

## Mediating Role of Corporate Social Responsibility Between Ethical Leadership and Job Satisfaction

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### ABSTRACT

#### Keywords:

*Ethical Leadership,*

*Corporate Social*

*Responsibility*

*Job Satisfaction*

*Health Sector*

The study was conducted to explore the relationship of ethical leadership and job satisfaction. The study has objective to check the mediating role of corporate social responsibility between the relationship of ethical leadership and job satisfaction. The study was conducted in the Health Sector of KPK. The study has included public sector Hospitals of KPK and included Specialists and MBBS doctors in the study scope. There are 2285 doctors working in the public sector Hospitals these are treated as study population. Using Krejice & Morgan (1970), the sample was 265. The data was collected from the respondents by using likert questionnaire. SEM model was used for checking the association and mediating role of CSR between EL and JS. The findings show that Ethical Leadership is having significant and positive association with Job Satisfaction while CSR is having significant mediating role between Ethical Leadership Job Satisfaction. It has been recommended that the Ethical leaders need to involve in the decision making and it will enhance job satisfaction. Ethical leaders encourage work-life balance, professional development.

### INTRODUCTION

Leadership can be considered as the most important tool for taking employees to better performance and achieving organization objectives. In the modern HR concepts, the leadership is the significant tool of organization success (Phetsombat & Nan, 2023). The growing complexity of organizations and their expanding influence on an increasing number of internal and external stakeholders strengthens the importance of pursuing the ethical context of these organizations. Job satisfaction has been associated with employee behavior, motivation, and increased employee productivity. Ethical leaders are concerned for others. They display trustworthiness and principled decision-making. It is therefore likely that ethical

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leadership may encourage increased employee job satisfaction. Ethical leaders establish and reinforce ethical standards. They guide the conduct and behavior of employees by making ethics a part of organizational life. Ethical leadership encourages positive behavior and discourages misconduct, theoretically supporting an environment that is conducive to organizational citizenship behavior (Mohammed, 2023).

It is believed that the need of ethical leadership in a public sector health organization is increased by the fact that the teams they oversee are managed by public employees who, while providing healthcare services, are also under a great deal of stress and workload. Additionally, public sector health institutions are subject to public scrutiny, and even a minor misstep or error is met with harsh criticism from the general public and the media. As a result of these intense expectations, executives in the public healthcare industry are expected to act ethically and instill the same values in their employees. Exploring this connection is predicted to have a number of major ramifications because JS is a key predictor of other significant outcomes including turnover (Hom and Griffeth, 1995). The literature that has already been published on EL and influence employee has looked multiple mediating factors, such as conscientiousness, worker perceived control, trust, psychological contract fulfillment, safety protocols and safety awareness (Khan *et al.*, 2018), Several writers contend that ethical leaders can influence different behavioral outcomes through additional significant mediating processes (Khan *et al.*, 2018).

The main way that ethical leaders impact their supporters has been explained using the social learning theory in relation to ethical leadership. Social learning theory is based on the idea that individuals may learn through both immediate observation and experience. According to the social learning theory, impact may be gained by appealing role modelling and effective behaviour reinforcement. Because of their moral character and selfless desire, ethical leaders are extremely appealing. Additionally, they are seen as credible due to their position of power and prominence inside organizations. Role modelling is a crucial component of leadership and ethics, according to experts' work that is aligned with social learning theory (Shafique *et al.*, 2018).

According to Guo *et al.*, (2022), EL frequently manifests itself through business decisions that are seen as socially conscious. According to previous studies, there is much work regarding association between transformational leadership, worker commitment by having mediating role of CSR. Another study examined mediating of CSR between OCB and authentic leadership (Khan *et al.*, 2022), mediating of CSR between job satisfaction and

transformational leadership (Jnaneswar and Ranjit, 2020), but this study found that there is still a gap.

The researches that have been published on ELS, work outcome, and explored different mediating variables. These variables include conscientiousness (Ejaz *et al.*, 2022), worker intrinsic motivators, trust, employee commitment fulfillment, safety culture and safety consciousness (Amoah *et al.*, 2022), leader-member exchange, employee expression and psychological empowerment. Academic researchers contend that ethical leaders can influence different behavioral outcomes through additional significant mediating processes. In light of this claim, it is thought that Corporate Social Responsibility (CSR), a major mediating factor, will result in improved JS of employees who are activated by ELS (Irfan *et al.*, 2022).

A large number of studies on ethical leadership have mostly focused on Western contexts (Qing *et al.*, 2020), utilizing the Nawaz *et al.* (2022) scale, which has resulted in little understanding of the South Asian region. South Asia comprises eight nations, and although it shares borders with Iran and China, Pakistan's culture is distinct and has seldom been disputed in scholarly works. The distinct variations indicate exclusive discoveries about ethical leadership practices in Pakistan. However, there is a scarcity of research studies undertaken in the Eastern context (Nawaz *et al.*, 2022; Ejaz *et al.*, 2022). Previous research on ethical leadership, such as the study done by Brown *et al.* (2005), has utilized a broad scale for measurement. No previous research has specifically examined the many aspects of ethical leadership that motivate personnel to produce desired results.

## **LITERATURE REVIEW**

According to Al-Aidarous (2021), ethical leadership has a favorable effect on supporters' behavior and attitudes and to some extent, it affects how committed employees are to their employers. Because of their moral character, moral fortitude, and empathy for their workers, ethical leaders are looked up to by their adherents as role models (Stouten *et al.*, 2012). Additionally, they provide employees the ability to give feedback while increasing their level of job autonomy and insight into the relevance of their work. The ultimate goals that ethical leaders create provide their team members a sense of empowerment and keep them engaged (Qing *et al.*, 2020).

Social exchange theory argued that the nature of the social trade between two parties inspires others to take part in and pay it forward in positive ways (Blau, 1964). A significant association between EL and EJS has also been shown by Walumba *et al.*, (2011), and this correlation is completely mediated by self-efficacy and leader-subordinate interaction. As a

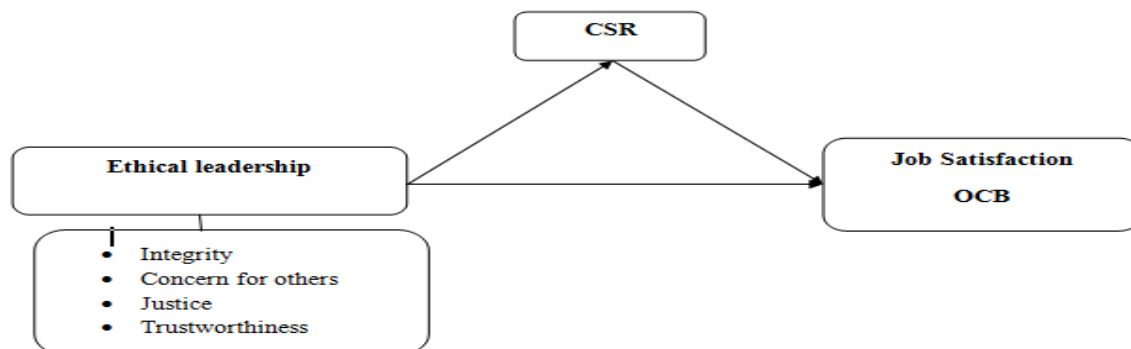
result, by treating their subordinates with generosity, care, and fairness, EL aids in the development of relationships of high quality (Lin & Liu, 2017). As a result, EL can benefit EJS. We suggested the first of the following first hypotheses based on the pertinent discussion above:

According to De Roeck and Farooq (2018), CSR project leaders who are highly engaged exhibit a high degree of EL behavior. Accordingly, Brown and Trevino (2006) highlighted the social dimension of CSR and how ethical leaders' extravaganza their secondary with decency, fairness, and greater care for their community, firm, and workers rather than their personal self-interest. On the other hand, dishonest leaders prioritize their own interests over the requirement for CSR (Aslan & Sendogdu, 2012).

Schinzel, (2018) hypothesizes a favorable association between these two variables based on the importance of CSR activities and EL and urges managers to quickly acquire and practice socially and ethically responsible conduct toward their staff. According to the study of De Roeck & Farooq (2018) observed a strong correlation between CSR and EL and hypothesized that moral leaders motivate organizational staff to act morally and socially responsibly. Additionally, according to Cacioppe et al., (2008), ethical dilemmas including company employee happiness, social welfare, culture, employee wellbeing and consumer satisfaction and personal values are the focus of EL. We suggested the second option based on the justifications above and the conception of EL and CSR:

According to Story & Neves, (2015), employees only engage in JP when they believe their company is engaging in CSR initiatives and when those values align with their own. In a sense, other academic studies have shown that employees like companies that engage, such as big influence on job satisfaction and EJS (De Roeck et al., 2014). According to empirical data, CSR has a favorable and significant impact on a variety of employment outcomes, including organizational dedication, job satisfaction (Lindgreen & Swaen, 2010). A company that is run by an EL is engage in CSR projects since these privileged not only support initiatives with sound judgement but also implement CSR practices with tenacity and consistency (Kim & Thapa, 2018). Over time, this improves EJS and firm performance. They noted that because CSR not a transient or engagement effort, a strong EL must be built. This claim is confirmed by research by Manzoor et al., (2019), who discovered that leadership can have an indirect mediation influence through CSR as well as a direct impact on EJS.

## Framework



## Hypotheses

H<sub>1</sub>. Ethical leadership has positive relationship with job satisfaction.

H<sub>2</sub>. Ethical leadership has positive relationship with CSR.

H<sub>3</sub>. CSR has positive relationship with job satisfaction.

H<sub>4</sub>. There is a significant mediating of CSR between EL and JS

## METHODOLOGY

According to Kamal (1996), the target population is made up of all the events, objects, and people who have the same traits and interests. This is referred to as the whole population. The doctors employed by the chosen hospitals in the corresponding locations will make up the study's whole population. According to health department data, Pakistan, KPK has 2285 doctors working in public hospitals. These physicians made up the study's target group.

**Table 1: Population size**

S. No	Hospital Name	MBBS	Specialist
1	DHQ Mardan	294	42
2	DHQ Swabi	102	36
3	DHQ Charsadda	223	58
4	DHQ Nowshera	210	36
5	DHQ Peshawar	180	35
6	W&C Hospital Charsadda	17	13
7	BMC Swabi	43	14
8	Naseerullah Babar Hospital Peshawar	107	22
9	Molvi G Hospital Peshawar	38	12
10	MTI BKMC Mardan	28	10
11	MTI MMC Mardan	08	43
12	MTI KTH Peshawar	55	30
13	MTI HMC Peshawar	46	35
14	MTI LRH Peshawar	216	184
15	Police Hospital Peshawar	46	23

16	Sarhad Hospital Peshawar	14	06
17	Maternity Hospital Peshawar	08	05
18	Sifwat Ghayyur Shaheed Memorial Hospital Peshawar	42	04
		<b>1677</b>	<b>608</b>
	Total	<b>2285</b>	

**Source: Ministry of Health, KPK (2022-23)**

The proportional allocation method's precise computation is as follows:

$$S_i = S/P * P_i$$

$$N/1 + Ne^2 \text{ (Yamane, 1967)}$$

Where:

$P_i$  = Layer size (total figure of population in each stratum)

$S_i$  = Strata Sample size

TOTAL DOCTORS = 2285

By Krejcie & Morgan (1970) sample will be = 265

The questionnaire that the researchers used was modified. This method involves asking a series of questions to respondents and recording their answers using a 5-point Likert scale. As a result, while designing questions, consideration is given to the information that responders would need to provide.

### Variables Measurement

**Table 2: Measurement scales of the variables**

Variables	Items	Scales Developed by	Adopted From
Ethical Leadership	20	Brown (2005)	Kalshoven <i>et al.</i> , 2011
Job Satisfaction	10	Judge <i>et al.</i> , 2000	Samina (2021)
Organization Citizenship behavior	24	Podsakoff and MacKenzie (1989)	Parveen <i>et al.</i> , (2021)
Corporate Social Responsibility	10	Wu <i>et al.</i> , (2015)	Nguyen <i>et al.</i> , (2021)

### Model

Structural equation modeling using Smart PLS was used to assess the measurement model and to test the proposed relationships. After developing a theoretical model to explain the phenomenon under study will describe latent variables, it is necessary to discuss the general part of the estimated model and analyze the model to pay index until it is determined whether the empirical data supporting the theoretical model developed in the position or not.

$$JS = \alpha + \beta(EL) + e \quad (1)$$

$$CSR = \alpha + \beta(EL) + e \quad (2)$$

$$JS = \alpha + \beta(CSR) + e \quad (3)$$

$$JS = \alpha + \beta(EL) + \beta(EL) + e \quad (4)$$

## ANALYSIS

### Demographics

**Table 1: Demographic Information**

	Variable	Frequency	Percentage
<b>Gender</b>	Female	34	13
	Male	231	87
	Total	265	100
<b>Marital Status</b>	Married	224	85
	Single	41	15
	Total	265	100
<b>Age</b>	Less than 30	12	5
	Between 31 to 35	61	23
	Between 36 to 40	119	45
	Above 40	72	28
	Total	265	100
<b>Years of working</b>	Less than 1 year	17	6
	Between 2 to 5 years	45	17
	Between 6 to 10 years	173	65
	Above 10 years	30	11
	Total	265	100

The above table 1 shows the demographics of the data used in the study for the analysis. The results showed that 87 percent of the respondents were male, 85 percent of them were married and 45 percent of the respondents were from age between 36 to 40 and 65 percent of the respondents were having working experience between 6 to 10 years.

**Table 2: Reliability**

	Cron's alpha	Composite (rho_a)	Composite (rho_c)	Avg variance extracted (AVE)
EL	0.809	0.836	0.853	0.341
JS	0.800	0.861	0.840	0.319

The findings in the table 2 of reliability has included the reliability value of Cronbach's Alpha, Composite Reliability (rho\_a), Composite Reliability (rho.c) and the average variance extracted for the selected model. All the parameters used in the table has been used to check the internal reliability of the model so that the analysis can be trusted for the prediction of hypotheses. The values in the Cronbach's Alpha for Ethical Leadership (EL) are 0.809 and Job Satisfaction (JS) is 0.800 which means that these parameters were found reliable. The values in the Composite Reliability (rho\_a) for EL is 0.836 and JS is 0.861 while Composite Reliability (rho\_c) for EL is 0.853 and JS is 0.840 which showed that all the parameters were found reliable.

**Table 3: Coefficient of Determination**

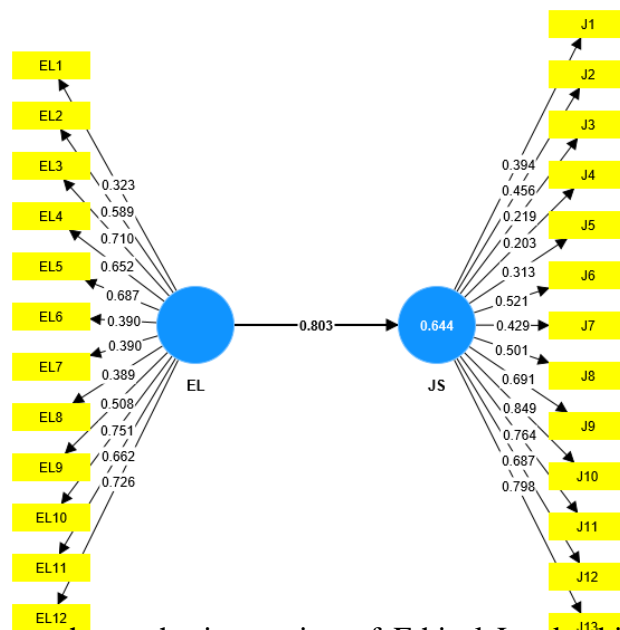
	R-square	R-square adjusted	F-value	Beta	T-value	P-value
JS	0.644	0.643	21.69	0.803	56.033	.000

The results of R Square are reported in table 3. For the main hypothesis, the R-Square of the Job Satisfaction (JS) were 0.644 meaning that about 64% of the variations in JS were explained by the variation in the ethical leadership. The value of R-square in the table has confirmed that Ethical leadership can make variance of about 64% in the JS. The explanation of the variances by EL in the JS by the selected model has been found significant due to the fact that the f-value has been found more than standard i.e. 21.69( $\geq 4$ ).

**Table 4: Model Fit**

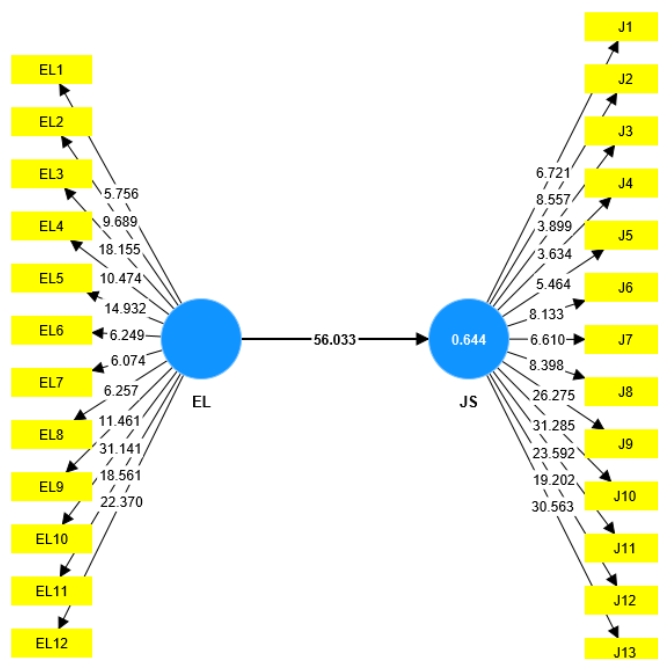
	Saturated model	Estimated model
SRMR	0.105	0.105
d_ ULS	2.325	2.325
d_ G	0.558	0.558
Chi-square	592.681	592.681
NFI	0.158	0.158

The above table 4 indicates that values of compatibility scale associated with the structural model (RMSEA, NFI, GFI, AGFI and RFI) are within the acceptable compatibility limits. These results show that the developed conceptual model complies with the data and the proposed model is statistically valid and significant. In this respect, the obligation of being a statistically valid model in order to evaluate the hypothesis is fulfilled.



The above figure shows the interaction of Ethical Leadership and Job Satisfaction on the basis of coefficient of determination ( $R^2$ ). The overall value of  $R^2$  is 0.644 while the beta is 0.803. The most of the sub- $R^2$  for the parameters of EL and JS shows that the all the values are lying in the standard values except JS 3 = 0.219 and JS 4 = 0.203.





The above figure shows the interaction of Ethical Leadership and Job Satisfaction on the basis of T-value. The t-value for the main variables EL and JS is 56.033 while the R<sup>2</sup> is 0.644. The most of the sub-T-values for the parameters of EL and OCB shows that the all the values are lying in the standard values ( $\geq 2$ ).

**Mediation**

**Table 5: Ethical Leadership – CSR – Job Satisfaction**

	R-square	R-square adjusted	F-value	Beta	T-value	P-value
CSR	0.777	0.777	24.569	0.882	78.091	.000
JS	0.883	0.882	49.364	0.318	6.683	.000

The results of R Square are reported in table 5. For the main hypothesis, the R-Square of the Organization Citizenship behavior (OCB) was 0.595 meaning that about 59% of the variations in OCB were explained by the variation in the ethical leadership. The value of R-square in the table has confirmed that Ethical leadership can make variance of about 59% in the OCB. The explanation of the variances by EL in the OCB by the selected model has been found significant due to the fact that the f-value has been found more than standard i.e. 15.169 ( $\geq 4$ ).

**Path Coefficient**

**Table 6: Path Coefficient (Indirect Effect )**

Original sample	Sample mean	Standard deviation	T statistics	P values
EL -> JS0.571	0.574	0.041	13.835	0.000

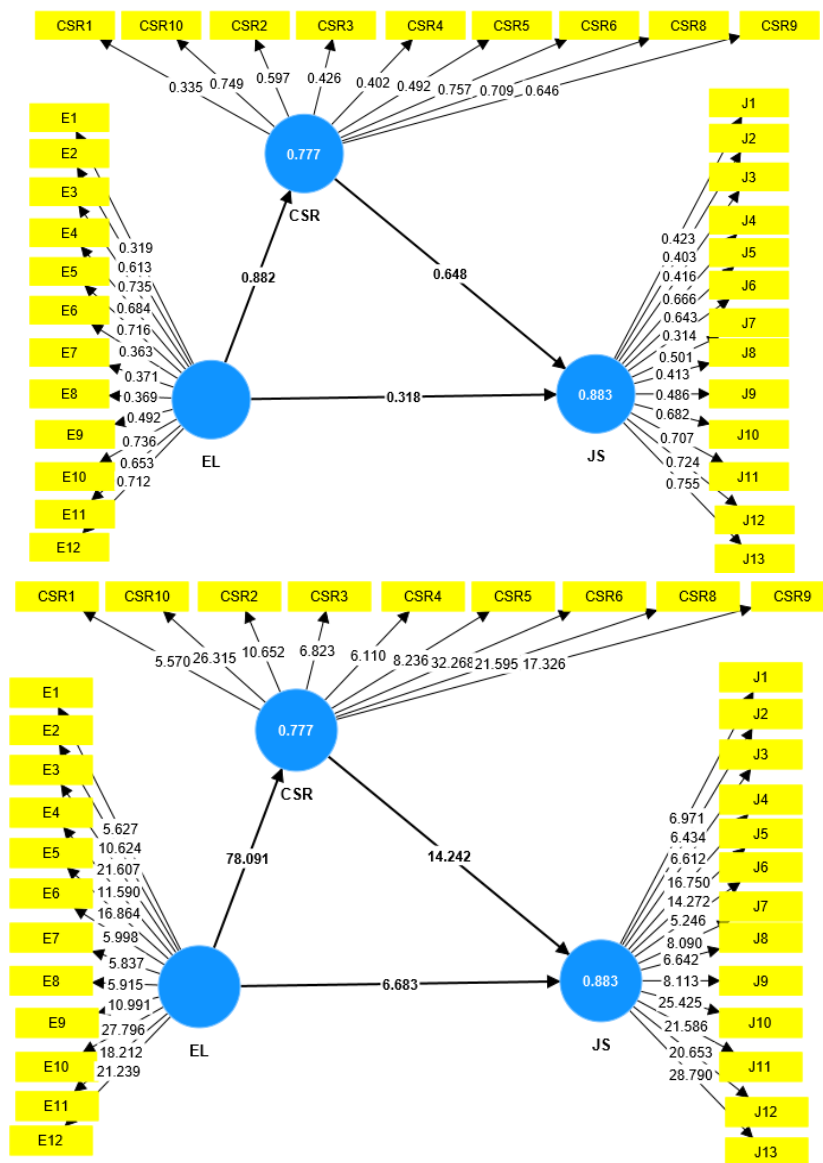
The table 6 shows the findings of indirect effect of mediating analysis. The beta value of the model show 0.571 which means that EL shows the variance of 57 percent in JS. Furthermore

it is argued that the ethical leadership can explained 57 percent of variance in the job satisfaction. The t-value in the table is 13.835 which means that it is significant.

**Table 7: Total Effect**

	Original sample	Sample mean	Standard deviation	T statistics	P values
CSR -> JS	0.648	0.649	0.045	14.242	0.000
<b>EL -&gt; CSR</b>	<b>0.882</b>	<b>0.884</b>	<b>0.011</b>	<b>78.091</b>	<b>0.000</b>
EL -> JS	0.889	0.890	0.011	77.336	0.000

This table 7 shows the findings of total effect which can be related to the model of EL-JS. If looking at the beta value of EL – CSR the beta value has been increased to 0.882 which means that the CSR can increase the variance explained by the EL in the JS. The t-value in the table shows 78.091 which is also significant. This means that the Corporate Social Responsibility is having significant mediating role between the relationship of Ethical Leadership and Job Satisfaction.



## Conclusion

From aforementioned discussion, it can be concluded that ethical leadership has a positive relationship with employees' Job Satisfaction among Doctors in a public-sector Hospitals of KPK. This implies that when leader in a public-sector Hospitals is ethical and is being fair, clarifies role and responsibilities, employees oriented, has concern for the sustainability of environment, delegates duties, provide ethical guidance and has consistency in words and action, thereby academic staff based on the norm of reciprocity, will be engaged in extrarole behaviors such as OCB. Furthermore, the results of this study show that ethical leadership is practiced in public sector Hospital at a moderate level. And the academic medical staff engaged in discretionary behaviors such as Corporate Social Responsibility also at a mediating level. This study also shows that there is a positive relationship between Ethical leadership and Job Satisfaction.

## Recommendations/Future Prospects

It has been recommended that the ethical leadership is very crucial in the healthcare sector. The importance of ethical leadership has been increased manifold when it related to the patients care and health. The ethical leadership is important in maintain work-life balance among the medical staff. It has been recommended that the doctors should be involve in all the decision-making process. For future it has been recommended that the ethical leadership exploration should be done by comparing the public and private sector healthcare centers. In future, interviews should be conducted rather than using questionnaire.

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