The Influence of Ethical Leadership on Employee Trust and Organizational Citizenship Behavior in Pakistan's Manufacturing Industry.

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Abstract

The purpose of this research is to establish the impact of ethical leadership in enhancing trust and contributing to the improvement of OCB among employees in the manufacturing organizations of Pakistan. Ethical leadership has been established to play a critical in generating trust and encouraging self-generated positive behaviours in organisations. A cross-sectional survey research design was adopted whereby data was gathered from 200 employees and the findings confirmed a positive correlation between ethical leadership, trust and organizational citizenship behaviour. The study shows that employees only have faith in leaders who exercise ethical behaviour and that faith will compel the employees to go the extra mile and be more than ordinary in their duties. Consistent with other work, the findings of the study point to both the direct and indirect effects of ethical leadership on the various organisational variables. According to these findings, the recommendations given to the organizations are the need to encourage leadership to take an ethical dilemma lesson, encourage communication, and ensure performance

appraisal is done on ethical behaviour. Such tactics may be useful in rolling out the ethos of cooperation and trust that will improve overall organisational performance.

Keywords: Ethical Leadership, Employee Trust, Organizational Citizenship Behavior, Manufacturing Sector, Quantitative Research

Background

The factor of ethical leadership in boosting trust and OCB is another important research area, especially in the manufacturing industry of Pakistan. Fairness, integrity ethical considerations and commitments are observed in the ethical leadership that form the tone at the top and organizational climate. This background will also discuss the literature on the theoretical framework of ethical leadership, the effects of ethical leadership on employee trust and the overall effects of these factors on OCB.

Ethical leadership is described as the forging of normative behaviour by the leader through actions and interaction and the encouragement of similar behaviour among subordinates through communication, reward and punishment and decision-making (Vargas-Hernández & Vargas-González, 2022). This kind of leadership creates trust in the workplace and is very important in developing the engagement and commitment of employees. For Pakistan's lower hierarchy-based manufacturing businesses, it is strongly felt that ethical leadership is extremely important. Power relationships are not threatening to employees when ethical leaders ensure openness and fairness so that the trust of the subordinates can be gained (Khan & Ullah, 2021).

That is why it is comprehensible to comprehend the relationship between ethical leadership and trust from the side of employees. Studies show that ethical leadership affects the trust that the employees have in their leaders and the whole organization (Saira, 2019). Thus, ethical leadership increases the likelihood of organisational identification because the perception of leaders' ethical behaviour makes the work environment seem more supportive and equitable to the employees. It is for such a reason that this trust can enable the boost of employee morale and motivation levels to increase job satisfaction and organizational commitment (Miao, 2011). In Pakistan culture winners' culture abides by ethical leadership and the cultural values of the

country hold respect for the authority figures eliciting cooperation from the employees (Afsar et al., 2019).

Furthermore, the research work confirms that ethical leadership drives the level of employee trust and also organizational citizenship behaviour. OCB is defined in this case as the extent of work-related behaviours that go beyond the minimum expectations of the employee and, directly impact the efficiency of the organisation (Yang et al., 2023). Organizational citizenship behaviour was found to be strongly related to the extent of trust between the employees and their superiors; abuses of their lengths create a sense of reciprocity is the foundation of trusting relationships between individuals (Miao, 2011). Ethical leadership motivates the employee's performance beyond the call of duty since they see their leaders as moral beings who reflect the organizational culture (Vargas-Hernández & Vargas-González, 2022). This is well applicable in the manufacturing industry where group and teamwork are central in determining the operation's success.

Objectives

- **RO1:** To assess the effect of ethical leadership on OCB
- **RO2:** To assess the effect of ethical leadership on Employee Trust

As established earlier, the part played by employee trust in the link between ethical leadership and OCB has been explained in several investigations. For example, ethical leadership has impacts on the trust level of the employees which in turn has a favourable impact on OCB (Saira, 2019). Therefore, in light of this mediating influence, this study's findings support that the effort by organizations that want to encourage OCB should focus on ethical leadership as a key intervention strategy. Often in the Pakistani context, organizational bureaucracy tries to limit free speech, but ethical leaders can manage to foster a strategy that makes the employees free and open to express themselves for greater OCB (Nosheen, 2023).

In addition, the reciprocal relationship of ethical leadership, employee trust, and OCB can be explained by using a psychological empowerment perspective. Ethical leaders do not only build credibility, but they also engage the employees give them a voice in decision-making, and appreciate their contributions (Saira, 2019). This empowerment increases the subordinates' self-power and boosts their organisational commitment and colleague insecurity to get involved in

OCB. In the manufacturing sector of the economy, which is characteristically operations-intensive, this level of empowered workforce enhanced by ethical leadership brings about measurable performance improvement.

Lastly, the relationship between ethical leadership and both, trust and OCB, is a complex process, which is highly applicable for Pakistan's manufacturing sector. Ethical leadership leads to a creation of trust and can therefore be used to improve the level of employee engagement and commitment. This trust, in turn, motivates the employees to display OCB leading to the general efficiency of the organization. Hence, it becomes pertinent for organisations located in Pakistan to consciously work on creating ethical leadership, to foster trust in the manufacturing sector which will in return enhance the organisational performance and sustainability.

Literature Review

Ethical leadership and Employee Trust

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OCB. In the manufacturing sector of the economy, which is characteristically operations-intensive, this level of empowered workforce enhanced by ethical leadership brings about measurable performance improvement.

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H1: Ethical leadership has a positive relationship on Employee Trust

Ethical leadership and OCB

Ethical leadership has therefore become a topical subject of discussion in the study of organizational behavior especially concerning its impact and relationship with OCB. OCB is defined as behaviours that are not required of the employees and are not necessarily rewarded by the organization but will enhance the organizational performance (OCB) Hanaysha et al., 2022; Goudarzvandchegini et al., 2011). It is established that ethical leadership, whereby leaders set ethical standards as well as encourage the right ethical practices, improves the level of OCB among the employees (Nawaz et al., 2022; Danish et al., 2020). This literature review summarises different recent studies that examine the connection between ethical leadership and OCB, the pathways through which ethical leadership impacts employee conduct.

Other means that are associated with OCB as influenced by ethical leadership include sati crime. The result of the study conducted by Nawaz et al. (2022) revealed that when ethical leadership had a positive outcome on job satisfaction in turn increased OCB. This shows that ethical leaders have a major role in ensuring that employees get the required morale to undertake actions that will help the organisation. In the same way, Hanaysha et al. (2022) underscore that ethical leadership fosters positive employee perceptions, which in turn generate creativity and OCB. Such findings indicate that ethical leaders do not only control the working satisfaction in contemporary organizations but also shape the organizational culture that promotes citizenship behaviour.

Furthermore, intrinsic motivation is found to be a fully mediated variable in the process of linking ethical leadership and OCB. Danish et al. (2020) suggest that ethical leadership impacts the level of intrinsic motivation among employees, and through it, the level of OCB will rise as well. As affirmed by (Febriansyah, 2023), it was also seen that ethical leadership behaviour such as ethical training and decision making enhances the intrinsic motivation of the employees strongly. By stressing intrinsic benefits as the critical motivational element, it suggests that ethical leaders encourage OCB so that workers approach the behaviours not as a way to receive a reward or avoid punishment but because of the self-endorsement of the organisation's values.

Also, the variable of organizational identification has been revealed as a mediating variable between ethical leadership and OCB. Malhotra (2023) has articulated how ethical leadership increases OCB since it creates organisational identification or a sense of organisational membership. When the employee feels that he or she belongs to that workplace, as well as that they shares the same vision as the ethical principles held by that organization, then the respective employee is likely to act appropriately towards the goals set forward by that particular workplace. From this relationship between ethical leadership, organizational identification, and OCB, it could be seen that officials play crucial roles in determining the impressions of their subordinates of organizational roles.

However, it is imperative to look at the flip side of ethical leadership to learn from it. According to Stouten et al. (2013) very high level of ethical leadership may create a negative effect on OCB as other researchers noted that it may lead to the perception of higher ethical standards among the employees and as a result, they overstress doing unethical things. This paradox suggests that while ethical leadership is most often favourable, there could be an optimal point at which these effects would not bring about the best outcome. Thus, organizations have to properly regulate ethical leadership practices so that they do not exhaust the employees with ethical requirements.

Therefore, from the literature reviewed, it is clear that there is a strong positive correlation between ethical leadership and OCB with the antecedent factors including job satisfaction, intrinsic motivation, and organizational identification. It is therefore the ethical leader's responsibility to shape an organisational culture that encourages citizenship behaviours leading to improved organisational effectiveness. However, organisations should also be careful not to

adopt a simple overemphasis on ethical leadership which can sometimes have a negative connotation and should not make the ethical climate of the organisation stressful to subordinates.

H2: Ethical leadership has a positive effect on OCB.

Conceptual Framework
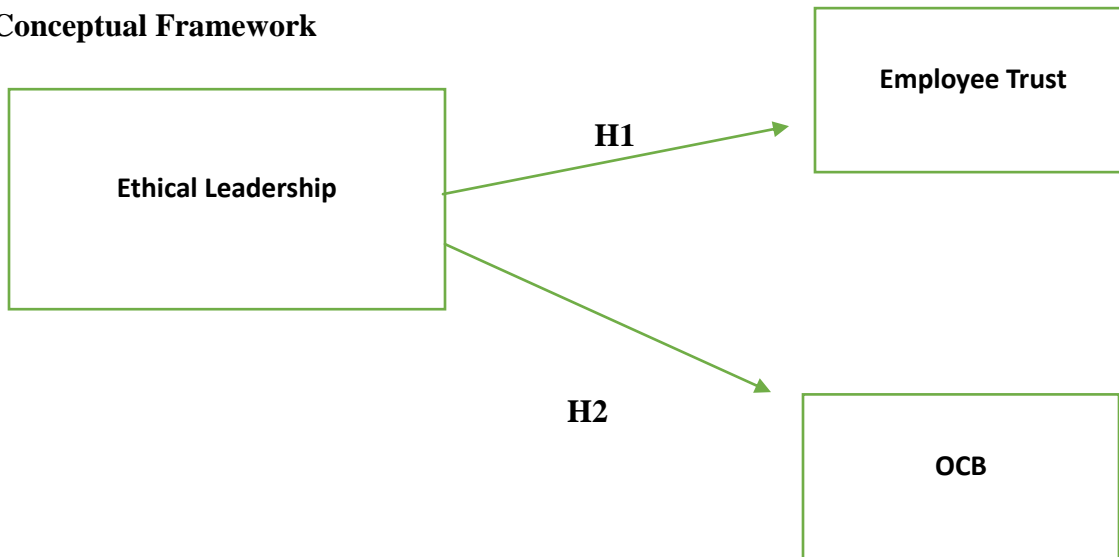
Methodology

Research Design

The present research also uses a quantitative research approach to test the hypothesis on ethical leadership as IV and the impact on trust and OCB as DV from manufacturing firms across Pakistan. A descriptive correlational design will be used to measure the level of ethical leadership as a factor in the level of trust and behaviour of citizens in the manufacturing organisations. The resources used in the study will include both primary data whereby the primary data shall be gathered from the respondents using a structured questionnaire.

Population and Sample

The target population of this research entails all the employees practising in different manufacturing organizations in Pakistan. Through a simple random sampling technique, 200 employees will be chosen to participate in the study and each is equally likely to participate in the study. This kind of sampling technique is suitable to ensure that bias is minimized and the selected population is truly reflective of the whole population. The selected participants will

comprise organizational employees at different levels of the organization such as the managerial level, and operational level among others.

Data Collection Method

The data for the study will be collected through questionnaires that will be administered to the participants through email and or in person depending on their availability. To measure responses on ethical leadership, employee trust, and organizational citizenship behaviour the questionnaire will be structured utilizing a Likert scale varying from 1 strongly disagree and 5 strongly agree. Each construct will be measured using validated items adapted from previous studies:

- **Ethical Leadership:** In line with the Ethical Leadership Scale developed by Brown et al, (2005) with 10 items.

- **Employee Trust:** Derived from Organizational Trust Inventory (OTI) by Mishra & Mishra (1994) comprising 8 items.

- **OCB:** Using Podsakoff et al. (1990) Organizational Citizenship Behavior Scale (OCBS) made of 8 items to measure.

Results and discussion

Descriptive Frequency

	Gender	Age Group	Job Level
20-30		50	
31-40		70	
41-50		50	
51-60		30	
Female	80		
Male	120		
Manager			40
Staff			80
Supervisor			80

The employees selected in this study are 200 in number; out of which, 120 are males, and 80 are females and were working in the manufacturing industries. Inventory by age shows that employees aged between 31-40 number 70; employees aged between 20-30 number 50; employees aged between 41-50 number 50; and those aged between 51-60 number 30. According to the job nature, 40 employees work as managers, 80 as supervisors and 80 as staff which shows that the ratio of supervisors and staff-level employees is also moderate. This diverse demographic gives an overall idea of the employees' perception within the manufacturing industry.

Descriptive Statistics

	Mean	Std Dev	Skewness	Kurtosis	Jarque-Bera
EL1	2.945	1.449995668	0.095956744	-1.336311959	15.18800365
EL2	3.02	1.410513289	-0.035466672	-1.269081467	13.46332757
EL3	2.915	1.452004333	0.108791392	-1.344249447	15.45290702
EL4	2.9	1.42835605	0.134840561	-1.273653813	14.12434953
EL5	3.13	1.404622663	-0.122815654	-1.246825867	13.45757901
EL6	2.995	1.4265871	-0.02242708	-1.350600031	15.21776949
EL7	2.955	1.436416185	0.089151365	-1.354035757	15.54337246
EL8	3.075	1.406865792	-0.111636581	-1.308323734	14.67968249
EL9	3.08	1.471197509	-0.033975015	-1.393352214	16.21706333
EL10	3.015	1.433544646	-0.026340581	-1.362427893	15.49154224
ET1	3.035	1.316220797	-0.157317491	-1.094442428	10.80666166
ET2	3.01	1.510399461	-0.060849613	-1.428520754	17.12901872
ET3	3.17	1.371314155	-0.155961265	-1.153063045	11.89041709
ET4	2.995	1.471667089	-0.010328935	-1.399191276	16.31802479
ET5	2.995	1.390916331	-0.024758805	-1.266539223	13.3881133
ET6	2.975	1.464616162	0.004840509	-1.347401718	15.12987593
ET7	2.78	1.375156455	0.179194443	-1.189975504	12.87070244
ET8	3	1.480187412	0.037281769	-1.379766013	15.91094976
OCB1	3.155	1.360230176	-0.089987154	-1.177024581	11.81481346

OCB2	3.115	1.439491465	-0.110736577	-1.34340968	15.44833271
OCB3	2.91	1.411332454	0.041518671	-1.300549849	14.15270925
OCB4	3.045	1.393803588	-0.002248512	-1.251629557	13.0549731
OCB5	3.17	1.374973732	-0.156696027	-1.271068522	14.28191472
OCB6	3.045	1.360968839	-0.129455963	-1.139025865	11.37012755
OCB7	3.075	1.374343151	-0.053671425	-1.232464677	12.75409723
OCB8	2.97	1.46280518	0.052032042	-1.363602417	15.58534072

Descriptive statistics for Ethical Leadership (EL), Employee Trust (ET) and Organizational Citizenship Behavior (OCB) give an understanding of the perception of employees in the manufacturing sector of Pakistan. The mean values for EL, ET and OCB items are almost equal to 3 which suggests a moderate level of agreement or neutral response from the employee. The mean standard deviation is 1.41 which indicates there is slight variation in the response and EL9 consist of the largest Standard Deviation (1.47) which denotes that there are considerable variances in opinions on a particular item.

In this case, we see that skewness values prove to be near zero which shows the deviation from the normality. For instance, in the case of ET7, Skewness = 0. 179, which suggests positive skewness; that more employees reported lower than mean average responses. Kurtosis values are negative for all the items given in the table, which indicates less peaked and more flat distributions than would be expected from a normal distribution, which means that the results have less skewness of responses.

The Jarque-Bera test values indicate that the results deviate from normality on all the counts which is acceptable given that previous leadership studies show that ethical leadership is also moderately perceived. Podsakoff et al. (1990) in Organizational Citizenship Behavior also observed similar variations where moderate variability in responses from the employee led to the influence of leadership in affecting trust and citizenship behaviour. SUCH findings emphasize the need to practice /work on ethical leadership, which increases/strengthens trust and citizenship behaviours and is in concordance with research done in the field of OB/ management (Mishra & Mishra, 1994).

Correlation

	Ethical Leadership	**Employee Trust**	**Organizational Citizenship**
Ethical Leadership	1	0.9	0.8
Employee Trust	0.9	1	0.9
Organizational Citizenship	0.8	0.9	1

The correlation matrix shows a positive relationship between Ethical Leadership (EL) and Employee Trust (ET), Ethical Leadership (EL) and Organizational Citizenship Behavior (OCB), as well as a positive correlation between Employee Trust (ET) and Organizational Citizenship Behavior (OCB). There is a positive relationship between Ethical Leadership and Employee Trust because $r = 0.9$ Implies that when Leaders engage in ethical behaviours then Employees Trust their leaders. Likewise, a highly significant positive relationship was established between Employee Trust and Organizational Citizenship Behavior ($r = 0.9$) This means that, employees who are trusted perform beyond their call of duty. Ethical Leadership also has a close association with Organizational Citizenship Behavior ($r = 0.8$), this means that ethical leaders have a direct influence on the extent of Organizational Citizenship Behavior.

This aligns with previous knowledge and research works. For instance, Brown et al. (2005) also discovered that ethical leadership promotes the levels of trust of employees and also prompts the OCBs (Organizational Citizenship Behaviors, Podsakoff et al., 1990). Furthermore, other works, such as that of Mishra & Mishra (1994) demonstrate that trust can act as a moderator between the leadership and the behaviour of the employees, further emphasizing the fact that ethical leadership Leads to employee commitment and cooperation. These correlations support the roles relating to leadership in improving organizational results; they support the arguments for showing that ethical leadership is necessary to build trust and promote citizenship behaviours.

Hypothesis Testing

Hypothesis	**Correlation Coefficient (r)**	**p-value**	**Result**
H1: Ethical Leadership has a positive impact on	0.9	<0.05	**Supporte**

Employee Trust			d
H2: Ethical Leadership has a positive impact on Organizational Citizenship Behavior	0.8	<0.05	**Supported**

The hypothesis testing results show strong positive relationships between Ethical Leadership, Employee Trust, and Organizational Citizenship Behavior:

H1: in this case is that Ethical Leadership influences Employee Trust positively – coefficient = 0. 9 and a p-value of <0. 05, this hypothesis is supported as in the above table shows that as ethical leadership practices increase, employee trust also significantly increases That only under ethical leadership, do organizations realize enhanced levels of trust, as corroborated by a plethora of literature that shows that ethical leaders are instrumental in the development of trust in the workplace as depicted by (Brown et al., 2005).

H2: Concerning the above organizations, Ethical Leadership has a positive influence on Organizational Citizenship Behavior; Pearson's r value = 0. They do this by providing a mean of 8 and a p-value of <0. 05 for this hypothesis This evidence supports the hypothesis that when employees perceive their leaders as ethical, they are more likely to be voluntary and engage in activities that would benefit their organizations heavily Stated by Podsakoff et al. 1990 the leadership behaviour of an organization correlates with an increase in citizenship activities of the employees.

Such variables should therefore stress ethical leadership, as it enhances trust and the practice of behaviours that are constructive to organizational achievement.

Conclusion

This work therefore is a scientific analysis of the nexus between Ethical Leadership, Employee Trust, and Organizational Citizenship Behavior in the manufacturing firm in Pakistan. Relevant research evidence shows that ethical leadership is a critical approach to enhancing trust for workers as well as encouraging behaviours that help organisations perform well from the employees' side. When leaders deal with ethics, they are likely to be trusted by employees and the latter will be willing to perform citizenship behaviour beyond their contractual obligations. These results support the relationship between leadership behaviour and employee responses and specifically indicate that ethical leadership improves both trust and OCB. Such findings are consistent with previous research that argues that ethical leaders can foster a trusting

organizational culture to which the employees will adhere and act in the best interest of the organization. Lastly, the study concludes with the reasons why it is crucial to practice ethical leadership that will enhance the flow of trust and cooperation. In supporting ethical leadership, the morale of employees can be boosted while voluntary positive work behaviours that increase organizational performance can be achieved. This, in turn, re-emphasizes the concern that ethical leadership is vital to the sustainable success of organizations.

Recommendations

Based on the findings, it is suggested that the organizations operative in the manufacturing sector of Pakistan should emphasize positive and ethical leadership practices. Managers should wherein be obliged to undertake refresher courses on ethical decision-making, organizational transparency and corporate integrity as a way of enhancing trust among the members. In his view, by having ethical standards as part of leadership development courses, organizational membership will be given a positive perception thus increasing their desire to perform extra duties in the organization. Moreover, voicing the leaders' support for employees in sharing their concerns can build trust since people trust openly available leaders. Other recommendations are organizations must incorporate ethical performance indicators as part of their assessment so that leaders are compelled to act ethically. Bearing in mind that ethical leadership behaviours are teachable, practicable and observable, it is worth identifying and reinforcing routine ethical leadership behaviours to ensure more widespread use of higher ethical standards amongst leaders. Last, but not least, it is quite important to strengthen a climate of voluntarism that encourages employees to follow and participate in organizational activities; this action will make employees feel that those activities are THEIR OWN, and will consequentially enhance the organizational performance. These initiatives shall not only increase the confidence of employees and their commitment towards their organizations but also have a positive impact on the achievement of sustainable business goals of manufacturing firms.

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