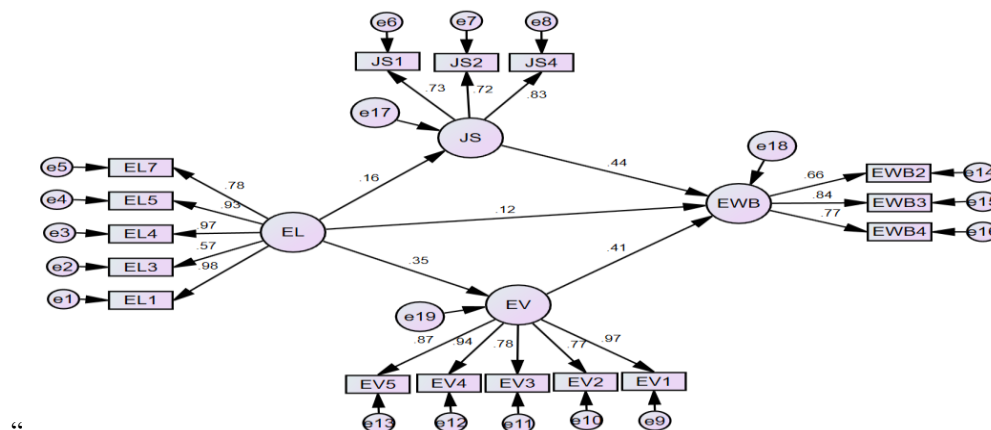


Fig. 1: Structural equation modeling

In the direct path, there is a significant relationship between Ethical Leadership and Employee Well Being as was proved in Model No. 1. The beta value for the direct path is 0.321 as was proved earlier. In the presence of Job Satisfaction and employee voice as parallel mediation, the Relationship between Ethical Leadership and Employee Well Being becomes insignificant ($p\text{-value} = 0.063$) as it showed in table 1. The indirect insignificant relationship between independent and dependent variable due to the mediating variable means that there is full mediation exist



between them. Lastly, we studied the direct effect ($b = 0.12$), indirect effect ($b = 0.16$), and total effect ($b = 0.28$) of ethical leadership on well being, finding with mediating role of job satisfaction and the total effect was positive. On the other hand, we studied the direct effect ($b = 0.12$), indirect effect ($b = 0.35$), and total effect ($b = 0.47$) of ethical leadership on well being with mediating role of employee voice and the entire effect was positive.

Table 2: Regression Weights: (Group number 1 - EL_WB)

Hypothesis			Estimate	S.E.	C.R.	P
JS	<---	EL	.126	.055	2.292	.022
EV	<---	EL	.302	.055	5.503	***
EWB	<---	JS	.350	.062	5.689	***
EWB	<---	EV	.297	.052	5.717	***
EWB	<---	EL	.073	.039	1.858	.063
EL1	<---	EL	1.000			
EL3	<---	EL	.518	.049	10.633	***
EL4	<---	EL	.980	.022	43.861	***
EL5	<---	EL	.967	.028	34.762	***
EL7	<---	EL	.767	.041	18.753	***
JS1	<---	JS	1.000			
JS2	<---	JS	.964	.096	10.003	***
JS4	<---	JS	1.115	.106	10.487	***
EV2	<---	EV	1.000			
EV3	<---	EV	.995	.074	13.465	***
EV4	<---	EV	1.172	.069	17.090	***
EV5	<---	EV	1.072	.069	15.444	***
EWB2	<---	EWB	1.000			
EWB3	<---	EWB	1.328	.131	10.122	***
EWB4	<---	EWB	1.213	.124	9.768	***
EV1	<---	EV	1.234	.069	17.798	***

4. DISCUSSION

Ethical leadership and employee well being are positively related to this study. As our findings are consistent with the previous studies (Yang, 2014). The relationship between ethical leadership and employee well being was proved to be significant, but it has a negative connotation. In comparison to that study, our study proved a vivid positive relationship. There is a number of reasons to believe that ethical leadership can lead to employees well being (Yang, 2014). First, as per researchers, employees get the motivation to return valuable favours by doing better at the workplace (Brown and Mitchell, 2010). The support from managers regarding ethical behaviours increases job satisfaction (Boo and Koh, 2001) that is a crucial factor for employee well being. If an employee's status of ethics contradicts the leadership style of the employer (ethical incongruence), the well being of an individual at the workplace would be decreased and vice versa. Ethical leadership and job satisfaction relate positively and consistent with the previous studies as stated there is the appropriate relationship between ethical leadership and job satisfaction (Tu, Lu, and Yu, 2017; Yang, 2014). Under the supervision of ethical leadership employees clearly know that what behaviours are accepted or not accepted. Therefore, workers have a distinct knowledge of the relevance and unsuitability of their conduct, which increases their job satisfaction (Tu et al., 2017). Ethical leaders shape workers' competence for the job, cognition of the job, and motivation that results in job satisfaction. Under the direction of supervisors who displays ethical conduct, workers enjoy autonomy and high task significance (Piccolo et al., 2010), self-efficacy (Tu and Lu, 2016) and intrinsic motivation (Yidong and Xinxin, 2013) in the job. Hence, they are equipped with autonomous capacities and motivation to complete the tasks, and there are higher possibilities that workforces will get job satisfaction (Tu et al., 2017).

The wellbeing of an individual significantly depends upon the level of job satisfaction. Indeed, according to previous studies is an important antecedent of employee well being is job satisfaction (de Jonge et al., 2000). The relationship between job satisfaction and employee well being has been studied by various research scholars. For instance, (Vella-Brodrick and Page, 2009) examined the significance of employee well being and claimed that job

satisfaction must be included as a significant indicator of employee well being. There is a significant and positive relationship between job satisfaction and employee well being. The results of this study are reliable with the earlier studies reported that there is a significant relationship exists between job satisfaction and employee well being (Yang, 2014). Job satisfaction mediates the relationship between ethical leadership and employee well being (Yang, 2014). In examining the association between job satisfaction and ethics, Boo and Koh (2001) found the ethical environment of the organization is to be positively related to job satisfaction of employees. Petti john et al. (2008) also proposed that the ethical behaviour of managers can influence employee's perception of job satisfaction, which could affect the turnover rate and performance of the organization. The well being of individuals is decided meaningfully by the level of job satisfaction. A significant relationship between each pair of variables is established. At stage 1 ethical leadership and employee well being were entered and at stage 2 job satisfaction and employee well being was entered. Substantial relationship between ethical leadership and employee well being has found in model 1 but when we incorporated job satisfaction as a mediator in model 2 the hypothesis 4 insignificant that causes full mediation.

Ethical leaders convey high moral values and standards to their employees, they encourage and motivate their followers to voice their suggestions and opinions, not only about ethical matters but also other work-related experiences and processes (Avey et al., 2012). Ethical leadership translate high moral values to workforces and boost their followers to give suggestions and opinions (Schaubroeck and Walumbwa, 2009). Voice behaviour of managers nurtures an environment under which organizational workforces make lesser mistakes, and routine work, learning and innovation are improved (Burris, 2012). There is a favourable association between ethical leadership and employee voice. As the results are matched with the earlier studies that there is a significant and positive relationship between ethical leadership and employee voice (Walumbwa and Schaubroeck, 2009; Avey et al., 2012). There is a positive association between ethical leadership and employee voice. The employee's expression of their concerns and opinions is expected to raise positive feelings by acting in and speaking out in accordance with their values and beliefs (Avey et al., 2012). Due to this, employees are more contented speaking up and voicing their ideas and concerns. Such a sort of voice behavior is linked with feelings of self-empowerment and consonance (Wood and Wall 2007). The idea of voice emanates from the idea that employee's recognition of opportunity or dissatisfaction for beefing up their organization's well being and their own (Detert and Burris, 2007). The results of this study are consistent with the earlier studies reported that there is a significant relationship exists between employee well being and employee voice and (Avey et al., 2012)

As discussed in hypothesis 1 and hypothesis 5 that ethical leadership is linked with employee voice and employee well being. Next, as in hypothesis 6 employee voice was related to employee well being and resultantly the association between ethical leadership and employee well being became non-significant. Taken together, these results provide support for Hypothesis 7. A significant relationship between each pair of variables is established. The results imply that ethical leadership might influence employee wellbeing with the encouragement of employees to voice their fears and ideas for improvements. As employees feel protected and productive via voice behaviours, they benefit. The results of this study are consistent with the earlier studies such as (Avey et al., 2012)

5. CONCLUSION AND RECOMMENDATIONS

This study investigated the effect of ethical leadership on employee well being with the mediating role of job satisfaction and employee voice. The first contribution of the study in the literature is that ethical leadership has a significant positive relationship with employee well being. In other words, employees in Pakistan may be happy and satisfied with their work when they find their leader is one who demonstrates and emphasizes a normatively appropriate manner. The second finding is, ethical leadership has a strong effect on job satisfaction, which is a significant indicator of concerns. Satisfied employees work for the best interest of the organization which in return benefits the organization in many ways. A third important contribution of this study is that job satisfaction fully mediates the relationship of ethical employee well being and ethical leadership. Leadership with high ethical standards may lead employees towards job satisfaction which in turn can enhance employee wellbeing. These findings are consistent with (Yang, 2014).

The fourth contribution to the literature is that ethical leadership has a significant and positive relationship with employee voice. These findings are consistent with (Avey et al., 2012; Klaas, Olson-Buchanan, and Ward, 2012; Wang, Gan, Wu, and Wang, 2015). Ethical leaders enhance other features of the work environment by giving incentives for employee voice, disseminating the significance of voice, and improving voice legitimacy, among further practices. These practices create a supportive environment in which employees feel that voicing their opinions is both safe and meaningful (Klaas et al., 2012). The fifth contribution to the literature is that employee voice has a significant and positive relationship with employee well being. The idea of voice stems from the notion that employees recognize



some source of opportunity or dissatisfaction for cultivating their organization's well being or/and their own. (Detert and Burris, 2007). Ethical leadership can affect employee wellbeing through inspiring employees to voice their ideas and concerns for improvements, as employees feel efficacious and safe by voice behaviours (Avey et al., 2012). The sixth and last important contribution to the literature is that "this study also offers insight into the mediating mechanisms that may underlie these effects. The results suggest that ethical leadership influences employee wellbeing by encouraging employees to voice their concerns and ideas for improvements. As employees feel safe and efficacious through voice behaviors", that is fruitful for them. These results are also consistent with (Avey et al., 2012).

The results of this study make important addition in the literature by foregrounding the links between ethical leadership, job satisfaction, employee voice and employee well being. This study offers an integrated view about how ethical leadership affects employee well being with the mediating role of job satisfaction and employee voice. This research is the first effort to study the concept of ethical leadership with its links with job satisfaction, employee voice and employee well being in the Pakistani context. This study provides fresh insight into the area of ethical leadership and job satisfaction, employee's voice, and employee well being that has been comparatively understudied in the literature of leadership.

5.1 Practical implications

First, as noted before, our insight of ethical leadership in this research is drawn mainly from an investigation of ethical theories and business ethics on employee well being, employee voice and job satisfaction. The consequences of these results are chiefly suitable to organizations in Pakistan and elsewhere. Multinational organizations can determine the concept of this study is useful in leadership development programs and their impact on employee well being, employee voice and job satisfaction systems to be applied in their countries. Second the consequences of this study present suggestions of how people inside an organization would view some situations of ethical leadership as of relatively important for employee well being, employee voice and job satisfaction. Moreover, the study intends to be a strong instrument in providing further countries the specific strengths of the ethical leadership and its impact on employee well being with the mediating role of job satisfaction and employee voice. This study can be used as a benchmark for other developing countries and other first-world economies who have been struggling with the affairs of ethical leadership, employee well being, employee voice and job satisfaction. This study stresses that ethical leadership is an important tool in improving employee well being, employee voice and job satisfaction. This study also suggests that ethical leadership is very important in all sectors of the economy (e.g. Business, Sports and political). Through these academic contributions, this study offers solutions and instructions to the organizations in Pakistan and the world facing the challenges of employee well being, employee voice and job satisfaction.

5.2 Limitation and future research

Some potential limitations of this study need to be mentioned. First, this research was the first effort in Pakistan to analyze the relationship between employee well being and ethical leadership with the mediating role of job satisfaction and employee voice. Therefore, there is a need to reproduce these findings. Second, this study collected data from universities future research should analyze the model using multiple organizations. Third, this research was narrow in scope by using ethical leadership with well being, job satisfaction and employee voice. Future research should analyze more variables with ethical leadership, employee well being, job satisfaction and employee voice. Companies with diverse market positions and financial conditions belonging to different countries and sectors can have an eminent concept about ethical leadership and its impact on employee well being with the mediating role job satisfaction and employee voice. It can be insightful and important to explore how ethical leadership, employee well being, job satisfaction and employee voice is helpful for such companies.

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