How Do Ethical Leadership and Organizational Justice Affect Work Outcomes? Does Perceived Organizational Support Mediate the Relationships?

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Research Article

Abstract

Purpose– *Employees' work-related attitudes and behavior is a topic of considerable interest in the areas of organizational behavior and human resource management. This research aims to explore the impact of ethical Leadership and organizational justice on employees' work outcomes while considering perceived organizational support as a mediating variable.*

Design /Methodology / Approach – We collected data from 800 employees working in the top four cellular companies of Punjab, Pakistan. A self-administered survey was used to collect data. SPSS, version 18 was used for data analysis. Regression analysis and correlation analysis are done to trace the direct and mediating connection between key variables of the study.

Findings – Results showed that both ethical leadership and organizational justice have a positive relationship with work outcomes. Results also show that perceived organizational support partially mediates the relationship between key variables.

Practical Implications – Ethical leaders have multiple influences on employee outcomes. Therefore, managers should enhance their ethical leadership in order to ensure desirable work attitudes and better employee performance.

Originality – This study is a pioneering attempt to explore the mediating role of perceived organizational support in shaping the relationship between ethical leadership, organizational justice, and employee work outcomes.

Keywords: Ethical Leadership, Organizational Justice, Job Performance, Job Involvement, Perceived Organizational Support, Pakistan.

1. Introduction

In recent years, ethical transgressions have been well recognized in business, academic, sports, and religious organizations Resick, Hargis, Shao, and Dust (2013). Technological breakthroughs, working life, and pressures in business organizations have a significant impact on managers' possibilities to implement ethicality in their leadership behavior (Hargis, et al. 2013). Some unethical behaviors are the result of transgressions but many are due to the reason that employees do not consider the consequences of their actions and decisions (Grojean, Resick, Dickson, & Smith, 2004); (Brown & Treviño, 2006a). Ethical misbehaviors are less likely to happen if employees recognize the ethical magnitudes of their actions (Resick et al., 2013). Leadership can play a conspicuous role in handling ethical behavior in various organizations (Barnard, 1938); (Dickson, Smith, Grojean, & Ehrhart, 2001).

Ethical leaders are those who use their social power for the best interest of employees and organizations. They establish expert and special examples that are ethically suitable and can enthusiastically cope up with ethical behavior(Brown & Treviño, 2006b). Ethical leadership deals with the social learning perspective; an essential feature of this perspective is that the ethical leaders make appropriate decisions in the workplace(Brown & Treviño, 2006a). Ethical leaders exhibit integrity, honesty, fairness, follow laws and regulations, create ethical expectations and make such decisions that are in the best interest of the employees and the organization(Linda K Treviño, Weaver, & Reynolds, 2006). Ethical leaders involve themselves in actions and behaviors that give benefit to others. They abstain from actions and behaviors that can cause any type of destruction to others. A developing body of research delivers a linkage between ethical leadership and employees' work outcomes. Ethical leadership is positively linked with psychological safety, commitment, voice, task performance, job satisfaction, citizenship behaviors and negatively associated with damaging actions like conflict and unethical behaviors(Linda K Treviño et al., 2006).

Justice plays an important role in surviving and nourishing the progress of the organization and workers. The main purpose of the organization should be to develop and maintain the intellect of justice between managers and employees (Javadin, Farahi, & Atar, 2008). Organizational injustice is linked to revenge, turnover, lower job satisfaction, and lower work commitment (Folger, 1998). Organizational justice is comprised of procedural justice, distributive justice, and interactional justice. Previous studies show that three types of organizational justice are related to one another and they have an independent relationship to employee's work outcomes (Colquitt, 2001); (Dirks & Ferrin, 2002);(Rhoades & Eisenberger, 2002b). The majority of research shows that Injustice and unfair delivery of the organization's output impacts employee's determination, hard work and actions (Lotfi & Pour, 2013). Distributive justice is defined in which punishments and rewards are related to performance (Price & Mueller, 1986). Distributive justice is directly related to work outcomes and satisfaction(Baran, Shanock, Rogelberg, & Scott, 2012). Interactional justice shows a level of fairness and interpersonal treatment about how the organizations treat their employees(Bies, Moag, Lewicki, Sheppard, & Bazerman, 1986). It also involves management's attitudes toward their employees such as the level of honesty, respect, and sensitivity shown during the interaction (Bies et al., 1986). When

employees perceive that their organization treats them fairly, they are likely to be more committed to the organization. As a result, they try to repay the organization via more positive work attitudes (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Research shows that there is a relationship among organizational justice and employees' job attitudes (Cohen-Charash & Spector, 2001); (Colquitt et al., 2001);(Cropanzano & Greenberg, 1997). It has been discussed that if managerial actions and organizational decisions are thought unfair or unjust, it affects employee's feelings like outrage, anger, and resentment (DeConinck & Stilwell, 2004);(Folger & Konovsky, 1989). There is evidence that dissatisfied employees react to organizational injustice directly or indirectly. It directly affects theft, sabotage, and vandalism while it affects psychological withdrawal, withdrawal of OCB and resistance behavior indirectly (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Perceived organizational support (POS) refers to the degree to which employees perceive that their organization cares about their well-being and give value to their contribution(Rhoades & Eisenberger, 2002b);(Dirks & Ferrin, 2002). Perceived organizational support is influenced by various factors like organizational rewards in the form of money, promotions, praise and the way of communicating to the employees that they are valued (Ambrose & Schminke, 2003);(Hopkins & Weathington, 2006);(Moorman & Miner, 1998); (Roch & Shanock, 2006);(Stinglhamber, Cremer, & Mercken, 2006). Employees exchange effort and dedication to the organization to meet socio-emotional needs and financial benefits (Shanock & Eisenberger, 2006). Perceived organizational support is an important component of social exchange theory as it facilitates understanding employee's attitudes (DeConinck, 2010). Research supports that there is a positive relationship between organizational justice and POS (DeConinck, 2010). Perceived organizational support has been linked with increases in many positive employee outcomes including achieving organizational goals, job satisfaction, positive mood, affective commitment, innovation, conscientiousness in carrying job responsibilities, loyalty, performance, organizational citizenship behavior and attendance(Rhoades & Eisenberger, 2002b). It also decreases turnover intentions, withdrawal behavior and job strain (Rhoades & Eisenberger, 2002b). According to Qi, Liu, Wei, and Hu (2019), POS mediates the relationship between leadership and employee innovation. Ohana (2012) finds positive the relationship between distributive justice and job satisfaction with POS as a mediator in 27 small non-profit organizations employees. Gorji, Etemadi, & Hoseini, (2014) observed that POS is positively related to job involvement is the Iranian healthcare context.

Thus, based on empirical evidence and theoretical foundation, the current study endeavors to investigate the impact of ethical leadership and organizational justice on employees' work outcomes in the form of job performance and job involvement while considering perceived organizational support as a mediating variable in the context of Pakistan Telecom sector. This study will guide leaders and managers of the organizations to comprehend the phenomena of ethical leader and organizational justice that in turn, will assist employees in the organization to increase their performance and involvement.

2. Literature Review

2.1 Ethical Leadership

In an organization, leaders are the main source of ethical guidance (Linda Klebe Treviño & Brown, 2005). Working life is rapidly changing; burdens in business organizations and technological advancement can have substantial effects on managers that they adopt ethicality in their leadership performance (Takala & Pallab, 2000). Among philosophers and political theorists, the goodness of leadership has been a topic of discussion for centuries. Now a day, the ethicality of leadership is a significant issue in business contexts (Elçi, Şener, Aksoy, & Alpkan, 2012). Ethics is becoming an important issue between leadership and management(Elçi et al., 2012). Ethical leadership is commonly debated in theoretical and conceptual footings and there is a lack of readings providing empirical proof about ethical leadership (Toor & Ofori, 2009).

Ethical leaders regularly communicate with their subordinates related ethics, set clear ethical values and rewards and punishments to observe that these values are followed. Lastly, ethical leaders not only talk about the good game but also they prepare themselves what they preach. They are practical role models for ethical performance. Following (Brown & Treviño, 2006a), we trust on social learning theory (Bandura, 1986) to clarify the antecedents and consequences of ethical leadership. Social learning theory clarifies why and how ethical leaders affect their supporters. Social learning theory (Bandura, 1986) is constructed on the idea that persons learn by giving attention to and following the attitudes, standards, and actions of attractive and trustworthy models. Most persons look outer themselves to other Persons for ethical guidance (Trevino, 1992). Ethical leaders are reliable because they are trustworthy and Exercise what they preach. In the present study, it was assumed that a person on leadership positions who behave ethically and promote an ethical culture in the organization.

2.2 Organizational Justice

Organizational justice deals with how organizations treat their employees sincerely, fairly and in an ethical manner. Organizational justice consists of 1) distributive justice 2) procedural justice, and 3) interactional justice (Spector-Cohen, Kirschner, & Wexler, 2001).

Distributive justice is about the perceived fairness of outcomes that employees receive from their organization (D. Adams, 1965).

Procedural justice refers to the procedures and processes through an organization made decision (Folger & Greenberg, 1985).

Interactional justice refers to the interpersonal treatment or the level of perceived fairness in how employees are treated in the organization (Reb, Goldman, Kray, & Cropanzano, 2004). To determine the level of fairness, employees compare their input and output ratio with the referent. Allowing to equity theory, when an individual compared ratios are not equivalent, he/she may perceive inequity and adopt many behaviors like it may change their effort or modify their perceptions of contributions or consequences. The incapability of equity theory plus distributive justice models to fully forecast and clarify employees' response to perceived injustice (Folger & Konovsky, 1989). Study on distributive justice has expended, meanwhile,

research findings exposed that delivery of rewards not always significant to persons as the Procedure through which they were distributed(Folger & Greenberg, 1985). Interactional justice related to organizational practices especially interpersonal dealing and communication of management with employees. Interactional justice has two specific dimensions. The first considered interpersonal justice, the extent to which employees are treated with dignity, respect, and politeness; the second considered informational justice, emphasis on the justifications delivered to people that express information that why these procedures were used or in a certain fashion the outcomes were distributed(Colquitt et al., 2001).

The importance of organizational justice is exposed through the growing organization of knowledge concerning concepts of equality in the workplace (Colquitt et al., 2001). The significance of handling personnel has been validated via research from different perspectives e.g., drug testing, layoffs, and pay cuts in equally laboratory and field settings (Konovsky, 2000). It has constantly been revealed that views of fairness narrate significant work behaviors and attitudes like organizational citizenship behavior, OC, employee embezzlement, fulfillment and performance (Cohen-Charash & Spector, 2001).

2.3 Perceived Organizational Support

The research originated on perceived organizational support theory endorsed the assumption that the employees working for the organizations that are concerned about their personnel are likely to be committed to the organization. Meta-analysis exposed some 70 perceived organizational support studies by Rhoades and Eisenberger (2002a)and showed that there are three general classifications of favorable treatment that the employees receive from their employers such as 1) rewards and job conditions 2) supervisors support 3) fairness of treatment. Perceived organizational support is found to have associated with favorable behavioral outcomes of employees like job satisfaction, positive mood, affective commitment, and performance.

Perceived organizational support theory has been presented to fulfill the socio-emotional needs of employees' work effort. It includes perception of employees that the organization cares about them and gives values to their contributions (Rhoades & Eisenberger, 2002a)When employees feel perceived organizational support then their felt obligation would increase and this, in turn, helps an organization to reach its goals. Higher POS increases affective and normative commitment to the organization, and lead to improved performance. It increases in the role and extra-role performance and a decrease in absenteeism and turnover. Social exchange theory, explains interpersonal relationships, initiation, and strengthening that helps to understand the relationship between employees and organization. The norm of reciprocity is the corner stone of the social exchange theory, which requires individuals to react positively to favorable behavior received from others (Settoon, Bennett, & Liden, 1996). Consistent with this opinion, most of the employees thought that they and their organization have give-and-take obligations by both parties (Rousseau, 1990)According to Rousseau (1990)a psychological contract is an implicit contract in which both employees and employers will cater to each other's necessities and requirements (Robinson & Morrison, 1995)Psychological contract work as reciprocation, if an

employer fails to fulfill the terms and conditions of contract then it would decrease employees' emotions and mood to work outside their explicit contract responsibilities.

2.4 Job Performance

Job performance is related to the observable behaviors that employees organize on their jobs that are related to the objectives and goals of the organization (Campbell, McHenry, & Wise, 1990). If an employee is interested in his/her job performance it increases the productivity of the work because employees give importance to their work (Hunter & Hunter 1984). Behaviors are not the consequences of performance (Campbell, McCloy, Oppler, & Sager, 1993). In short, the performance contains the behaviors of the employees that they are engaged in. According to, Motowidlo and Schmit (1997)performance related to behavior through an evaluative aspect. The most important element of performance should be that the behaviors are related to the objectives and goals of the organization (Campbell et al., 1993)

According to Katz and Kahn (1978)there is a clear difference between extra-role and in-role performance. Extra-role performance (Organ, 1997)is hypothesized by means of organizational citizenship behaviors. Based on research, performance divided into two parts 1) contextual performance or out-role performance 2) task performance or in-role performance (Borman & Motowidlo, 1997)The contextual performance consists of organizational activities that are related to deliberate intention, do not contribute openly to the technical core and not required by the job description (Organ, 1997)The contextual performance comprises cooperating with others, helping and volunteering which are not required parts of the job but it might be important for all employments. Task performance includes the effectiveness by which employees organize the activities, these activities are the formal part of the job and employees contribute to the technical core of the organization.

2.5 Job Involvement

The prominent investigation by Blau (1985)theorized job involvement as the active participation in the job or the degree to which employees are actively involved in it, so as to fulfill their core needs, which leads to personal satisfaction. In a later but important contribution, Lau posited the view that job involvement provides the opportunity for individuals to make decisions, the basis for forming their job involvement. Highly involved employees are more committed to their organization and invest significant effort in order to achieve organizational objectives (Rotenberry & Moberg, 2007)and are less likely to leave (Kuruüzüm, Cetin, & Irmak, 2009).Job involvement is a vital job-related attitudinal variable that affects organizational efficiency and productivity (Diefendorff, Brown, Kamin, & Lord, 2002).Employees who have a high level of involvement in their jobs tend to provide benefit to the organization (Diefendorff et al., 2002)The employees who are satisfied with their work are more committed to their profession and organization than those who are not (Brown and Carson et al. 1996). Furthermore, they hardly think of leaving the place of work and consider that their goals/objectives and the organizations' goals/objectives are well-matched (Chay & Aryee, 1999). Previous studies have revealed that job involvement can affect work performance, absenteeism, turnover,

achievement, and organizational commitment (Jaskolka, Beyer, & Trice, 1985). Job involvement is crucial because greater levels of job involvement can meaningfully influence management and operational budget. That greater level of job involvement can significantly affect revenues by decreasing absenteeism and turnover (Blau & Boal, 1987).

3. Conceptual Framework

Our conceptual framework (see figure 1) shows the impact of ethical leadership and organizational justice on job performance and job involvement in the presence of perceived organizational support. Perceived organizational support is judged as a mediating variable.
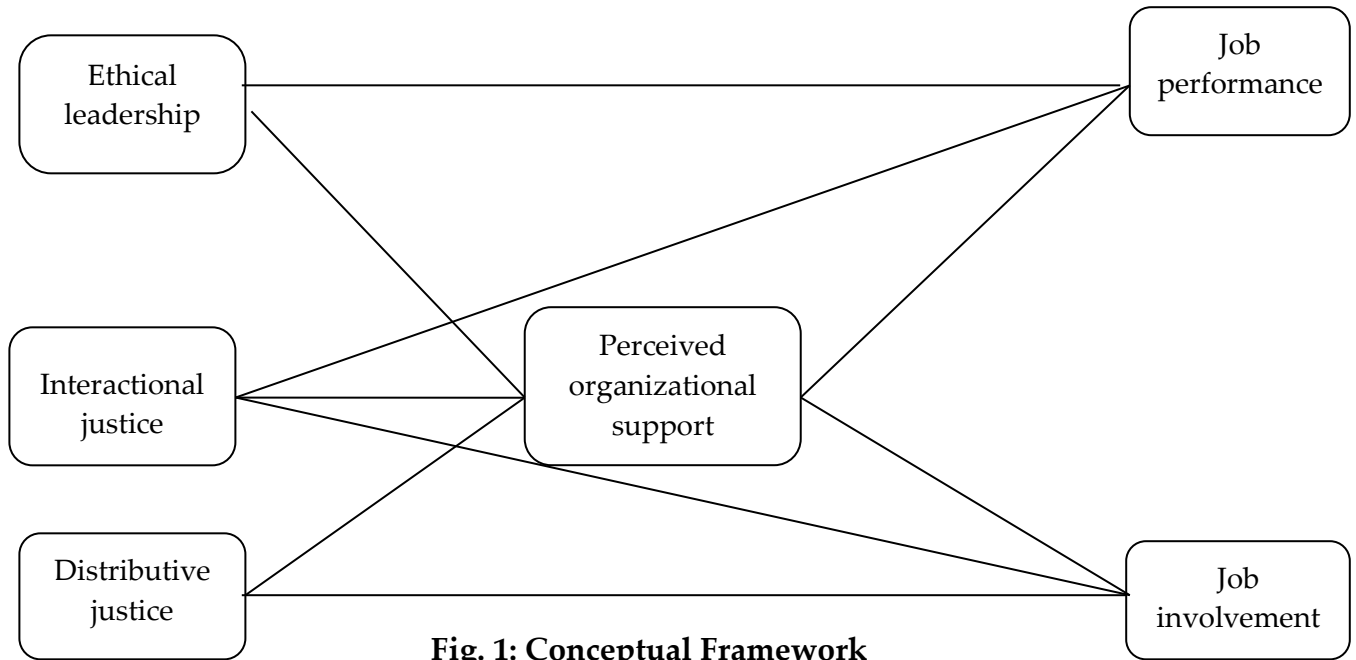

Fig. 1: Conceptual Framework

3.1 Ethical Leadership and Job Performance

Employees are the important assets of the organization, without them, goals and objectives of the organizations cannot be achieved. Ethical leaders play an important role in the proliferation of employee's job performance. Studies reveal that moral ethics is worthy for a firm because it produces positive externalities and it maintains long term performance of the organization (Kramer & Zimmerman, 2007).Ethical leaders put their efficiency and effectiveness in their job and as a result employees positioned extra determination. Ethical leadership is positively associated with employee's job performance and job response (Resick et al., 2011). Ethical leadership improves employee's job performance.

> *H1: Ethical leadership is positively related to job performance.*

3.2 Ethical leadership and job involvement.

Ethical leaders communicate their ethical identity to direct a strong message about ethical values (Linda Klebe Treviño, Brown, & Hartman, 2003).They take accountability for their own engagements and commitment (Linda Klebe Treviño et al., 2003). When employees care and feel

about the leader or organization, they will invest their best effort to achieve the organizational goals and objectives (Den Hartog & Belschak, 2007).Leaders develop ethics in an organization and it became an organization climate (Grojean et al., 2004). It stimulates the employee's relationship with their job and working environment (Grojean et al., 2004).Ethical behavior will result in increasing employee job involvement (Grojean et al., 2004).Ethical leader (moral values, reliability, and ethical identities) has a positive influence with job and organization .

H2: Ethical leadership is positively related to job involvement.

3.3 Organizational justice (interactional justice) and job performance.

According to Folger, Konovsky, and Cropanzano (1992)employee appraisal system must include justice characteristics like appropriate notice (discussion, expiation and proper feedback about performance standards), fair inquiry (inform performance evaluation standards and their approaches via formal meeting) and judgment must be based on proof (honest and fair principles, consistent performance evaluation criteria, explanation about allocation of reward and performance rating). These practices will intensely evoke employees' spirits of interactional justice, anywhere this process will lead to job performance (Money & Graham, 1999).

H3a: Organizational justice (interactional justice) is positively related to job performance.

3.4 Organizational justice (distributive justice) and job performance.

Distributive justice is a section of organizational justice theory, it focuses that too what extent the outcomes\reward are allocated fairly (Judge & Colquitt, 2004). It includes the perception of the employees that the outcomes are distributed equitably by their employers. Thorough investigation shows that distributive justice has an indirect effect on employees' attitudes toward their performance (Royalty & Abraham, 2006).If an employee perceives fairness related to reward, he/she may put more effort in his/her job performance, likely to be more committed toward the organization and perceives higher sense of job satisfaction (O'Brien, Squires, Bixby, & Larson, 2009). When employees feel that the benefits they received are according to their contribution, it increases their job performance, job satisfaction and become more committed.

H3b: Organizational justice (distributive justice) is positively related to job performance.

3.5 Organizational justice (interactional justice) and job involvement

To what extent an employee will involve in his/her job depends on the individual features of employees and organizational justice (Mohsan, Nawaz, & Khan, 2012).Job involvement is a prime factor that psychologically and enthusiastically influences work (Chegini, 2009). Job involvement specifies the extent to which an individual subsidizes his/her self-image and fulfills significant needs of the job (Singh & Kumari, 1988).Hackman and Oldham (1975) propose Job Diagnostic Survey (JDS) that include five characteristics of job involvement; skill variety, task identity, task significance, autonomy, and feedback. These characteristics create three precarious emotional/psychological states (significance of the work, the responsibility of the work and information about the actual results) it increases the work outcomes including, high satisfaction, high-quality performance of work, high work motivation and low turnover and absenteeism (Kiyani et al., 2011).Organizational interactional justice is linked with employee's observations

that how fair the organization is in providing treatment to the employees. It influences employee's behavior, opinion, emotional state and attitudes toward the job (Lajevardi & Ebrahimzadeh).

H4a: Organizational justice (interactional justice) is positively related to job involvement.

3.6 Organizational justice (distributive justice) and job involvement

Distributive justice states the equality in the results, outcomes, and prizes which an employee receives (Selamat & Ran, 2019).This type of justice is embedded in J. S. Adams and Freedman (1976) the equity theory. This theory emphasizes how employees react to the fair and unfair allocation of resources and prizes. Distributive justice is related to three components, viz. 1) Cognitive 2) Affective 3) Behavioral. When an employee feel that distribution of outcomes and rewards is not fair, the employee feels negative emotions such as, guilt, arrogance, anger, cognitively misrepresent inputs and outputs of himself or other employees, and eventually their behavior/response such as, performance decreased.

H4b: Organizational justice (distributive justice) is positively related to job involvement.

3.7 Perceived organizational support and ethical leadership

Leader-member exchange (LMX) is a social exchange among employees and their manager ((Masterson, Lewis, Goldman, & Taylor, 2000).Allowing to social exchange theory, employees high-quality interactions based on whom they cooperate with, how they cooperate with them, and their involvement to them (Cropanzano & Mitchell, 2005). The more the employees interact with their supervisor, the more stronger the relationship becomes (Cropanzano & Mitchell, 2005). Ethical leaders can increase high-grade leader-member exchange with their employees. As soon as employees observe that leaders take care of their wellbeing, they become dedicated to them. The outcome is enhanced high-value leader-member exchange due to great levels of devotion, emotional attachment, and shared support ((Erdogan, Liden, & Kraimer, 2006).

H5: Perceived organizational support is positively related to ethical leadership.

3.8 Perceived organizational support and organizational justice (interactional justice)

Managers establish what behaviors are suitable for employees. They deliver information approximately what actions will be rewarded and what actions will be punished (Clarke & Ward, 2006). Interactional justice is a significant topic in the place of work. It refers to the extent to which employees perceive that they are fairly treated by the organization (Colquitt, 2008).Employee's perception about fairness affects job involvement, commitment toward the organization and perceived organizational support (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

H6a: Perceived organizational support is positively related to interactional justice.

3.9 Perceived organizational support and distributive justice

Distributive justice is mainly concerned with equality in outcomes and employees compare the fairness of outcomes with standard rules (Alder & Ambrose, 2005). Distributive justice has been revealed to be meaningfully and positively associated with Perceived organizational support,

job satisfaction and pay satisfaction. More than 70 empirical educations show that perceived organizational support raises employee's outcomes such as job satisfaction, positive mood, affective commitment, novelty and job accountabilities (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Administrative support is measured as an antecedent of perceived organizational support. Many studies show that there is an important link between administrative support and perceived organizational support (Bano, Vyas, & Gupta, 2015).

H6b: Perceived organizational support is positively related to distributive justice.

3.10 Perceived organizational support and job performance

Exploration on social exchange theory revealed the employees of the organization who perceive that their organization/employer supports them and considers their contribution; then employees respond to the organization through giving their best performance (Eisenberger et al., 1990). In contrast, the employees who perceive a low level of perceived organizational support their performances will be low (Eisenberger et al., 1990).Perceived organizational support positively associated with job performance (Eisenberger et al., 1990). Current studies reveal that a modest association between perceived organizational support and job performance (Byrne & Hochwarter, 2008)

H7: Perceived organizational support is positively related to job performance.

3.11 Perceived organizational support and job involvement

Job involvement is the extent to which employees concern with their job and actively engage in their job responsibilities and they understand that their performance of work is significant for their self-image (Blau, 1986; Kanungo, 1982)The results of Sawyer, Ayers, and Smith (2010)reading shown an important relationship between job satisfaction, job involvement, and organizational commitment. Perceived organizational support is positively related to job involvement (Moideenkutty, Blau, Kumar, & Nalakath, 2005).Perceived organizational support increase employee outcomes and it reduces withdrawal(Eder & Eisenberger, 2008)

H8: Perceived organizational support is positively related to job involvement.

4. Methodology

4.1 Data Collection& Measurement Scale

The key variables of the study were ethical leadership, organizational justice, perceived organizational support, job performance, and job involvement. Standard questionnaires are used to evaluate these variables which are adopted from earlier studies. To apprehension/capture maximum discrepancy the survey was circulated among employees and employers. Data was primary as well as secondary. Through questionnaires and interview the primary data was collected. Questionnaires were distributed personally as well as through email to 950 employees of the telecom sector of Pakistan. Of them, 847 questionnaires were returned, of which 800 questionnaires provide complete information and they were used for the statistical analysis. The study variables were measured on 5-point Likert-scale ranging from 1 = strongly disagree, 2 = Disagree, 3 = neither disagree/nor agree, 4 = Agree, to 5 = strongly agree.

Respondents were also requested to provide their gender, age (in years), occupational levels, and tenure spent in the organization (in years) on the survey. Ethical Leadership Scale (ELS) was measured by using 10- item scale that is adopted from Keen, Brown, and Dyball (2005)having alpha reliability = .83. Interactional justice was measured by using a 9- item scale that is adopted from Colquitt (2001)was used having alpha reliability = .84. Distributive justice was measured using 9- item scale that is adopted from Colquitt (2001)having alpha reliability = .73. Perceived organizational support was measured by using the 8-item scale that is adopted from Rhoades and Eisenberger (2002a)having alpha reliability = .76. Job Performance was measured by using a 6-item scale that is adopted from Ang, Van Dyne, and Begley (2003)and Kim, Bateman, Gilbreath, and Andersson (2009)having alpha reliability = .62. Job involvement was measured by using the 8-item scale that is adopted from Kanungo (1982)having alpha reliability = .82. Data is analyzed by using the version SPSS17 (Statistical Package for Social Science). For all six measurement scales Principle component factor analysis was used. The results are shown in Table 1.

Table no 1: Factor Analysis and Cronbach Alpha

Name	Label	Factor Leading
Ethical Leadership style (α=0.831)		
LS1	Leadership style Item 1	.602
LS2	Leadership style Item 2	.630
LS3	Leadership style Item 3	.636
LS4	Leadership style Item 5	.636
Perceived organizational support (α=0.768)		
POS11	Perceived Organization Support Item 1	.619
POS12	Perceived Organization Support Item 2	.749
POS13	Perceived Organization Support Item 3	.605
POS15	Perceived Organization Support Item 4	.611
Job Involvement (α=0.826)		
JI31	Job Involvement item 1	.707
JI32	Job Involvement item 2	.671
JI33	Job Involvement item 3	.718
JI34	Job Involvement item 4	.719
Distributive Justice (α=0.730)		
PI39	Pay Increase item 1	.636
PI40	Pay Increase item 2	.561
PI41	Pay Increase item 3	.586
PI42	Pay Increase item 4	.568
Interactional Justice (α=0.846)		
PP1	Authority Pay Increase item 1	.690
PP2	Authority Pay Increase item 2	.602
PP3	Authority Pay Increase item 3	.724
PP4	Authority Pay Increase item 4	.592
Job Performance (α=0.629)		
JP1	Job Performance item 1	.737
JP2	Job Performance item 2	.633
JP3	Job Performance item 3	.665

JP4	Job Performance item 4	.641

Ethical leadership, (six items have been removed out of 10 items because of low loading). Interactional justice, (5 items have been removed out of 9 items due to low loading). Distributive justice,(no item has been removed). Perceived organizational support (one item has been removed out of 5 items because of low loading). Job performance, (2 items have been removed out of 6 items due to low loading). Job involvement, (4 items have been removed out of 8 items due to low loading). Later than performing the factor analysis, data is also tested for reliability by using Cronbach's alpha coefficient.

5. Results

5.1 Correlation Analysis

Our conceptual framework demonstrates the relationships between ethical leadership, Organizational justice, perceived organizational support and work outcomes (job performance, job involvement). Correlation analysis is performed to examine this relationship. Table 2 shows the mean values, standard deviations and correlation matrix for the key variables of this study. The matrix shows that statistical results are showing significant positive relationship between ethical leadership and job performance ($r = .279$, $p = < .00$), between ethical leadership and job involvement ($r=.232$, $p=<0.00$), between organizational justice and job performance ($r=.279$, $p=<0.00$), between organizational justice and job involvement ($r=.232$, $p=<0.00$), between perceived organizational support and job performance ($r=.279$, $p=<0.00$) and between organizational support and job involvement ($r=.232$, $p=<0.00$).

Table 2: Variable & Correlation Matrix

Sr. No.	Variables	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9
1	Gender	1.03	.167	1								
2	Marital Status	1.33	.471	.053	1							
3	Organization	2.50	1.119	-.070	.045	1						
4	Leadership Style	15.03	4.484	.097**	.024	-.219**	1					
5	Justice	18.90	6.044	.034	.053	-.312**	.290**	1				
6	Job Involvement	11.66	4.395	.012	-.004	-.333**	.342**	.232**	1			
7	Job Performance	9.39	3.171	.054	.087*	-.345**	.280**	.383**	.279**	1		
8	Perceived Organizational Support	12.03	4.746	.064	.004	-.237**	.628**	.261**	.272**	.232**	1	
	*. Correlation is significant at the 0.05 level (2-tailed).											
	**. Correlation is significant at the 0.01 level (2-tailed).											

The correlation matrix also shows the significant positive correlation between ethical leadership, organizational justice, job performance, job involvement, and perceived organizational support. Therefore, this strong correlation among the variables confirms our all hypotheses initially. For testing the impact of ethical leadership, organizational justice on perceived organizational support and on work outcomes (job performance, job involvement) and to test the mediating

effect of perceived organizational support Between ethical leadership, organizational justice and work outcomes (job performance, job involvement) We have performed regression analysis.

5.2 Regression Analysis

Regression Analysis was carried out to test the impact of independent variables on the dependent variable and the full or partial mediating effect of perceived organizational support. According to Baron and Kenny (1986)the following conditions should be met if we desire to test the mediating result of a definite variable: First, Independent and mediating variables must be significantly correlated. Second, there should be a significant connection between the independent variable and dependent variables. Third, when the mediating variable is introduced the impact on the dependent variable via the independent variable will considerably decrease. We have used the same method of regression analysis that was suggested by Baron& Kenny (1986) to execute mediation outcomes. The outcome of the Regression Analysis is shown in Table 3. As indicated in the first step, Adjusted R^2 is 0.398 which shows that variation in Perceived organizational support is explained by up to 39% through variation in independent variables. Standard regression coefficient between ethical leadership and perceived organizational support is significant (beta=0.611, p<.001) with significant T value (21.331, p<.001) and F value (263.201, p<.001). Standard regression coefficient between organizational justice and perceived organizational support is also significant (beta=0.061, p <.001) with significant T and F values which are 2.125 (p <.001) and 263.201 (p <.001) respectively. In the second step, Adjusted R^2 is 0.398 indicating that the variation in job performance is explained up to 39% through variation in independent variables. The standard regression coefficient between job performance and ethical leadership is significant (beta=0.606, <.001) with significant T value (20.707, p<.001) and F value (263.502, p <.001).

Table 3: Regression Analysis

Model	Dependent Variable	Independent variable	Standardized Regression Coefficients	F	t	Sig.	Adjusted R^2	Result
1	Pos	Ethical leadership	0.611	263.201	21.331	0.000	0.398	
		Organizational justice	0.061		2.125	0.00		
2	Job performance	Ethical leadership	0.606	263.502	20.707	0.00	0.398	
		Organizational justice	0.605		2.209	0.00		
3	Job involvement	Ethical leadership	0.202	38.797	5.516	0.00	0.089	
		Organizational justice	0.155		4.231	0.00		
		Pos	0.224	52.102	6.534	0.00		Partial mediation

The standard regression coefficient between organizational justice and job performance is also significant (beta=0.605, p <.001) with significant T value (2.209, p <.001) and F value (263.502, p <.001). In the third step, Perceived organizational support is added into the overall model of ethical leadership, organizational justice and work outcomes (job performance, job involvement). The results indicate that the standard regression coefficient in case of ethical leadership has decreased in magnitude but still is significant (beta=0.202, p <.001; however, in the case of organizational justice, it has not only decreased in magnitude but also become

insignificant (beta=0.155, p =.001). Hence, Perceived organizational support partially mediates the relationship between ethical leadership and job performance and also partially mediates the relationship between ethical leadership and job involvement. Perceived organizational support partially mediates the relationship between organizational justice and job performance and also partially mediates the relationship between organizational justice and job involvement. All hypotheses are well supported.

6. Conclusion

Employees are the most important asset for the organization, their performance and involvement in their jobs is very important for the organization. An ethical leader always tries to identify the ways through which the performance of the employees can be increased. This research examined the impact of ethical leadership and organizational justice on employee performance and employee job involvement in the presence of perceived organizational support. First, our empirical analysis shows the relationship between ethical leadership and job performance. A significant positive relationship is found between these two variables. Second, this research examined the relationship between ethical leadership and job involvement. A significant positive relationship is found between these two variables. It shows that when employees perceive that their leader is honest and follows ethics then their performance and involvement in their jobs increases. Third, this research investigated the relationship between organizational justice and job performance. A significant positive relationship is found between these two variables. Fourth, this research looked into the relationship between organizational justice and job involvement. A significant positive relationship is found between these two variables. It shows that when employees feel that the organization maintains justice, they become more committed to their jobs and their performance enhances. Fifth, the study examines the mediating role of perceived organizational support in impact of ethical leadership and organizational justice on employee performance and job involvement. It was revealed that POS partially mediates the relationship in the context of telecom sector of Pakistan. Thus, ethical leaders have multiple influences on employee outcomes. Therefore, managers should enhance their ethical leadership in order to ensure desirable work attitudes and better employee performance.

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