

The Impact of Ethical Leadership, Leadership Effectiveness, Work Related Stress and Turnover Intention on the Organizational Commitment

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Abstract

The Purpose of the study was to investigate the nature of the relationship among organizational commitment, ethical leadership, leadership effectiveness, work related stress and turnover intention in the banking sector of Lahore and Renala Khurd (Punjab) Pakistan. The data was collected from the 200 managerial and non-managerial employees from the banking sector in the region of Lahore and Renala khurd. The results show that the ethical leadership and leadership effectiveness positively affect organizational commitment of the employees and also have highly positive significant relation with the work related stress and turnover intention. The ethical leadership and leadership effectiveness at the mean time helps to reduce both work related stress and turnover intention and increase organizational commitment. However, the study helps the corporate managers in making the optimal decisions.

Keywords

Organizational Commitment, Ethical Leadership, Leadership Effectiveness, Turnover

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1. Introduction

When we think about ethics the word “Moral” also comes to mind. The “Ethics” and “Moral” both words show the same meanings but there is quite difference between their meanings. Major difference between ethics and moral is that “Ethics” is the knowledge of moral principles, and “Moral” is concerned with the right and wrong behaviour. In simple words Ethics means moral standards that represent an individual's conduct. The concept of the ethics is a normative concept that encompasses every line of life (Tutar, Altınöz, & Çakıroğlu, 2011). Every attitude, every behavior seems to surely have a moral measurement or a viewpoint clarified with ethics. After an itemized examination of the current writing, it was discovered that the writing contains an

extensive variety of initiative methodologies, qualities of worldwide supervisors and inspiration speculations (Northouse, 2013).

To achieve success every organization needs effective leadership with strong soft skills competencies. Ethical leadership can be defined as the ability to influences its subordinates by depending on ethical forces. It's related to honesty, trust, consideration, fairness etc. The most important feature of the ethical leadership is that source of power of its leadership which depends on the moral force (Tutar et al., 2011).

According to the Alavi, Mojtahedzadeh, Amin, and Savoiji (2013), Organizational Commitment means the positive and negative attitude of the employee toward the organization as a whole unlike particular delegated job in that organization.

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In the literature review of organizational commitment John P. Meyer and Natalie J. Allen (1991) has defined the commitment in three different perspectives. Commitment focuses on the way by which people have an emotional relationship with the organization, Commitment realized cost related with leaving the organization, Commitment as an obligation to remain with the organization. Perception about organizational commitment is construct on the basis that employee practically can form an affection for the organization he works for (Patiar, Wang, Okumus, & Okumus, 2016) Current study will estimate the impact of ethical leadership, leadership effectiveness, work related stress and turnover intention on organizational commitment.

2. Literature Review

2.1. Ethical Leadership

According to Michael E Brown, Linda K Treviño, and David A Harrison (2005) Ethical Leadership is defined as “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” According to Yukl (2002) leadership is another name of “influence”. Honesty of leaders have positive relation with ethical leadership, so it's important for leader's honesty to give its fundamental contribution to legitimacy and attraction of model and has as often as possible been connected with viable and ethical leadership (Treviño, Brown, & Hartman, 2003). Last few decades demonstrate developing enthusiasm for the advancement of ethical leadership and leadership effectiveness in associations. Ethical leadership is thought to be particularly essential due to an effect which pioneers may have on the behavior of the organization and at firm performance (Aronson, 2001; Michael E. Brown, Linda K. Treviño, & David A. Harrison, 2005)

Ethical leadership hypothesis are developed upon two perspectives. According to first perspective ethical leadership is normative; it is related with what should to be done rather than what not. The second point of view is that the ethical leadership includes moral practice and a state of mind. And conduct of the leader has attributes of giving "advantage" for the related people.

Elci, Sener, Aksoy, and Alpkan (2012), Have recognized ethical leadership as a "the showing of normatively proper lead through individual activities and interpersonal connections, and the advancement of such direct to adherents through two way correspondence, support and choice making". The three component of ethical leadership we recognize are like the measurements specified by Brown and

associates. Drawing on their meaning of ethical leadership and in line with past exploration Michael E. Brown et al. (2005), describe, that leader is a person having the characteristics of honesty, trustworthy, sensible, fairness and caring. The connection between workers and ethical leader is solid which makes a pleasurable domain at work; this subsequently causes an increase responsibility and cuts turnover intention (Mulki, Jaramillo, & Locander, 2008).

2.2. Leadership Effectiveness

Leadership is strongly connected to individuals' inside inspiration systems (Kark & Van Dijk, 2007). In this manner, a leader's aptitude to develop a workplace that enlarges representative inspiration proves critical (Marvel, Griffin, Hebda, & Vojak, 2007). Simultaneously, we observe that communications are the necessary setting up of individual inspiration. Organizations and their leaders commit little consideration regarding correspondence strategies and skills, in any case (Argenti, Howell, & Beck, 2005) Authoritative leadership behaviors affect actions in the work environment that empower change (Gilley, Gilley, & McMillan, 2009). In spite of the unquestionable enthusiasm of researchers in figuring out which leaders are effective and which are not, there has been no accord on the most fitting criteria of pioneer effectiveness among researchers. (Ghasabeh, Soosay, & Reaiche, 2015); Lowe, Kroeck, and Sivasubramaniam (1996) have divided leader effectiveness in two categories. First category included “quasi-institutional measures” having connection to leader's effectiveness. Measures included in this category are achievements of organizational goals, financial performance of the organizational working units and administrative firm performance. Second category included “subordinates measures of leader effectiveness” which face highly criticism just because of its strong impact on end findings concerning leadership style effectiveness correlation. Study of Mesterova, Prochazka, Vaculik, and Smutny (2015) concentrate on three forms benchmarks of leader effectiveness. Group performance, leadership emergence and perceived leader effectiveness

2.3. Work-Related Stress

Anything that represents a test or a risk to our prosperity is a stress (Nowrouzi et al., 2015). Some stresses make them go and they are beneficial for you - with no stress at all numerous say our lives would be arduous and would apparently feel senseless. Notwithstanding, when the stresses undermine both our mental and physical health they are terrible. In this content we might be concentrating on stress that is terrible for you (Bowden et al., 2015).

The distinction between "stress" and "a stressor" - a stressor is an operators or jolt that causes stress. Stress is the feeling

we have when underweight, while stressors are the things we react to in our surroundings, the more stressors we encounter, the more stressed we feel (Sonntag & Fritz, 2015). According to Lazarus (1995); (Vioulac, Aubree, Massy, & Untas, 2016), Stress can be characterized as the inequality between the individual's apparent natural requests and their apparent capacity to adapt to these requests. Blix, Cruise, Mitchell, and Blix (1994) expressed that the results of stress are undesirable consequences of physical, behavioral and authoritative parts of the employees. The main cause of the stress at work place is low efficiency, health problems, and mistakes. It can be increased the turnover ratio in the organization. The anxiety turnover relationship has gotten extensive consideration and has been experimentally boosted in distinctive connections, specialist sorts, and societies (Duarte, 2015). The past experience shows the employee leave the organization due to the work related stress (Firth, Mellor, Moore, & Loquet, 2007).

According to the Alavi et al. (2013) Stress is a negative or positive behaviour of the workers toward the organization as a whole not to definite job in that organization. In the literature review of organizational commitment John P. Meyer and Natalie J. Allen (1991) defined the commitment in three different perspectives. Commitment focuses on the way by which people have an emotional relationship with the organization, Commitment as a realized cost related with leaving the organization, and as responsibility to continue with the organization. The research in moral administration connected to the accommodation industry will be not common, and what does exist has a diverse centre contrasted with the flow study. While the creators note past research that exhibits slight strands of cooperation with this study, the friendliness writing audit will be introduced to enlighten the starting stages of moral research in cordiality (Kim & Brymer, 2011).

2.4. Turnover Intention

Turnover intention is defined "as employee's willingness or attempts to leave the current workplace voluntarily" (Takase, 2010). Employees who feel themselves imperfect for a job they leave organization and do not spend long life in that organization. However, workers who feel ethical behavior by their organization have less intention to leave. So, Organizational climate have its impact on turnover intention (Wong & Laschinger, 2015). Research study indicates that High control on work and decision making associated with lower ratio of turnover intention. Whereas, sovereignty protected to the negative effect of job stress on turnover intention in an organization (Skagert, Dellve, & Ahlberg, 2012; Van Bogaert et al., 2014). Employee's turnover create a very big problem for an organization through loss of fully

skilled personnel especially in that case when demand for such employees is higher, such situation lead to an enduring loss of production. Different studies have provided sufficient knowledge on employee's turnover intention (Takase, 2010). According to Guan, Zhou, Ye, Jiang, and Zhou (2015) turnover intention leads to actual turnover. As per some studies turnover intention play a role of mediator of actual turnover. According to Chen, Brown, Bowers, and Chang (2015) turnover intention is a symbol of organizational incompetence. In fact turnover intention is a measure of actual turnover.

There were a lot of research studies exploring previous circumstances of turnover intention, just few studies have discovered consequences of turnover intention. According to these studies there is an impact of turnover intention on the actual turnover and organizational commitment. For example, strength of crucial turnover intention had positive correlation subsequent intention of turnover which measured in 4 months (Brough & Frame, 2004) and after 2 years (Blau, Ward-Cook, & Edgar, 2006).

2.5. Organizational Commitment

"Organizational commitment refers to one's degree of identification and involvement in a particular organization" (Miller, Allen, Casey, & Johnson, 2000). According to Wagner (2007) organizational commitment is a most durable predictor for turnover as compare to job satisfaction. According to its nature researchers have divided commitment into two forms, attitudinal commitment and behavioral commitment. "Attitudinal commitment focuses on the process by which people come to think about their relationship with the organization". From numerous points of view it can be considered as a mentality in which individuals consider the degree to which their own particular qualities and objectives are harmonious with those of the organization. Whereas, Behavioral commitment on other side, identifies with the procedure by which individuals get to be bolted into a specific organization and how they manage this issue (John P Meyer & Natalie J Allen, 1991).

Study of John P Meyer and Natalie J Allen (1991) Contributes three conception about organizational commitment, effective commitment, continuous commitment and normative commitment. The first, which researcher has marked is affective commitment which reflects a desire to keep up participation in the association that grows to a great extent as the consequence of work encounters that make feelings of support and individual skill. The second, continues commitment, reflects a need to remain, and comes about because of acknowledgment of the expenses (e.g., presence of side bets, lack of choices) connected with taking off. The third, normative commitment, mirrors a commitment

to remain coming about because of disguise of an unwaveringness standard and/or the receipt of favors that require reimbursement. It was contended that these topics speak to segments of commitment and that every worker has a commitment profile mirroring his or her level of longing, need and commitment to remain. At long last, despite the fact that the probability of leaving the association diminishes as any of the three segments increments in quality, it was contended that the impacts of the three segments on at work conduct may be entirely diverse.

This bit of exertion additionally gives the clarification the normal conduct of a representative i.e. the workers having better level of organizational commitment perform more wonderfully and representatives having great state of mind towards work are to a great degree fulfilled when compared with representatives who are less disposed towards their work (Imran, Arif, Cheema, & Azeem, 2014)

Hypothesis Development

For achieving the purpose of the study the following hypotheses are developed. These hypotheses are used in this study.

H₁: Organizational Commitment has relationship toward the Ethical Leadership.

H₂: Organizational Commitment has relationship toward the Leadership Effectiveness.

H₃: Organizational Commitment has relationship toward the Work-related stress.

H₄: Organizational Commitment has relationship toward the Turnover Intention.

The literature provide the evidence about organizational commitment, effective leadership and leader effectiveness which have positive relationship. Organizational commitment also have relationship with the work related stress and turnover intention (Elci et al., 2012).

Theoretical Framework Model

The general structure of study is clarified by an examination model. The system clarifies the relationship between independent variables and dependent variables. On the premise of literature review the connected proposed model has been produced.

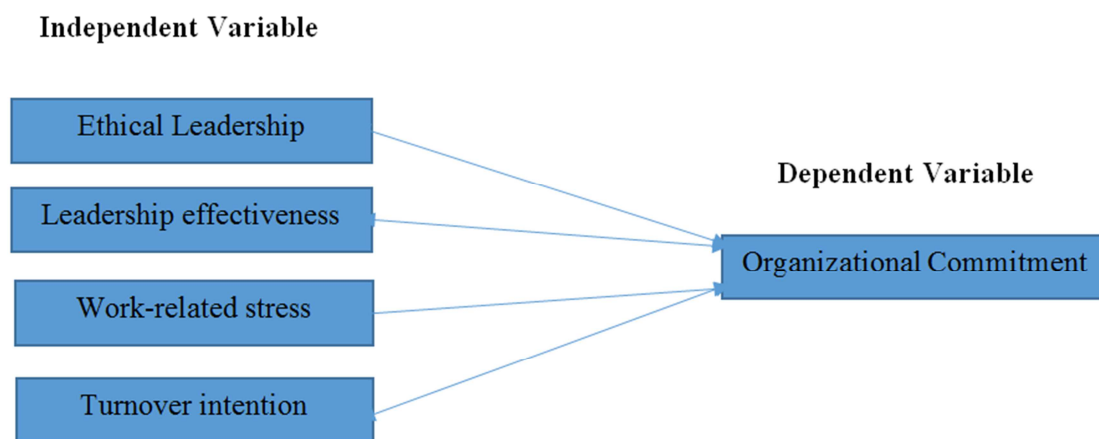


Figure 1. Theoretical Framework Model.

3. Methodology

3.1. Population and Sample Size

The objective of the study was to check the impact of ethical leadership, leadership effectiveness, work related stress and turnover intention on organizational commitment in the region of Renala Khurd and Lahore. The nature of the study is descriptive and exploratory. In which the researcher wants to explore and want to check the relationship between dependent and independent variables. Quantitative approach is applied as a major method. In particular, the study depends on the questionnaire directly distributed to the employees i.e., managerial and non-managerial staff of the public and private sector. Likert scale was adopted for all the questions in the

survey, ranging from 1 is “strongly disagree” to 5 is “strongly agreed”. Sample of the study included from the population of employees who are working in the banking sector in Renala Khurd and Lahore.

The questions were designed according to the mental ability and understandings of the respondents, so that they could answer the questions promptly and easily. Wording used in instrument was easily understandable and sweet so, respondents feel relax while filling questionnaire.

3.2. Data Collection

There are two methods of data collection, Primary and secondary source of data collection. Data collection through newspaper, articles and any other published data is called the

secondary source of data. And collection through interviews, questionnaires and focus groups is called the primary source of data (Bryman & Bell, 2011). Before actual data collection pilot testing was made in order to check respondent's behavior, time consumed for data collection and instrument reliability. For pilot study data were collected from 30 respondents. The number of items included in questionnaire were 20 and the overall cronbach's alpha result through pilot testing was 0.856 which indicate to its acceptability. The pilot study was conducted in the city of Renala Khurd district Okara province Punjab, Pakistan. After conducting the pilot study, researcher modified items of the questionnaire and develop a new questionnaire which consisted of 20 items. The targeted banks were United Bank Limited (UBL), Habib Bank Limited (HBL), Muslim Commercial Bank (MCB) and Bank of Punjab (BOP). The number of branches of the targeted banks were 20 in the region of Renala Khurd and Lahore. In this study the number of total distributed questionnaires were 200 and the valid respondents were 177 and the rest were 23 which were invalid because of some discrepancies. There was a mixture of male and female respondents. The frequency of male respondents was 149 and the frequency of female respondents was 51. According to the qualification 37 respondents had bachelor qualification 117 respondents had Master degree, and frequency of respondents having other qualifications was 46. According to marital status of respondents in this study, 53 respondents were married and 143 respondents were un-married and the rest of the respondents were unable to describe their marital status.

Our respondents consisted of managerial and non-managerial staff, in which there were 110 of the respondents were performing as the designation of managers and the rest were non-managers. Among total valid 177 respondents 133 belongs to private banks and 87 had their affiliation to public banks. Cronbach Alpha highlights internal reliability or consistency of a test. So, results show cronbach's alpha 0.805 expressive of that there is high consistency among all items of scale used for study. (Note that a reliability coefficient of .70 or higher is viewed as "worthy" in most sociology investigation circumstances.)

4. Data Analysis

After the data collection, data was analyzed by using statistical package of social sciences (SPSS). For testing the hypotheses researcher has used to correlation and multiple regression techniques. The correlation test is used to check the relationship. Independent variables, ethical leadership, leadership effectiveness, turnover intention, and work-related stress have their significant relation with the dependent

variable which is organizational commitment. This correlation analysis contributes strength of association while unable to show the causal effect of one variable to another variable (KH, K, & SG, 2003).

4.1. Data Analyses and Discussion

The results of the analysis of the study are provided in this section in full details and sequence. Firstly, the researcher discuss the demographic variable of the study. The details of the respondents, like gender, qualification, marital status and experience of the respondent is provided in the below table. There are 149 male respondents included in this study which represents 74.5% of the total respondents. On the other hand, female students are 51 which represent to 25.5% of the total respondents.

4.2. Demographic Variables

Table 1. Demographic Variables.

		Frequency	Percentage
Gender	Male	149	74.5%
	Female	51	25.5%
Marital Status	Married	53	26.5%
	Unmarried	143	71.5%
Qualification	Bachelor	37	18.1%
	Masters	117	58.5%
	Others	46	23%
Level of job	Managerial	110	55%
	Non-managerial	90	45%
Type of the Organization	Public	87	43.5%
	Private	113	56.5%

4.3. Reliability of the Questionnaire

Reliability describe as the consistency and the stability of the assessment instrument. Whether the used instrument for data collection is enable to produce stable and consistent results or not? The Cronbach's alpha must be greater than .70 (Chung, Pillsbury, Walters, & Hayward, 1998). The Reliability of the questionnaire is shown in this table. The table showing overall reliability of the items. No. of items 20 and the overall reliability is .805.

Table 2. Reliability Table.

Cronbach alpha	No. of item
.805	20

Reliability results fulfil minimum requirement of consistency and acceptability which is 0.70.

4.4. Pearson Correlation Analysis

After that the Pearson correlation analysis applied to check the relationship between variables. This table shows the Pearson correlation analysis.

Table 3. Pearson's Correlation Matrix.

	1	2	3	4	5
1. Ethical Leadership	1				
2. Leadership Effectiveness	.292**	1			
3. Work-related Stress	.297**	.596**	1		
4. Turnover Intension	.578**	.464**	.408**	1	
5. Organizational Commitment	.137	.021	.294**	.003	1

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

* Correlation is significant at the 0.05 level (2-tailed).

There is a highly significance relationship among ethical leadership, leadership effectiveness, work-related stress and turnover intention. Leadership effectiveness has highly significance relation with the work related stress and the turnover intention at 1%. Level of significance and have the positive relation with the organizational commitment. Organizational commitment have highly significant relation with the work related stress at 1% level of significance

4.5. Multiple Regression Analysis

“A statistical process to measure connection between dependent variable, and one or more independent variables is known as regression analysis, Information about fluctuating value of dependent variable with effect of independent variable is also provided by regression analysis, and it is also used for the objective of forecasting and for assessment of relationship in middle of independent and dependent variables”. Multiple regression analysis is applied in this study. The results are presented in the table below. The models of this study is good fit.

Table 4. Regression Analysis.

Variables	B	Std. Error	Sig.
Ethical Leadership	.543	.0978	0.005
Leadership Effectiveness	.325	.5015	0.000
Work related Stress	-.255	.4559	0.000
Turnover Intentions	-.379	.0572	0.000

Dependent variable: Organizational Commitment

Researchers have regressed organizational commitment a dependent variable on ethical leadership, leadership effectiveness, work-related stress and turnover intention independent variables. According to results all variables are significant. All four independent variables affect dependent variable. As per outcomes one unit change in ethical leadership will bring .543 unit change in organizational commitment a dependent variable in a positive direction. Results indicate that there is high significant positive relationship between Leadership Effectiveness and organizational commitment. There is negative relationship between work related stress and organizational commitment. Turnover Intentions have high significant negative impact on the organizational commitment.

5. Practical Implications

The fundamental focus of this study was to survey the impacts of some worker work related recognitions and conduct on their turnover expectation which has for the most part destructive results for associations. Administration is a critical variable to diminish the turnover rate, and anxiety another element that expands it. Particularly in this study we focused on the impacts of moral authority and pioneer adequacy impression of the workers on their level of anxiety and the turnover proposition.

Our discoveries affirm that moral initiative and pioneer viability contrarily impacts both work related anxiety furthermore, turnover aim. This suggests that a sort of leadership which is both moral and successful in the meantime makes a difference lessen both anxiety and turnover. These discoveries and suggestions are basically in accordance with the current writing. The extent that as far as anyone is concerned. Moral initiative set up a moral association. It spreads moral standards to all the exercises of the association. Moral association acts with benefit driving force, as well as a social authorization. Thus, moral initiative targets are likewise considered inside the focuses of the vital authority. Treating reasonably to the general public, all the partners and even the contenders is the standardized conduct of the moral association. Liberating the key pioneers altogether from the qualities in their administrative choices is out of inquiry. Key evaluators imagine that by disregarding the all-inclusive qualities like equity, fairness, genuineness, absence of bias, obligation, admiration, love, popular government, resilience in their actuates they won't get to be effective. Under such circumstances, they are in agreeability with the research discoveries. Findings also contributes that ethical leadership and leadership effectiveness enhances employee's organizational commitment on one side, so now it is obligation for the administrations to implement results of this research study to enhance organizational commitment. Whereas, on the other hand results contribute that if employee's feel stress at work place with the intention to leave the organization they contribute low level organizational commitment.

6. Limitations and Future Recommendations

Nonetheless, this study is subject to several limitations. Contingent upon cross-sectional investigation is the primary weakness of the study. Without the utilization of longitudinal studies, the connections between stresses furthermore, turnover plans couldn't be seen justifiably. Future research on this theme ought to create to be longitudinal. It is additionally

conceivable to broaden the hypothetical model by including extra ward variables, for example, authoritative responsibility, work execution, burnout, and non-appearance.

Choice making that requires obligation is considered as the prerequisite of both moral administration and effective or vital authority. An administration, which is a long way from being moral will take choices that are not moral and those choices will hurt the association, buyers, partners, suppliers and the general public in a nutshell. A moral authority, who bears obligation and who will forestall to cause such harms, impact the individuals who watch him with the conduct, teaching, mental backing, individualistic regard. The target in such sort of an initiative is not just authoritative point of interest anyway additionally open hobby. Significantly there is one and only kind of administration. This is the "great initiative". Since the fundamental obligation of the authority is morals, the right administration basically will be the moral initiative.

7. Conclusion

The primary objective of the study was to investigate the impact of ethical leadership, leadership effectiveness, work related stress and turnover intention on organizational commitment. Ethical leadership and effective leadership are very important variables which enhances organizational commitment of the employees, and results analysis designate that there is positive relationship among ethical leadership, leadership effectiveness, work related stress, turnover intention and organizational commitment. However, as per regression analysis work related stress and turnover intention decreases organizational commitment among employees.

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