




Rana Muhammad Zawar¹, Abdul Qayyum² & Abid Hussain Nadeem³

¹Institute of Business Administration, KFUEIT Rahim Yar Khan, Punjab, Pakistan

²Institute of Business Administration, KFUEIT Rahim Yar Khan, Punjab, Pakistan

³Institute of Business Administration, KFUEIT Rahim Yar Khan, Punjab, Pakistan

KEYWORDS	ABSTRACT
<p>Ethical Leadership, Work Engagement, Self-Efficacy & Psychological Empowerment</p>	<p>Based on social exchange theory, the current study aims to evaluate impact of ethical leadership and psychological empowerment on job engagement, with self-efficiency serving as a mediating role. Sampling data was collected by using the convenient sampling from middle-tier personnel of banking sector in Pakistan. A sample of 221 bank officers has been chosen. For testing model, SPSS 21 version has been used for data analysis. Study results showed strong correlation between ethical leadership, psychological empowerment, and job engagement. Accordingly, the recommendations and implications are provided to banking sector. Outcomes of this study show that banking officers should be more sensitive while interacting with employees, because it would promote the pleasant work atmosphere, strengthen interpersonal connections, and minimize workplace stress. Moreover, the future scholars can get practical guidelines about the methods and procedures necessary for conducting the research on diverse issues to produce desired information in different contexts. Thus, this research is likely to pay the ways toward new windows for researchers.</p> <p> 2022 Journal of Social Sciences Development</p>
<p>Corresponding Author</p>	<p>Rana Muhammad Zawar</p>
<p>Email:</p>	<p>rana.zawar005@gmail.com</p>
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INTRODUCTION

Scholars are looking into the current era's numerous public crises concerning leaders' unethical and unethical behavior. when and to what extent influence of unethical leaders on their followers and how followers react to them (Schyns & Schilling, 2013; Shaw, Tang & Liao, 2020). Employees are the key assets within any organization, and may be a source of competitive advantage. Employee's well-being gets influenced by behavioral related factors of their leader, which ultimately affects overall performance of business (Rantika & Yustina, 2017; Teimouri, Hosseini & Ardeshiri, 2018). The recent research has established a clear correlation between ethical leadership and employee

motivation, satisfaction, positive feeling, ethical conduct, the organizational ethical behavior, job performance, and turnover intentions (Liu, Baranchenko, An, Lin & Ma, 2021). Many researches stated that ethical leadership is the most crucial predecessor of all types of organizational success (Sarwar, Ishaq, Amin & Ahmed, 2020). Chughtai, Byrne and Flood (2015) identified that work engagement, organizational citizenship behavior, deviant workplace conduct, and the emotional exhaustion are all psychological factors that might affect employee performance. Previous studies has shown that ethical leadership helps subordinates maintain a trust level with their co-workers (Brown, Treviño & Harrison, 2005).

So it is perceived that these type of relationships with employees helps to inspire work engagement and other positive factors related to employees performance (Chughtai & Buckley, 2011). As per Hakanen and Schaufeli (2012) Work engagement is central idea of "optimal functioning" at work, which may be defined as employees' good fortune or well-being. Chen and Kao (2012) claimed that Work engagement not only boosts employee motivation, but it also fosters positive opinions about their employer. Ethical leadership may be discussed in terms of the proper manner to execute their course of action with keeping best interests of their particular workforce in mind (Yeşiltaş & Tuna, 2018). The higher levels of employee work engagement can result in valued outcomes, including higher job satisfaction, enhanced physical and mental health, lower levels of employee turnover, and higher levels of performance (Schaufeli et al., 2008; Halbesleben, 2010; Saks, 2006; RICH et al., 2010). Chughtai et al. (2015) engagement at work, citizenship behavior, deviant workplace conduct, and emotional weariness are all psychological factors might have impact on employee performance. As a result, current study is attempting to evaluate impact of Ethical Leadership and psychological empowerment on work engagement in banking sector, with these variables being mediated by self-efficacy.

Research Objectives

1. To examine the association among ethical leadership and work engagement.
2. To examine association among psychological empowerment and work engagement.
3. To examine association among ethical leadership and psychological empowerment.
4. To examine the association among ethical leadership and self-efficacy.
5. To investigate the association among self-efficacy and work engagement.

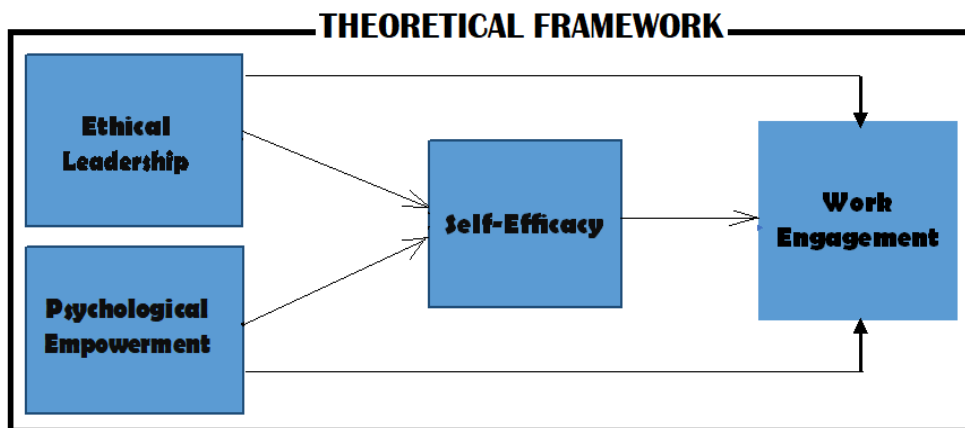
LITERATURE REVIEW

Five key themes in study are ethical leadership, psychological empowerment, work engagement and self-efficacy. Spreitzer (1995) States Psychological Empowerment as a combination of four psychological status: competence, autonomy, impact and meaning. Autonomy means ownership, it suggests how the top management perceive their employee in workplace. While meaning refers level of employee's knowledge and job clarity (Sarwar, Ishaq, Amin & Ahmed, 2020). Competence states that how well an employee can do his work well. And impact defines as an influential feeling to affect organizational outcomes and they perceived that their efforts are acknowledged (Shaw, Tang & Liao, 2020). These four concepts shows that employees: (1) feel confident to achieve their job goals; (2) found their jobs meaningful; (3) must feel they have enough power or authority of their work and (4) confident about that their actions have the high impact over organization and work

environment (Boudrias et al., 2012). In this connection, here, the targets for empowerment in an organization can be tangible and intangible i.e., strategy formulation, implementation and ideas generation (Yeşiltaş & Tuna, 2018). At this point Work engagement has a good relationship with the ethical leadership, and this relationship in turn leads to many other promising and favorable organizational outcomes.

The primary goal of this study was to uncover and explore the impact and potential repercussions of ethical leadership and psychological factors that drive employee performance. The findings of this study showed strong correlation amid ethical leadership and employee wellbeing. Employees generally perceive misleading, dismissive, and aggressive managers as a burden on the business and office, but if the working environment is fair, they are always committed to their work (Pitaloka & Paramita Sofia, 2014). Maintaining an ethical framework is essential for ethical leadership to flourish in the banking industry. Activities will probably be more enjoyable and well-received by employees if scenario is moral/empathically effective (Erkutlu & Chafra, 2018). Workers believe their business is fair on all aspects will be more committed to it. As a result, using ethical leadership to develop the highly ethical setting is quite possible (Palomino et al., 2013). Businesses may use findings of current study to boost performance, productivity, and good will and carry out utilitarian tasks (Yeşiltaş & Tuna, 2018). Psychological Empowerment works as crucial source of motivation for employees and can help employees to communicate effectively (Frazier & Fainshmidt, 2012; Raub & Robert, 2010).

Figure 1 Theoretical Framework



As describes by Role Theory, Psychological Empowerment reflects one's perception for his or her work role, and individual's perception for his work roles is highly influenced by the relationship among leaders and followers, which is demonstrated by Ethical Leadership in this study, in addition Role Theory also refer that every single person in organization must have a clearer view of his duties and role so that his/her supervisor can provide him/her utmost level of guidance (Spreitzer, 1996). When employees do not show complete knowledge about their job description, positive connection among Employees lose psychological empowerment and ethical leadership cannot obtain a certain level of Psychological empowerment to fulfill their key accountabilities (Hall, 2008). Ethical

Leadership has an influence over level of employee's psychological empowerment. Ethical leaders may also trigger culture and norms running across the organization. In this connection, according to [Avey et al. \(2012\)](#), ethical managers can affect the behaviors by promoting three main values inter related to psychological empowerment as recognized widely in research likewise "accountability, belongingness and equity".

Research Hypotheses

H1: Ethical leadership have positive and significant relationship with work engagement.

H2: Ethical leadership have positive and significant relationship with the self-efficacy

H3: Psychological empowerment have significant relationship with work engagement.

H4: Psychological empowerment have significant relationship with the self-efficacy.

H5: Self-efficacy have positive and significant relationship with Work engagement.

H6: Self-efficacy mediate relationship among ethical leadership & work engagement.

H7: Self-efficacy mediate relationship among ethical leadership & work engagement.

RESEARCH METHODOLOGY

In this study, the intervening mechanisms of self-efficacy was used to assess the effect of ethical leadership and psychological empowerment on the job engagement. For this study, Convenience sampling, a technique of non-probability sampling been utilized since it requires less time and money than other sampling techniques and useful in rapidly and accurately calculating sample size. In addition, owing to time constraints, middle tier personnel of public and privately owned banks in Pakistan's major cities have been addressed, and 221 questionnaires were distributed to provide a representative sample size. Data for this investigation were gathered using a structured questionnaire, on a 5-point Likert scale. For testing the model latest 21 version of SPSS was used. To achieve the results, a variety of approaches were utilized, i.e., regression and correlation, reliability and validity, and others.

Independent Variables

Ethical Leadership

Ethical Leadership was assessed using the 10-item Scale created by [Brown et al. \(2005\)](#). The items were graded on a Likert scale of 1 to 5 points. Using a Likert scale of five points, the items were evaluated (1 represent strongly disagree; 5 represent strongly agree)." In this connection, it pays attention to what employees say," for example. This scale is nonproprietary (free) and may be used indefinitely.

Psychological Empowerment

Psychological empowerment is another intervening factor in this. It was measured by 11-item scale that was modified from ([Spreitzer, 1995](#)). "My employment activities are personally significant to me," for example. Using a Likert scale of five points, the items were evaluated (1 represent strongly disagree; 5 represent strongly agree). The use of this scale is unrestricted and nonproprietary (free).

Dependent Variable

Work engagement

The dependent variable in this study is work engagement. A 17-item scale developed utilized to

evaluate it and is modified by (Schaufeli et al., 2002). E.g., “I feel like going to work when I wake up”. A five-point Likert scale was used to grade the items (1 being strongly disagree; 5 being strongly agree).

Mediating variable

Self-efficacy

In this study, the intervening variable is self-efficacy. It was evaluated using a modified 8-item scale from (Chen et al., 2001). For instance, “I will be able to achieve the bulk of the goals that I have set for myself. Five-point Likert scale (1=strongly disagree; 5=strongly agree) was used to evaluate the items. The study’s scales are provided in the Appendix. This scale is nonproprietary (free) and may be used without restriction.

Control Variables

In this study, age and gender were used as control variables, and a one-way ANOVA was used to account for differences in the dependent variable.

RESULTS AND DISCUSSION

The outcomes of the data collection were discussed in this chapter. The data were evaluated with SPSS 21. A demographic overview, reliability analysis, correlation analysis, and regression analysis are all included in the analysis.

Demographic of Sample

This study looked at three distinct demographics. The overview of each demographic attribute is described in depth in the sections that follow. They were also taken into account in the regression analysis.

Table 1 Gender-Based Frequencies

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	102	46.2	46.2	46.2
Female	119	53.8	53.8	100.0
Total	221	100.0	100.0	

The study revealed that among the overall sample size of 221, 53.8% of the participants were male and 46.2% were female. This result was consistent with what was seen during the data collection period. The target audience consisted of middle-level banking personnel, the most of whom were male, with a respectable proportion of female staffs also executing their obligations.

Table 2 Age-Based Frequencies

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
21-25	21	9.5	9.5	9.5
26-30	155	71.5	71.5	81.0
31-35	30	13.6	13.6	94.6
36-40	10	4.5	4.5	99.1
41 +	5	.9	.9	100.0
Total	221	100.0	100.0	

The current survey found that 9.5% of employees in the targeted audience were between the ages of 18 and 25 and that 13.6% of employees in the organization were between the ages of 31 and 35, 4.5 percent of employees in the organization were between the ages of 36 and 40. 9% of those polled were beyond the age of 41.

Table 3 Experience-Based Frequencies

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	126	57.0	57.0	57.0
2.00	38	17.2	17.2	74.2
3.00	23	10.4	10.4	84.6
4.00	30	13.6	13.6	98.2
5.00	4	1.8	1.8	100.0
Total	221	100.0	100.0	

Out of the 221 respondents, the findings showed that 57.0% had no experience in their present position, followed by 17.2% with four to six years' experience, 10.4% with seven to ten years' experience, 13.6% with ten to twenty years' experience, and just 1.8% with more than 26 years' experience.

Reliability & Validity Analysis

We first analyzed the entire sample of data using the anchor points and a mean of each suggested construct before delving deeply into the examination of the constructs. The analysis findings for each construct are shown in Table. Current study has discovered that none of constructions indicate a severe problem, such as insufficient diversity.

Table 4 Means and Anchor Points for Each Construct

Constructs	Anchor Points	Mean
Ethical leadership	1-Strongly Disagree, 5-Strongly Agree	3.6118
Psychological Empowerment	1-Strongly Disagree, 5-Strongly Agree	3.7269
Self-Efficacy	1-Strongly Disagree, 5-Strongly Agree	3.8218
Work Engagement	1-Strongly Disagree, 5-Strongly Agree	3.7099

Utilizing CFA, factor loading was evaluated. Since variables don't have any other dimensions, all construct elements were put onto corresponding latent variables. The current analysis discovered that the factor loading of each build item was higher than expected, or >0.60.

Table 5 Reliabilities of Scales

SN	Variable	Cronbach Alpha
1	Ethical Leadership	.841
2	Psychological Empowerment	.803
3	Self-Efficacy	.860
4	Work Engagement	.788

The values possess sufficient reliabilities, as cited in [Gliem and Gliem, \(2003\)](#) to retrieve slightly low reliabilities with less number of questionnaire item against respective variables. Dependability

of the instruments utilized in the model is indicated by Cronbach's Alpha, which is provided in parentheses. where there is ethical leadership scale. Cronbach's alpha reliability of (.841) indicates ethical leadership, psychological empowerment (.803), Self-efficacy (.860), work engagement has a score of (.788).

Convergent Validity

According to Hair et al. (1998), the hypothesis employed in this study was examined, and its convergent validity and reliability were evaluated using the criteria of "Cronbach's alpha," "factor loadings," and "average variance extracted" (AVE). When the validity of the items was examined using CFA, it was found that every construct had an indicated level of reliability (Cronbach's alpha >0.70). Each construction item's factor loading was found to be higher than the permitted limit, or factor loadings larger than 0.60. The AVE of each construct, which is greater than the specified cutoff threshold, i.e., AVE >0.50, demonstrates that each construction value is greater than that. A latent factor must account for at least 50% of the variance between the items to have an AVE larger than 0.50. To test if the measures in the research had factor loadings larger than 0.6, CFA was done using AMOS. As mentioned by Hair et al. (2009) the produced values (0.736 and 0.986) are inside the required cut-off for loading values, the CFA results indicate the indices' validity for the overall fit of the proposed model. The Cronbach's Alpha for each connected building is more than 0.80. Both CR and AVE produced successful outcomes. As a result, it proved that all the tools used in building were precise.

Discriminant Validity

We assessed the discriminant validity of our proposed constructs, in addition to their convergent validity, using a variety of methodologies. Chin (1998) claimed that We started by looking at the square-root of the extracted average variance for each element of our inquiry. The findings show that each concept's AVE is higher than its components' correlations. Inter-construct correlations demonstrated that there is no problem with discriminant validity. Each construct's AVE (given in bold and diagonal) is higher than relevant variable correlation, as revealed by the inter-construct correlation matrix.

Descriptive Statistics

To determine the features of the data, descriptive statistics analysis is performed. The results are presented in the table below:

Table 6 Means, Standard Deviation

Variables	Mean	SD
1. EL	3.5518	.58112
2. PE	3.5269	.60789
3. SE	3.6218	.60610
4. WE	3.6099	.55351

n=221, ** p<.01 SD = Standard Deviation, EL = Ethical Leadership, SE= Self efficacy, WE= Work Engagement, PE= Psychological Empowerment, Table 4.3 reported the mean, standard deviation, of the study variables.

Correlation Analysis

A correlation analysis is performed to assess whether there is a statistically significant correlation or link between the variables.

Table 7 Correlation Analysis

Variables	1	2	3	4
1. EL	1			
2. SE	.481**	1		
3. PE	.431**	.360**	1	
4. WE	.405**	.280**	.861**	1

n=221, ** p<.01 S.D = Standard Deviation, EL = Ethical Leadership, SE= Self efficacy, WE= Work Engagement, PE= Psychological Empowerment,

Table reported the correlation analysis of the study variables. The correlation coefficients are less than (p<.01), in lieu of appropriate association among study variables, as per predicted hypothesis. Therefore, there is a strong association between the majority of the analysis's variables as presented in correlation analysis.

Regression Analysis

To establish the relationship between the proposed model and the data, regression analysis is used. The following tables display the results of the regression analysis.

Table 8 Regression Analysis without Mediation

Estimate	β	Std. Error	t-value	p-value
EL → WE	.568	.044	9.649	.0000
EL → SE	.530	.070	10.563	.0000
PE → WE	.449	.061	7.133	.0000
PE → SE	.393	.060	8.272	.0000
SE → WE	.338	.045	5.492	.0000

n=221, Sig. is p<.05, EL = Ethical Leadership, SE= Self efficacy, PE= Psychological Empowerment, WE= Work Engagement,

Table reported the regression analysis results of the study variables. Moreover, in the regression analysis P values are less than (p<.05), representing the null hypothesis is rejected, showing there is an impact, as per predicted hypothesis. So, there is significant relationship among the majority of the analysis's variables.

Table 9 Mediating Effect of Self-Efficacy among Ethical Leadership & Work Engagement

Independent Variables	Mediators	Dependent Variable	Indirect Effect	SE	Bootstrapping Results		
					Lower	Upper	
Ethical leadership	Self-efficacy	Work engagement	-.0022	.0437	-.0835	.0884	Supported

Significant if: * p < 0.05, ** p < 0.01, *** p < 0.001

In the proposed model, a mediation test was performed to confirm self-indirect efficacy's effects on moral leadership and job engagement. We used a bootstrapping approach to gauge the mediating influence (Preacher & Hayes, 2008; Shrout & Bolger, 2002). Using a bootstrap confidence interval of 95%, omitting zero (H6, CI.95= -.0835,0884), the indirect impact of ethical leadership on work engagement was determined to be significant. This study implies that self-efficacy plays a key role in mediating the link between ethical leadership and work engagement. As a result, H6 is recommended. Hence, H6 is supported.

Table 10 Intervening Effect of Self-Efficacy, Psychological Empowerment & Work Engagement

Independent variables	Mediators	Dependent variable	Indirect effect	(Standard Error)	Bootstrapping		Results
					Lower	Upper	
Psychological empowerment	Self-efficacy	Work engagement	.1504	.0609	.0362	.2771	Supported

Significant if: * p < 0.05, ** p < 0.01, *** p < 0.001

In the proposed model, a mediation test was performed to support the inverse relationship between work engagement and psychological empowerment. We used a bootstrapping approach to gauge the mediating influence (Preacher & Hayes, 2008; Shrout & Bolger, 2002). Using a bootstrap confidence interval of 95%, omitting zero (H7, CI.95=.0362,3771), indirect impact of psychological empowerment on work engagement was determined to be significant. This shows that self-efficacy plays a role in mediating the relationship between ethical psychological empowerment and work engagement. Hence, H7 is supported.

CONCLUSION

According to study, ethical leadership is a significant factor in determining both job engagement. In other words, when ethical leadership is present, people feel empowered and adopt more assertive behaviors. Because ethical leadership promotes idea of positive relationships between employees and their leaders at work. It is, in essence, a leadership quality that develops via moral leadership. The results of the current study indicate that top management and leadership, who ensure the implications of ethics at work, are more responsible for ethical leadership at work. The results of this study thus offered significant information through results that may help in contributing the existing knowledge on particular issues.

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