The Influence of Ethical Leadership on Employees Emotional Intelligence in Pakistan: A Comparative Study of Clinical and Non-Clinical Staff in Selected Hospitals in Lahore

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ABSTRACT

It has been suggested that the leaders ability to foment or lead an organization in a moral way while taking advantage of the opportunities of the present business age, can promote trustworthiness, influence emotional intelligence which can drive long term organization commitment, work engagement and positive organizational citizenship behaviour. The extent to which these notions are generally applicable is a major research gap especially in the context of countries such as Pakistan where healthcare employees face myriad of problems in their quest to serve humanity. This study sampled hospital employees in selected healthcare facilities in Lahore in the Southern part of Pakistan. Predesigned questionnaires were administered to procure the required data for analysis. Our study confirms the extant literature that employees develop greater emotional intelligence such as stronger capacity to be self-conscious when they have ethically conscious leaders behind them. They are disposed to recognize who they are and carve a career path that suits their personality as they draw inspiration and guidance from the ethical leader.

Keywords: Ethical Leadership, Emotional Intelligence, Pakistan, Hospital

INTRODUCTION

Human Resource management is the use of several activities to ensure that human resources are managed effectively for the benefit of the individual, society and the business (Shapiro & Stefkovich, 2016). Effective human resources management helps the organization to create value and sustain it to achieve competitiveness in this demanding globalized environment. In this highly competitive environment, handling employees’ right is not a choice for any organization but an obligation (Chen & Hou, 2016). Companies achieve their competitive advantage using different methods or ways by which they manage the workforce. According to Piccolo, et al, (2015) the quality of workforce often determines the difference between success and failure of an organization. Companies with strong human resources management are able to attract, motivate and retain their employees; this provides them with advantages of high productivity, increase in performance & revenue and reduced attrition (Piccolo, et al, 2015).

It is the contention of Bedi, et al (2016) that motivation plays a key role in job satisfaction and in turn, plays a vital role in job performance. The issue of leadership remains an important factor for contemporary human resource management. Bedi, et al (2016) asserts that the type of leadership practices employed in an organization has a direct consequence on the performance of people, operations and projects in that organization. The sudden rise of business such as Microsoft, Apple, into global prominence is directly traced to the effectiveness and influence of effective leadership.
practices adopted by the company (Babalola, et al, 2016).

In the traditional leadership literature, there are two streams of studies regarding leadership approaches (Renz & Herman, 2016). The first has to do with leadership theories while the next deals with types of leadership practices. Firstly Bonner, et al (2016) claim that leadership theories have gone through a process of evolution, and has developed from the traditional view of trait and situation theories to contemporary leadership schools of thought (transformational and transactional leadership approaches). In the opinion of Xu, et al (2016) each of them has been identified to have different effects on organization behavior and employee performance in one way or the other. Among the early theories and hypothesis of leadership was the trait theory which elucidated on whether leaders are born or made. Traits researchers such as Moynihan, et al (2012) contend that not all individuals can get to become leaders simply because leaders hold remarkable qualities which they are conceived with. Thus leadership was not just by common determination but organically generated. A few different analysts have condemned this narrow meaning of leadership and that it is possible to make leaders. Klenke (2016) contends that the principles and procedures of leadership can be transmitted through the reception of suitable instructive approach or through procedure education and by heuristics. Thus there are individuals who are not conceived with leadership abilities however they get it through the methodology of life instruction. Situational leadership is likewise another hypothesis or group of hypotheses of leadership. As indicated by Hoch, et al (2016) throughout history leaders have constantly surfaced or emerged to meet particular circumstances and time. Subsequently, every circumstance presents its own particular leaders with the required skills and abilities to oversee such circumstances. When the situation elapses, their leadership competencies and capabilities are no longer functional in a new situation since they were not meant for that situation. This understanding of leadership is also highly criticized for some reason. For example, Wang & Sung (2016) explain that throughout the history of humanity ordinary people have been prepared to handle situations as and when they occur. Thus critiques of the situational leadership seems to agree with critiques of trait theories that it is possible to train and groom leaders for every situation (Bolden, 2016)

With regard to the types of leadership practices, existing literature has traditionally presented three main forms of leadership and these are the autocratic, authoritarian or paternalistic type of leadership. The democratic or participatory type of leadership and the laissez-faire approach. Authoritarians are said to keep close control over followers, using strict adherence to regulations, policies, and procedures. Autocratic leaders create a distinct professional relationship with their followers and directly supervise their endeavor in order to maintain a successful environment and productivity (Yang, et al, 2016) On the contrary democratic leaders freely allow space for followers to participate in decision making, and take up the initiative and build consensus as much as possible (Yang, et al, 2016). Finally, laissez-faire approach is the type of leadership in which the leader is not much concerned about what happens in the organization but allows the followers to do what they consider best in so far as it helps to achieve the desired objectives of the organizations. Apart from these types of leadership styles, there is the new classification of leadership style on the basis on transformational and transaction argued by Kalshoven (2013) to be a more accurate reflection of what occurs in the day to day business environment in a contemporary organization. According to Grohar-Murray, et al (2016) transformational leadership approach is the kind of leadership where the leader uses motivation, communication to transform the needs of his followers and redirect their thinking and energy towards hitherto unexplored challenge (Grohar-Murray, et al, 2016). These transformational leaders try to challenge and inspire their followers to develop a greater sense of sense of purpose and excitement by helping them to create a vision of what they should aspire to be. Transformational leaders are usually charismatic, with high energy levels, self-promoting capacity, with broadly knowledgeable person and willingness to take risk and use irregular strategies as a stimulating measure to get their followers to be independent thinkers and improve themselves (Hansen, et al, 2016).

More recently, the field of “ethical leadership” has witnessed a boom in studies and literature with the fall of several top organizations due to the lack of poor leadership structures. According to Hassan, et al (2014) an ethical leader is a person having a good character and right values or being a person of strong character. A major reason for the proliferation of this notion of leadership as explained by Johnson (2016) stem from the growing numbers of unethical behaviors among organizational leaders that led to the crumple of Enron, fall of Lehman Brothers and the housing market crash.
Leadership scandals have been with the world of business for a long time and it has existed in many different forms and complexities. Long before the infamous Enron and WorldCom scandal occurred in the US, a number of accounting scandals had been recorded in the history of accounting and these necessitated the adoption of several policies and measured by countries and shareholder to deal with any future challenge (Voegtlin, 2016). Despite these new policies and measures, the occurrence of accounting scandals have continued and each of them is becoming complex each day. In the contemporary business, it is without a doubt that the Enron and WorldCom accounting scandal in the US has brought a paradigm shift in the fight against accounting scandals in corporate organizations by making stakeholders more alert and sensitive to every single transaction that takes place in an organization (Skubinn & Herzog, 2016). In the UK for instance, the Corporate Governance Code has been revised to make it more biting than it has been in the past. In the US itself, the approach to curbing the crisis was different and stricter. Two senators sponsored a bill that eventually led to the promulgation of the Sarbanes Oxley Act which made certain acts of directors and managers criminal (Banks, et al, 2016).

The Sarbanes Oxley Act (2013) was the instrument which was designed to provide the power platform to ensure that there is effective corporate governance in the US. Wright, et al (2016) noticed that ethical leadership in Enron resulted from an overstated revenues because of the lack of business ethics leading to the huge disaster that left its employees and investors to suffer heavily and conjured government regulation. This collapse of the businesses practicing unethical behavior has caused the business world to redefine their strategic directions and defined ethical leadership as the best way to maximize profits (Nica, 2016). However, Bowman, et al (2016) state that within the global market, with aggressive antagonism for business and assets, the scope of troubles that can arise in management ethics has expanded exponentially. As organization’s concerns are increasing day by day from crises of other businesses, the pressure to outdo each other through unfair means has made unethical behavior attractive to many hitherto ethically upright organizations. This view is shared by Higgs & Dulewicz (2016) when they state that the non-existence of ethical leadership and impoverished ethical behavior remains the biggest concern of organizations today. This is because the leader's ethical values can give their followers the tendency to idealize and identify with the leader and vice versa which are necessary for today’s organizations. Ethical leaders generally inspire high commitment, the unquestionable loyalty of their followers. This, in turn, enhances competence, relatedness, and autonomy. According to Banks, et al(2016) ethical leaders do not only preoccupy themselves with order, control and rationality but more importantly concerned about ideas, and goals and relate to their followers in a more personal and direct ways by going beyond impersonal bureaucratic ways to empathize and stimulate greater emotional intelligence dimension. Such leaders pay attention to develop a strong managerial psychology that helps them to develop the capacity to absorb emotional signal and harness them to become meaningful in their relationship with employees (Banks, et al, 2016). However, the absence of ethical leadership reduces organizational trust which eventually affects commitment and productivity.

Empirical evidence of the effect of lack of ethical leadership is explored in numerous studies that have found out that, employee’s misconduct is increasing to an alarming situation at all levels. For example, Higgs & Dulewicz (2016) claim that organization’s climate has become more uncertain regarding ethics. According to the study results, 66 % of employees questioned the ethical traits of leaders which Godfrey (2016) refers as evidence of a “crisis of trust”. Hughes & Wearing (2016) ascribed this lack of trust as “shadow side” of leadership. These shadows summarize all the negative influence of leadership i.e. “power, benefits, deception, recklessness, inconsistency and misplaced loyalties”.

Lamentably, after some time, employees find out the shadow behavior cause and end up losing faith in the integrity of their leaders. This has paved way for a large number of research and articles on ethical leadership (Banks, et al, 2016). While the business sector has been the focus of most ethical leadership deficit and challenges, the public sector is not insulated from such acts. The current global healthcare market requires hospitals to fundamentally and constantly transform the way they function and identify new foundations or avenues to gain or consolidate any competitive advantage. In this endeavor, hospital administrators and medical directors are faced with difficult decisions, many of which include an ethical component (Akdogan, et al 2016). There are ethics of privacy, managing influential relationships and managing diversity among hospitals staff to ensure a stable healthcare environment. It has been suggested that the leaders ability to foment or lead an organization in a moral way while taking advantage of the opportunities of
the present business age, can promote trustworthiness, influence emotional intelligence which can drive long-term organization commitment, work engagement and positive organizational citizenship behavior. The extent to which these notions are generally applicable is a major research gap especially in the context of countries such as Pakistan where healthcare employees face myriad of problems in their quest to serve humanity. Thus this research seeks;

1. To evaluate employees perception of ethical leadership among healthcare leaders in Pakistan
2. To measure the perceived emotional intelligence among healthcare employees in Pakistan
3. To establish the significance of the relationship between ethical leadership and employees emotional intelligence in Pakistan’s healthcare sector

**MATERIALS AND METHODS**

Firstly healthcare workers in the selected hospitals were asked to rank the degree to which their leaders demonstrate ethical leadership on identified constructs. To measure the ethical leadership the study adopted Martinez-Saenz (2009) five constructs of ethical leadership. These are altruistic, egoistic, autonomous, legalist, and communitarian. Five questions were asked to measure a leader’s altruistic behavior (inspiration ability of a leader to act and take selfless decisions). Five questions were asked to measure a leader’s egoistic behavior (the ability of the leader to consider right things being rationale). On the other hand, a being autonomous was measured on five items to see the extent to which a leader enables devotees to take decisions on their own by keeping ethics in consideration. Next five questions were asked to determine a legalistic attributes of a leader. This is to measure the degree of the leader to follow a given set of rules and regulations. Finally, the last set of five questions centered on communitarian spirit of the leader. This sought to examine the extent to which the leader stresses on betterment of society and community in which organization dwells.

On the other hand, emotional intelligence was measured on five other dimensions namely self-awareness, self-regulation, social skills, empathy and motivation which are essential factors needed to work in the healthcare sector. Health workers Self-awareness (the ability of the health worker to recognize their own emotions, strengths, weaknesses, drives, values and goals and the extent to which they can impact on others) was measured by asking five key questions. Similarly, self-regulation (ability of the health worker to control or redirect his or her disruptive emotions and impulse and adapt to changes in the workplace) was measured by asking five key questions. This was also the case to measure the intricate issues in the social skills of the individual health worker (the ability of the health worker to manage relationships to move patients in the desired direction). Finally the attributes of empathy (the health workers ability to consider other people's feelings in the process of decision making) motivation (the health workers drive for achievement) were also measured by five individual questions and were all measured on a five point Likert scale. Thus a total of 50 questions were administered to the respondents on the ten identified constructs of emotional intelligence and ethical leadership. Each of the five questions on a construct was then composited to determine the single response value of the construct being measured. In addition five demographic data were also added. These include the age of the respondents, the gender of the respondent, number of years of work experience, the department of work and marital status. Preliminary analysis that involves factors analysis, reliability analysis, normality analysis and inferential statistics were conducted. The analysis presented below shows the relationships that were established to answer the first research hypothesis and sub-hypotheses. To analyse the data, this study adopted the method of least square regression. This is the most widely used method for estimating regression coefficients is the least squares. This method of least squares chooses estimates, "$b_0$" and "$b_1$", respectively for the parameters, $\beta_0$ and $\beta_1$. The principle of least squares is to estimate the regression line by the line which minimizes the sum of squared residuals or equivalently, estimate the regression parameters $\beta_0$ and $\beta_1$ by the values which minimize the sum of squares residuals. The estimates "$b_0$" and "$b_1$" of $\beta_0$ and $\beta_1$ for $y$ on $x$ and from $n$ pairs of observations $(x_i, y_i)$ are as follows:

$$b_1 = \frac{n \sum x y - \sum x \sum y}{n \sum (x^2) - (\sum x)^2}$$

and
$b_0 = \frac{\sum y - b_1 \sum x}{n}$

We can use these distributional results to test hypotheses on the regression parameters. In simple linear regression, one wishes to test the significance of the predictor variable. The null hypothesis states that the slope coefficient, $\beta_1$, is equal to 0. Since $\beta_1$ has normal distribution with variance depending on the unknown quantity $\sigma^2$, we can apply standard results for normal random variables with unknown variances. Thus, in order to test $\beta_1$ equal to some value, that is, to test hypotheses of the form $H_0 : \beta_1 = 0 \text{ Against } H_1 : \beta_1 \neq 0$

We can use the $t$-test statistic, given by

$$t_b = \frac{b_1 - \beta_0}{S_e(b_1)}$$

Where $b_1$ is the estimated value and $S_e(b_1)$, the estimated standard error of the estimator $b_1$. That is

$$S_e(b_1) = \sqrt{\text{var}(b_1)} = \sqrt{\frac{1}{n-2} \sum (y_i - \bar{y})^2}$$

It can be shown that both the test statistic and $t_b$ have $t$-distributions with $n - 2$ degrees of freedom (d.f.).

RESULTS AND ANALYSIS

Table 1: Analysis of the Effect of Ethical Leadership on Acquisition of Self-Awareness Skills by Hospitals Staff in Pakistan

Table 1 examines the degree to which a leader’s ethical leadership quality has influence on an employee’s Self-awareness in the selected hospitals in Pakistan. The analysis shows that when a leader is altruistic in his relationship with hospital staff, it improves employee’s self-awareness. The B value of 0.004 and significant value of .007 supports this hypothesis and this is statistically significant at 95% confidence interval. The table also examines the degree to which a leader’s autonomous leadership attribute in his relationship with hospital staff improves employee’s self-awareness. The B value of .188 and significant value of .004 supports a positive effect and this is statistically significant at 95% confidence interval. Fourthly, the table also shows that when a leader is legalistic in his relationship with hospital staff, it negatively influences employee’s self-awareness. The B value of -.75 and significant value of .007 supports this hypothesis and this is statistically significant at 95% confidence interval. On the other hand, the analysis also shows that a leader’s communitarian leadership style affects hospital staff positively by .821 and this is significant (0.000) at 95% confidence interval.

Table 2: Analysis of the Effect of Ethical Leadership on Acquisition of Self-Regulation Skills by Hospitals Staff in Pakistan

Table 2 examines the degree to which a leader’s ethical leadership value has influence on an employee’s Self-awareness in the selected hospitals in Pakistan. The analysis shows that when a leader is altruistic in his relationship with hospital staff, it improves employee’s self-regulation by .175. The B value and significant value of 018 supports this hypothesis and this is statistically significant at 95% confidence interval. Secondly, the table also shows that when a leader is egoistic in his relationship with hospital staff, it negatively influences employee’s self-regulation by -.895. The B value and significant value of 0.01 supports this hypothesis and this is statistically significant at 95% confidence interval. The table also examines the degree to which a leader’s .241 leadership attribute in his relationship with
hospital staff improves employee’s self-regulation. The table also examines the effect of a leader’s autonomous leadership style in his relationship with hospital staff improves employee’s self-regulation. The B value of .241 and significant value of .001 supports a positive effect and this is statistically significant at 95% confidence interval. Fourthly, the table also shows that when a leader is legalistic in his relationship with hospital staff, it negatively influences employee’s self-regulation by -.225. The B value of -.225 and significant value of .036 supports this hypothesis and this is statistically significant at 95% confidence interval. On the other hand, the analysis also shows that a leader’s communitarian leadership style affects hospital staff positively by .219 and this is significant (.018) at 95% confidence interval.

Table 3: Analysis of the Effect of Ethical Leadership on Acquisition of Social Skills by Hospitals Staff in Pakistan

<table>
<thead>
<tr>
<th>Ethical Leadership Attribute</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Cohen's d</th>
<th>Confidence Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>4.202</td>
<td>1.217</td>
<td>2.847</td>
<td>.006</td>
<td>1.592</td>
<td>.067</td>
</tr>
<tr>
<td>Altruistic</td>
<td>-.250</td>
<td>-.204</td>
<td>1.144</td>
<td>.003</td>
<td>1.022</td>
<td>.161</td>
</tr>
<tr>
<td>Egoistic</td>
<td>-1.225</td>
<td>-.293</td>
<td>1.144</td>
<td>.003</td>
<td>1.022</td>
<td>.161</td>
</tr>
<tr>
<td>Autonomous</td>
<td>1.017</td>
<td>.008</td>
<td>1.144</td>
<td>.003</td>
<td>1.022</td>
<td>.161</td>
</tr>
<tr>
<td>Communitarian</td>
<td>-.071</td>
<td>-.071</td>
<td>1.144</td>
<td>.003</td>
<td>1.022</td>
<td>.161</td>
</tr>
</tbody>
</table>

Table 3 examines the degree to which a leader’s ethical leadership quality has influence on an employee’s self-awareness in the selected hospitals in Pakistan. The analysis shows that when a leader is altruistic in his relationship with hospital staff, it improves employee’s social skills by positively. The B value of .114 and significant value of .025 supports this hypothesis and this is statistically significant at 95% confidence interval. Secondly, the table also shows that when a leader is egoistic in his relationship with hospital staff, it negatively influences employee’s social skills by -.293. The B value of -.293 and significant value of .008 supports this hypothesis and this is statistically significant at 95% confidence interval. The table also examines the degree to which a leader’s autonomous leadership attribute in his relationship with hospital staff improves employee’s social skills. The B value of .025 and significant value of .039 supports a positive effect and this is statistically significant at 95% confidence interval. Fourthly, the table also shows that when a leader is legalistic in his relationship with hospital staff, it negatively influences employee’s social skills by -.201. The B value of .114 and significant value of -.201 supports this hypothesis and this is statistically significant at 95% confidence interval. On the other hand, the analysis also shows that a leader’s communitarian leadership style affects hospital staff positively by .114 and this is significant (.025) at 95% confidence interval.

Table 4: Analysis of the Effect of Ethical Leadership on Acquisition of Communitarian Skills by Hospitals Staff in Pakistan

<table>
<thead>
<tr>
<th>Ethical Leadership Attribute</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Cohen's d</th>
<th>Confidence Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>2.007</td>
<td>1.414</td>
<td>2.107</td>
<td>.042</td>
<td>1.414</td>
<td>.225</td>
</tr>
<tr>
<td>Altruistic</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Egoistic</td>
<td>-2.017</td>
<td>-1.414</td>
<td>1.000</td>
<td>.000</td>
<td>1.000</td>
<td>.000</td>
</tr>
<tr>
<td>Autonomous</td>
<td>1.017</td>
<td>.008</td>
<td>1.000</td>
<td>.000</td>
<td>1.000</td>
<td>.000</td>
</tr>
<tr>
<td>Communitarian</td>
<td>-.071</td>
<td>-.071</td>
<td>1.000</td>
<td>.000</td>
<td>1.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

Table 4 examines the degree to which a leader’s ethical leadership quality has influence on an employee’s self-awareness in the selected hospitals in Pakistan. The analysis shows that when a leader is altruistic in his relationship with hospital staff, it improves employee’s empathy by .006. Secondly, the table also shows that when a leader is egoistic in his relationship with hospital staff, it negatively influences employee’s empathy by -.649. The B value of -.649 and significant value of .033 supports this hypothesis and this is statistically significant at 95% confidence interval. The table also examines the degree to which a leader’s autonomous leadership attribute in his relationship with hospital staff improves employee’s empathy. The table also examines the effect of a leader’s autonomous leadership style in his relationship with hospital staff improves employee’s empathy. The B value of 1.017 and significant value of .001 supports a positive effect and this is statistically significant at 95% confidence interval. Fourthly, the table also shows that when a leader is legalistic in his relationship with hospital staff, it negatively influences employee’s empathy by -.071. The B value of -.071 and significant value of .000 supports this hypothesis and this is statistically significant at 95% confidence interval. On the
other hand, the analysis also shows that a leader’s communitarian leadership style affects hospital staff positively by .454 and this is significant (.031) at 95% confidence interval. As contended in the extant literature, the leader exerts a high level of influence over their employees hence the likelihood of employees imbibing many of the traits and attributes of the leader (Aveling, et al, 2016). The extant literature is unequivocal in asserting the fact that ethically strong leaders breed employees with high emotional stability and this is demonstrated in every area of their lives and work including self-awareness, self-regulation, social skills, empathy and motivation (Magidson, 2016). Based on the analysis that has been conducted above, the related hypotheses are supported by the findings. It is observed that employees develop greater capacity to be self-conscious when they have ethical conscious leaders behind them. They are disposed to recognize who they are and carve a career path that suits their personality as they draw inspiration and guidance from the ethical leader.

In the same regard employees come into an organization with different perspectives, values and biases. This study has found out that ethical leaders in Pakistani hospitals are able to exert influence on every employee to subordinate all their aspirations to that of the organization. Employees do this through show of empathy, tolerance, openness to experience, motivation and self-control. These observations are consistent with evidence adduced in the extant literature in support of ethical leadership especially in the management of healthcare institutions in developing countries that faces significant organizational challenges. This is because ethical leaders help employees to generate an awareness of the mission or vision of the hospital team and they also establish measures to develop followers whose services are needed to higher levels of ability and potential and motivate colleagues (Newell, Martin, 2012). Similarly the findings equally support the views of Bass and Avolia (2015) that ethical leaders motivate their staff and other colleagues to find satisfaction by subordinating their interest to that of those that will benefits the whole group (Bass and Avolia, 2015) because it is in the achievement of the interest of the group that each of them find their own interest being satisfied. In the context of the hospital leaders

Table 5: Analysis of the Effect of Ethical Leadership on Acquisition of Motivation Skills by Hospitals Staff in Pakistan

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>1</th>
<th>Sig.</th>
<th>Collinearity Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>2.868 1.694</td>
<td>1.001 161</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alpha</td>
<td>-.001 1.10</td>
<td>.430 3.856</td>
<td>.061</td>
<td>1.500 687</td>
<td></td>
</tr>
<tr>
<td>Egoistic</td>
<td>-.470 -310</td>
<td>.377 3.143</td>
<td>.062</td>
<td>1.892 161</td>
<td></td>
</tr>
<tr>
<td>Autonomous</td>
<td>.514 280</td>
<td>.880 4.284</td>
<td>.022</td>
<td>1.010 681</td>
<td></td>
</tr>
<tr>
<td>Logistic</td>
<td>-.294 -320</td>
<td>.166 166</td>
<td>.096</td>
<td>1.044 786</td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>.454 510</td>
<td>.465 468</td>
<td>.017</td>
<td>1.751 196</td>
<td></td>
</tr>
</tbody>
</table>

CONCLUSIONS
under review, the study noted that leaders with core ethical characteristics (altruistic, autonomous, communitarian) and other become successful in breeding responsible employees with strong emotional balance. These ethical values enable employees to develop personal characteristic such as desire to influence, confidence and strong values. This is what will make the leader be able to assume the character and model that is worthy of emulation. This implies that in the context of hospitals in Pakistan, there is the need for to attract, mentor and retain ethical leaders who demonstrate competence, articulate goals, communicate high expectations and express confidence in order to arouse motivation. Similarly, Bass (2012) describes an ethical leaders’ behavior as one that stimulates and inspires followers to achieve extraordinary outcomes by raising the level of motivation and morality in both themselves and their followers. Hospitals in Pakistan are in urgent need of ethical leaders because they are effective in promoting organizational commitment by aligning goals and values of the hospital staff, the group, the leader, and the organization (Bass, 2012). Its strong, positive effects on hospital staff’s attributes and commitment will then motivate hospital staff to reach their fullest potential and exceed expected performance. Ethical leaders have extraordinary capability, persistence and determination, as well as high standards of moral and ethical conduct. They are deeply admired, respected and trusted by their employees, and thus identify with the leaders and want to imitate them (Bass et al, 2013).

Under such leadership, staff in hospitals can develop a vision and a sense of mission. Again inspirational motivation occurs when ethical leaders motivate and inspire those around them by providing challenges and meaning to their work. They provide visions of what is possible and how to attain these goals. More specifically, these leaders get followers involved in envisioning the future, and then they promote positive expectations about what needs to be done and demonstrate commitment to the shared vision (Wells & Welty Peachey, 2016). With this dimension, leaders are able to promote followers’ emotional commitment and excitement to a mission (Zweifel, 2015). Ethical leaders are also important in the context of healthcare system because they stimulate the staff to be creative and innovative. At the hospital, ethical leaders help others to think about old problems in new ways, and to continuously question and develop their own beliefs, assumptions and values. These leaders also jointly work with their followers to deal with problems in innovative ways. The pride in actions of all those involved and joint success in overcoming obstacles will reinforce organizational commitment of followers (Zweifel, 2015).

Ethical leaders are also needed in the healthcare sector in Pakistan because the influence individualized consideration. They understand and share others’ concern and developmental needs, and treat each staff uniquely. Ethical leaders in hospital are necessary because they will act as coaches and advisors to not only identify and satisfy each individual staff’s current needs, but also to attempt to expand and elevate the needs in order to assist staff become fully actualized. By emphasizing on staff’s personal career needs and providing them with a sense of increased competence to carry out duties, leaders could further enhance staffs’ commitment (Evangeline & Ragavan, 2016).

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