

How Ethical Leadership and Follower Mindfulness Play their Role in Developing Organizational Commitment? Analyzing the Augmentative Contribution of Emotional Capital

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Abstract

The study investigates the interaction between ethical leadership and the conscientiousness amongst followers and the involvement of the two towards building organizational commitment. The study intends to bring forth the insight through the theoretical framework based on three emerging avenues: ethical leadership, emotional capital and follower mindfulness contribute towards organizational commitment which in turn can be divided into affective, normative and continuous commitment. The data were collected from 204 respondents from several public hospitals across the country with data being filled in by specialists, general practitioners (GPs), nurses and paramedics. Structural Equation Modeling (SEM) technique using computer assisted tools like IBM Amos. CFA outcome results of the study were favorable regarding convergent validity and discriminant validity so they reflected the reliability of the CFA model of present study. The study shows that ethics and emotional intelligence are vital in developing positive employee behaviors in the workplace and for better management of human capital in organizations. This in turn has the capacity to achieve organizational success and success for both leaders and followers in business and personal roles.

Keywords: Ethical Leadership, Employee Mindfulness, Emotional Capital, Organizational Commitment.

1. Introduction

In organizational behavior, organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

Leadership is a privilege and a responsibility that demands a good deal from those who practice it, whether formally or informally. High on that list of demands is the need to be ethical, both in personal life and in leadership. Because leaders are role models whether they choose to be or not, they set the tone for the ethical stance of their individual followers, of the organization or group they lead, and, to some extent, of the larger community.

Leadership is a particular type of human relationship. The moral triumphs and failures of leaders carry a greater weight and volume than those of non-leaders (Ciulla, 2003b). In leadership we see morality magnified, and that is why the study of ethics is fundamental to our understanding of leadership. The study of ethics is about human relationships. It is about what we should do and what we should be like as human beings, as members of a group or society, and in the different roles that we play in life. It is about right and wrong and good and evil. Some hallmarks of this relationship are power and/or influence, vision, obligation, and responsibility. By understanding the ethics of this relationship, we gain a better understanding of leadership, because some of the central issues in ethics are also the central issues of leadership.

Ethics may be considered as one of the most important centers of leadership and at organisational level, it sets the pace for business from top to bottom. This establishes an ethical culture where teams develop and flourish. Mindfulness is the practice of paying attention to the present moment on purpose and non-judgmentally – that is, being better. Mindfulness training is becoming rapidly adopted in fields as diverse as business, sports, education, the military, justice and health care systems.

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The study focuses on the hospitals because hospitals, being high-stress and emergency environments, require high level of organizational commitment and leadership. The new psychology of leadership suggests that at stressful places like hospitals, leaders play crucial role, and here comes the role of being ethical as well.

2. Literature Review

According to Avolio et al. 2009; Bass et al. 2003 leadership matters for organizational execution has effectively found support in the research of private sector, however exemplary perspectives on public administration have viewed public organizations as very objective orientated, hopeful and bureaucratic. Rainey 2012 discussed that it has prompted the desire that leadership has less effect on the execution in general public segment. Notwithstanding, the research proposes, precisely the similar cause, (L.S) can significantly more in public owned organization, it is important to concentrate on basic as opposed to competing objectives (Wright, Moynihan, and Pandey 2012).

As per this viewpoint, expected practices are those that "leaders accept viably inspire the worker reactions coveted." leaders announce their level of expectations about their leadership, adherents anticipate to be aspiring, implying that they by and large plan to apply on leadership. "Real practices" can be understand by, what leaders will execute (Wright and Nishii 2007), what is required to be beneath the proposed level in light of the fact that the leaders regularly confront challenges as limitations from resistance, time or rare assets. According to (Paauwe and Boselie 2005; Wright and Nishii 2007, 2009) Employee-perceived practices are relied upon the grounds that when leadership is "translated and perceived subjectively by every representative or employee", workers just view leadership in action. Nishii, Lepak, and Schneider, 2008 discussed that genuine leadership practices are seen by employees, who force different implications on those practices. Walton (2008) recognized forty-five traps inside ethical leadership in his investigation.

2.1 Ethical Leadership

Ward (2006) inspects the purpose behind moral failures in leader. During the study, the researcher found that moral disappointments don't happen due to self-centeredness, but instead out of lack of awareness. The researcher noticed that in many cases a person who holds a part of leadership may feel pardoned from good prerequisites that others take after. The thinking behind this is on the grounds that the leaders detect the part of leader separate from his or her self. At the point when this happens, a leader is more inclined to pardon oneself from acting ethically in the part. The author's answer for leaders is to acquire learning in the field of ethics.

Figure 1: Characteristics of Ethical Leaders in the 21st Century

From	To
Few top leaders, many managers	Leaders at every level, few managers
Direct and supervise	Empower, inspire, facilitate
Leader as boss, controlling	Leader as coach, creating learning organization
Leader as stabilizer, balancing conflicts	Leader as change agent, balancing risks
Leader develops good managers	Leader develops future leaders

Source: Bennis, Nanus, 1985

Kouzes and Posner have increased up their point of view on Leadership as 'activating others...' by embracing the meaning of Alan Keith, Genentech saying: "Leadership is at last about making a way for individuals to add to something phenomenal to happen". (Kouzes, Posner, 2007, 3). Starting today's Leadership approaches, "the essence of Leadership is impact", contends Rumsey. (2013) Birnbaum (2013) characterizes Leadership as "association that impacts others through non-coercive means". In any case, other than the influence concentrate much is educated likewise concerning the substance of the Leadership effect.

In light of the current economy, numerous organizations are confronted with the need to change and this requires worker support. Leaders assume a vital part in executing and supporting change (Whelan-Berry, Gordon, & Hinings, 2003). Employees of the organization require leaders' direction in regards to discriminating issues connected with change (Porras & Robertson, 1992). They additionally rely on upon the respectability of management amid uncertain times (Li, 2005). Hence, one critical source of representatives' reaction to change may be the ethicality of their leader. Theories of leadership clue at the significance of morals in the change process (Durand & Calori, 2006). Yet, the present literature has not expressly inspected the part of ethics nor the significance of ethics in respect to leaders' practices and activities when organizations are experiencing change (Armenakis & Harris, 2009). Indeed, most investigations of leadership don't consolidate change and accept that the organizational context is steady.

The thought that ethical leadership is singularly established on the exhibit and advancement of a narrow set of all around desirable behaviors (trustworthiness and honesty) remains as opposed to research exhibiting that leadership is a social development, with diverse people having distinctive thoughts regarding the qualities and characteristic of a leader (Epitropaki et al., 2013). Due to some degree to their own personalities (Keller, 1999), childhoods (Ayman-Nolley & Ayman, 2005), and social situations (House, Hanges, Javidan, Dorfman, & Gupta, 2004), supporters have different originations of what leadership involves (Epitropaki & Martin, 2004) and the attributes they want to find in their leaders (Fiedler, 1967). For example, while paternalistic leadership is key to the working of Japanese firms, it is frequently rejected by supporters in Western firms (Uhl-Bien, Tierney, Graen, & Wakabayashi, 1990). Research has uncovered that supervisory ethical leadership is particularly critical in advancing positive and decreasing negative follower behavior in organizations (Walumbwa and Schaubroeck 2009; Walumbwa et al. 2011; Kacmar et al. 2011; Mayer et al. 2009, 2012).

Latest studies have begun to give understanding into how distinctive follower personality attributes impact follower impression of ethical leadership. For instance, employee moral improvement impacts supporter view of ethical leadership, such that if the leader is more best in class as far as good advancement than the follower, follower impression of ethical leadership are higher (Jordan, Brown, Treviño, & Finkelstein, 2013). Moreover, high employee self-esteem has been indicated to make supporters less receptive to the impacts of ethical leadership (Avey, Palanski, & Walumbwa, 2011).

2.1.1 Contrasting Ethical and Unethical Leadership

Brown & Mitchell (2010) identifies the negative aspect of ethical leadership naming it as unethical leadership in the words that it's the attitude and behaviour which is led in such a manner that options are picked up unlawfully by distorting the established ethical standards, that leads to a system where followers start following unlawfully as well. This whole system then, encourages people working in the organization to start working unlawfully by sabotaging the standards. Ultimately, it trikes down and then establishes an untrustworthy follower conduct regardless of the fact that leader don't specifically take part in it themselves, which has not yet gotten much consideration (Eisenbeiss & Brodbeck 2014).

Kalshoven & Den Hartog (2013) note that numerous destructive leadership practices directly appear differently in relation to those portrayed for ethical leadership. For example, an absence of thought reflects being unapproachable, uncaring, or unpleasant, which appears differently in relation to the ethical leadership individuals' orientation. Additionally, numerous destructive behaviors reflect shameful and unforgiving treatment rather than reasonable and respectful treatment. Petty tyranny (Aronson 2001, De Hoogh & Den Hartog 2008) and iDespotic leadership (Ashforth 1994) are in light of individual strength and severe force utilize that is exploitative and self-aggrandizing. Essentially, abusive supervision (Tepper 2000) happens when managers take part in the supported presentation of unfriendly verbal and nonverbal behaviors. Less amazing is autocratic leadership, in which no force is shared and choices are made by the leaders without considering follower judgement (e.g., De Hoogh & Den Hartog 2009b). Like dictatorship in paternalistic authority (Chen et al. 2014), this conduct appears differently in relation to the strengthening and empowering of voice seen as a major aspect of ethical leadership (Brown et al. 2005).

As a passive leader, one in organisational setup keeps away from issues, are not tried and true, and show negligible exertion or association, supporters likely view them as more dishonest. Skogstad et

al. (2007) exactly tended to the presumption that passive leadership is damaging, by demonstrating its sure associations with work environment stressors, tormenting at work, and mental trouble.

2.2 Follower Mindfulness

In the last two decades, there has been a boom in research studies pertaining to the benefits of practicing mindfulness at work and in one's personal life. The constant barrage of information and opinions in our digital society has increased the pressure to multitask and the need to cope with information overload. As a result, interest in mindfulness has grown among individuals and organizations.

2.2.1 Mindless vs. Mindful Processing

The ideas of attention and awareness figure prominently in characterizing mindfulness given their significance in encouraging the rise of consciousness. Awareness alludes to "cognizant enlistment if stimuli, including the five physical senses, the kinesthetic senses, and the exercises of the brain. Mindfulness is our most immediate, most quick contact with reality." (Brown et al., 2007). Awareness gets the consideration when a stimulus is sufficiently solid to bring about a person to pay attention to a specific stimulus and move in the direction of it (Nyaniponika, 1973). On account of mindless preparing, people experience intellectual and emotional reactions to the stimuli which are portrayed by three components. The main is a discriminative primary appraisal that allot valence to the item. Second, these responses are informed by experiences furthermore, third, these responses are fit into existing compositions that advise future responses (Brown et al., 2007). Together, these three components lead people to process data and encounters naturally in a manner that makes marks, consequently forces judgments, and fits data into existing boxes (e.g. Bargh & Chartrand, 1999).

2.3 Organizational Commitment

While the idea of commitment has a long history inside of the authoritative literature (Becker, 1960) as often as possible noted (e.g., Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982; Reichers, 1985; Stebbins, 1970), commitment is defined both inside and over the different working environment commitments. This can be followed to a few elements, for example, the diverse points of view (e.g., financial, behavioral, mental) from which scholars have researched commitment and the way that few early authors characterized commitment in different way, as having numerous bases, or as being portrayed by different indicators. For example, Porter, Steers, Mowday and Boulian (1974) characterized organizational commitment as the quality of a singular's identification with and contribution in a specific firm however then further expressed that dedication is described by three elements:

- (a) A trust in, and acknowledgment of objectives and values,
- (b) A readiness to apply exertion, and
- (c) A powerful urge to do participate.

2.3.1 Affective Commitment

Affective commitment may be described as that it's the positive emotional attachment of the employees with the organization. Of the dimensions of the Three-Component Model (TCM) of organizational commitment, affective commitment has been most strongly linked to positive work-related behaviors (e.g., attendance, organizational citizenship behavior) (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), and as a result much of the TCM research has centered on affective commitment.

2.3.2 Continuance Commitment

This type of commitment is based on need aspect where one looks for losses versus gains in a business. Therefore individuals analyze their status in comparison in what and how much they are gaining with what and how much they are giving to organization.

2.3.3 Normative Commitment

In normative commitment, the employee tries to remain with the organisational setup due to obligation. This seems to have commitment with the family, and team and thus to the organization, which requires prior development of normative commitment in an individual's personality. In such case, such employees may have loyalty and faithfulness with the entity and the team they work for or work with. Thus leading to higher job satisfaction and higher performance. Allen and Meyer consider their studies based on

this area of expertise and they drew off Wiener's (2005) research for this commitment component.

2.4 Relationship of Organizational Commitment and Ethical Leadership

Commitment can be described as attachment and loyalty of an individual or gathering to the association. Organizational commitment is characterized as a state in which a representative relates to a specific organization and its objectives and wishes to keep up participation in the organization. Commitment had been utilized by firms to foresee worker conduct in the areas of performance, emotional attachment and absenteeism. Theoretically, organizational commitment has three segments (Meyer & Allen, 1991): full of feeling, continuation and regularizing. Affective commitment is alluded to as an employee's passionate connection to the organization. Continuance commitment is the apparent financial estimation of staying contrasted with leaving the organization. Normative commitment is a commitment to stay with an organization for ethical or moral reasons. Studies have demonstrated relationship between employees organizational commitment and ethical leadership behaviour. Some of these studies uncovered that large amounts of perceived ethical leadership behaviour are connected with more elevated amounts of employees organizational commitment (Ponnu & Tennakoon, 2009; Upadhyay & Singh, 2010). In a related manner, there was a positive relationship on the effect of leaders ethical behaviour on the workers level of commitment to the firm (Mize, 2000 referred to in Zhu, May & Avolio, 2004).

2.5 Emotional Capital

Historically speaking, the term emotional intelligence is considered as an ability to know self-emotions, others emotions and manage emotions within own self and others as well. It is considered as a strong positive ability of one's personality, which can be channelized in problem solving and decision making at higher levels of leadership.

2.5.1 Emotional Capital - Three Core Elements

2.5.1.1. External Emotional Capital - the estimation of the sentiments and observations held by the client and the external stakeholder towards business. The best way to make genuine benefit is to pull in the emotional as opposed to the rational client by appealing to his or her emotions and imagination. Clients need to purchase from organizations they like and who are similar to them. This makes brand value and goodwill and results in repeat deals through client faithfulness, lifetime connections and referrals. The brand makes trust and acknowledgment and is a guarantee and a emotional contract with every client.

2.5.1.2. Internal Emotional Capital - the estimation of the emotional commitments held in the hearts of the individuals inside the business. It can be is found in the enthusiasm and energy that individuals convey to work to make items and take care of issues. Each relationship that business has with everybody it touches is a benefit and a investment. To fabricate emotional wealth the organization must regard the employees as financial specialists on the grounds that that is the thing that they are — emotional and intellectual investors. Consistently they convey their heads and hearts to work. What's more, in the event that they don't, the organization won't be good to go long.

2.5.2.3. Intra-personal Emotional Capital - the level of constructive focused energy that put at work and in your own life. As a leader, you will demoralize or inspire others first by how adequately you deal with your own particular emotional energy and, second, by how well you assemble, center and replenish the collective energy of the individuals you lead.

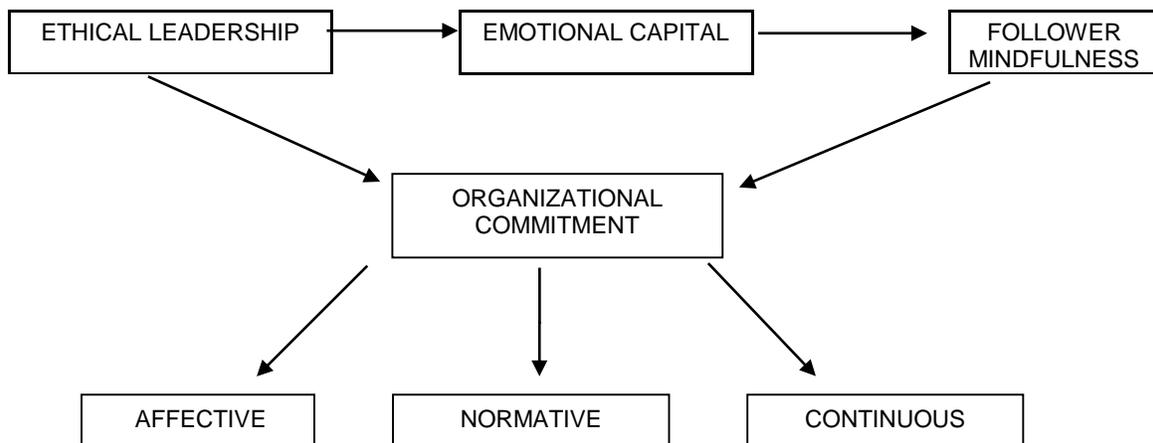
2.5.2 Emotional Capital & Mindfulness

A number of studies have explored the relationship of mindfulness to emotional intelligence, and a valuable review of the literature has been undertaken. Based on various studies, it can be summarized that there are three specific ways this can happen. The first is that regular practice of mindfulness meditation may augment one's ability to comprehend self-emotional state. In this way one may be able to clearly monitor his/her own emotional state and thus may be also able to manage them well (Creswell, 2007). On this basis, there can be better understanding about being mindfulness and to be reacting positively in a negative state of matters (Greenson & Laurenceau (2007). Similarly, its is supported that by understanding the others' emotional cues, better decisions can be made by the leadership (Brown et al., 2007). Further more, mindfulness effects the ability to deal with the situation and such people who have mindfulness, they depict empathetic responses more effectively (Krasner et al., 2009). This mindfulness leads to establish a

culture of relatedness, cooperation, coordination and collaboration, in the organisational set-up (Bonner et al. 1998).

The final and third contribution identified from the literature is that regularly practicing mindful meditation may increase the ability to be aware and manage the emotions (Cahn & Polich, 2006). Schutte and Malouff (2011) examined the relationship between emotional intelligence, mindfulness and subjective well-being. They concluded that the present study found that higher levels of characteristic mindfulness were associated with higher trait emotional intelligence, higher levels of positive affect, lower levels of negative effect, and greater life satisfaction. These results are consistent with previous preliminary research on the relationship between mindfulness and emotional intelligence (Baer et al., 2004; Brown & Ryan, 2003) and subjective well-being (Baer et al., 2008; Brown & Ryan, 2003; Brown et al., 2009; Falkenstrom 2010) Another study has been undertaken by Chu (2009), who also reviewed the existing literature. Chu's own study examined 351 full-time working adults in Taiwan. Research by Snowden et al (2015) on student nurses and midwives found that mindfulness training was associated with higher emotional intelligence when the latter is viewed as ability.

Figure 2: Theoretical Frame Work



On the basis of the above literature, the following hypotheses were developed:

- H₁: There is a significant effect on ethical leadership on emotional capital
- H₂: Emotion capital has a significant impact on follower mindfulness
- H₃: Ethical leadership has a strong impact on organizational commitment
- H₄: The follower mindfulness has significant influence on organization commitment
- H₅: There is a significant effect of ethical leadership on follower mindfulness

3. Research Methodology

The population for this study consists of specialists, general practitioners (GPs), nurses and paramedics working in the public hospitals of Pakistan. From public sector hospital, individuals were the unit of analysis of the study. The employee list in hospitals will be used in the sampling frame.

3.1 Response Rate

The target population of the study was the specialists, general practitioners (GPs), nurses and paramedics working in the public hospitals. Respondents were selected based on probability/stratified sampling from the public hospitals of Pakistan. A total of 342 questionnaires were distributed from which 204 were received back. Respondents included employees from the lower, middle and upper level of management. Moreover, the respondents varied in age, gender, length of job experience and educational background.

3.2 Instrumentation

All the scales used in the study have good psychometric evaluation and reliability coefficient. The researchers have measured ethical leadership using ethical leadership scale. The instrument is unidimensional which contains ten items. The employees rated themselves on a Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). For follower mindfulness, the instrument is unidimensional which contains fifteen items. The employees rated themselves on a Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The instrument to measure organisational commitment is unidimensional which contains eighteen items. The employees rated themselves on a Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). For emotional capital, the questionnaire contains ten items. The employees rated themselves on a Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

Table No 1: Reliability Statistics

S.No	Variable	Composite Reliability
1	ELS → EC	5.174
2	EC → FM	4.512
3	ELS → OC	2.710
4	FM → OC	1.983

Table No. 2: Descriptive Statistics

Demographics	Number of Participants (N)	Percentage (%)
Gender		
Male	102	50.0
Female	98	48.0
Did Not Mention	2	2.0
Marital Status		
Single	62	30.0
Married	135	66.0
Divorced	7	4.0
Age		
0-5 Years	62	30.0
5-10 Years	51	25.0
10-15 Years	56	27.0
15 and Above	35	18.0

N =204

This study is limited in that its sample size is 204. Within this sample, the questionnaire completion rate was 99%. The participants in respect to gender were balanced with 50% males, 48% females, 2 % people did not mention their gender; and 66% were married individuals, 30 % individual were single while 4 % were divorced. The mode age group fell in the 31-35 years’ bracket which was marginally followed by the 26-30 years’ age bracket. Over 30% of participants had experience of 0-5 years and the majority (44%) held a Master’s qualification.

4. Analysis and Findings

After performing analysis on the data collected from the study’s 204 respondents and to examine the postulated hypotheses of the study, Structural Equation Modeling (SEM) technique was used by using computer-assisted tools like IBM Amos. SEM is modern quantitative multivariate analytical method for research which is used to estimate and test connections set forth in the complex models. After checking the descriptive statistics and normality of collected data, this study followed the procedure suggested by Anderson & Gerbing, (1988) based on two steps to run SEM. The first step suggested by Anderson & Gerbing, (1988) is to perform CFA through measurement model of the research where the variables are put to independently co-vary openly with each other for the purpose to get and assess the convergent and discriminant validity of data in IBM Amos. The results of this analysis were compared with the standard model fit indices. By following (Kline, 2011), names and standard values of model fit for CFA are: Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Tucker-Lewis coefficient (TLI) and Comparative Fit Index (CFI) should be greater than 0.9, normed chi-square should be less than 3, PCLOSE should be

near to 1 and Root Mean Square Error of Approximation (RMSEA) should be less than 0.06. Fit indices of the present study's measurement model are Chi-square = 2298.364, DF = 1268, $p = .000$, Normed Chi-square = 1.813, GFI = 0.717, AGFI = 0.681, TLI = 0.925, CFI = 0.931, RMSEA = 0.063, PCLOSE = .000. As shown from the results that the values of GFI, TLI, AGFI, RMSEA and PCLOSE were not meeting the threshold standards for model fit in CFA. The reasons might be limited number of respondents as the larger sample size could better provide the results (Kline, (2011)). As CFA outcome results of the study were favorable regarding convergent validity and discriminant validity so they reflected the reliability of the CFA model of present study.

Fornell and Larcker (1981) noted a three step procedure to check out the convergent validity of the instrument. They suggested that in first step, greater than 0.7 value of factor loading of the entire variable involved in the study should be checked. The table (loading factors) shows the factor loading indicating all the number of items used in the study model and their factor loading values. Each construct of one variable is categorized into one factor. The least and highest values of OC obtained in factor loading of the study were 0.737 and 0.937 respectively with the total number of 18 items. The range of follower's mindfulness was from 0.684 to 0.942 with 15 numbers of items. 10 items were loaded to ELS with least value 0.648 and a highest value 0.994. EC showed the range between 0.796 to 0.889, with 10 numbers of loaded items on it. All the values of factor loading of the model were greater than 0.7 and were significant. All factors loadings are meeting the minimum criteria. In the second step, they suggested to check Composite Reliability (CR) of all variables and its values should be greater than 0.5. Table of psychometric properties showed that all the CR values were greater than 0.5 proving the convergent validity of the scales and proving that all items were explaining variance in their respective variable on which these were loaded not with any other variable. In third step, in order to prove discriminant validity, the values of square root of AVE were analyzed to check whether the values were greater from its all variables' correlation values. Table of psychometric properties showed that diagonal values in the table were greater than the correlation values proving the scale discriminant validity. This proves the validity of the elements of the instrument. The first step suggested by Anderson & Gerbing, (1988) was completed and the data was ready to draw structural model and to run SEM in order to test proposed relationships. The fit indices of structural model were Chi-square = 2298.364, DF = 1269, $p = .000$, Normed Chi-square = 1.811, GFI = 0.717, AGFI = .681, TLI = 0.925, CFI = 0.931, RMSEA = 0.063, PCLOSE = .000. These fit indices again showing poor fit and here is too aforementioned reason. After that all the associated paths and relationships were checked to verify and validate the proposed hypotheses. The results obtained in the form of regression weights are shown in the Table. It can be seen from the table that EL has a significant positive relationship with EC (Unstandardized Beta = 0.475, Standardized Beta = 0.365, $p < 0.01$), which is supporting this study proposed hypothesis (H_1). The hypothesis (H_2), which was postulated as the EC has impact on FM, was also significantly supported as the results were (Unstandardized Beta = 0.436, Standardized Beta = 0.337, $p < 0.001$) showing that EC has a strong impact on FM. The next hypothesis (H_3) was also supported as the results were (Unstandardized Beta = 0.296, Standardized Beta = 0.192, $p < 0.01$) showing that EL has a strong impact on OC. The impact of Fellows' mindfulness on OC was also supported in this study as (Unstandardized Beta = 0.129, Standardized Beta = 0.140, $p < 0.05$) which was hypothesized in hypothesis (H_4). All summarized results of first phase of hypotheses testing are shown in Table.

Figure 3 : CFA

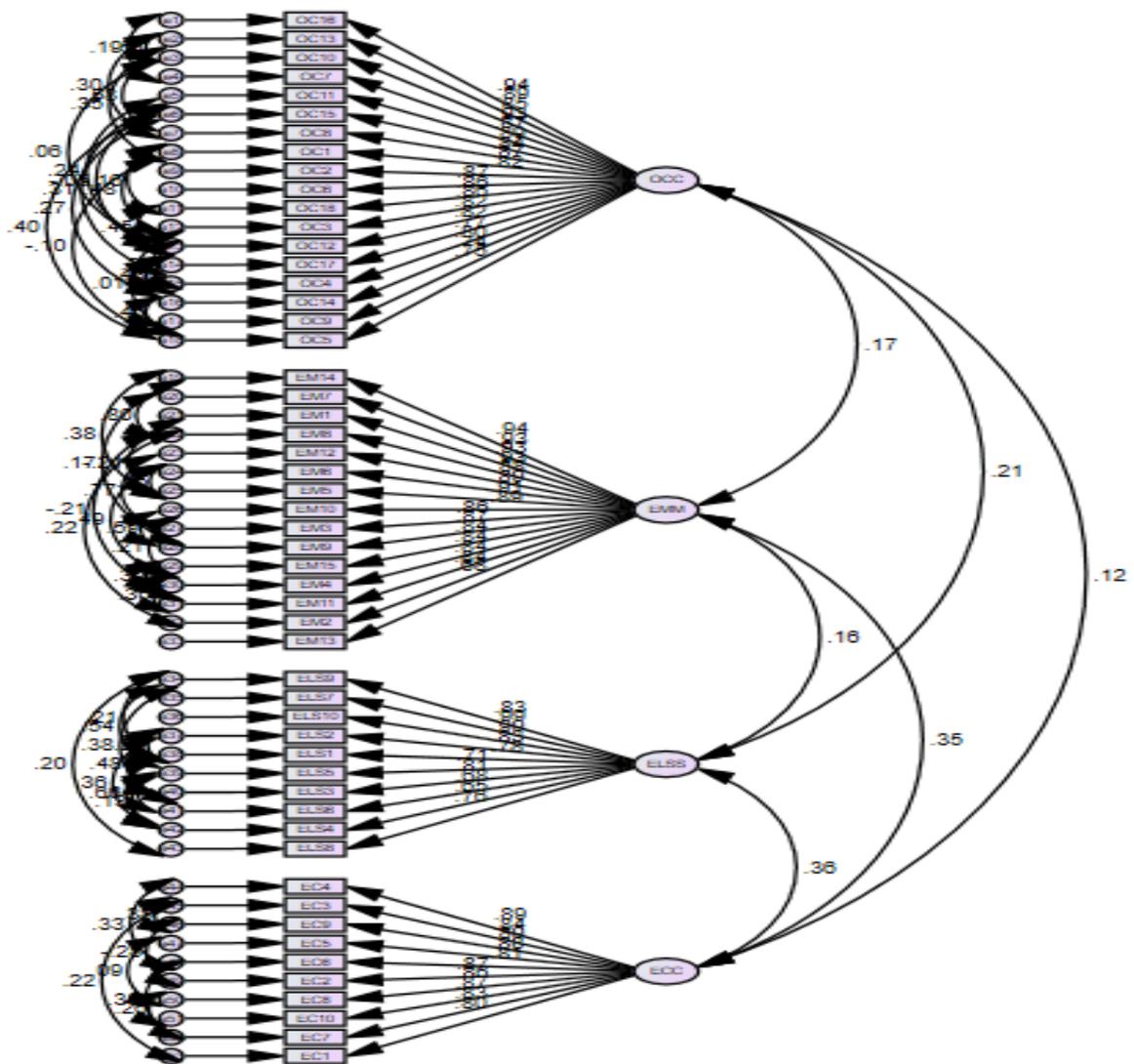


Figure 4 : Final Fitted Statistical Model

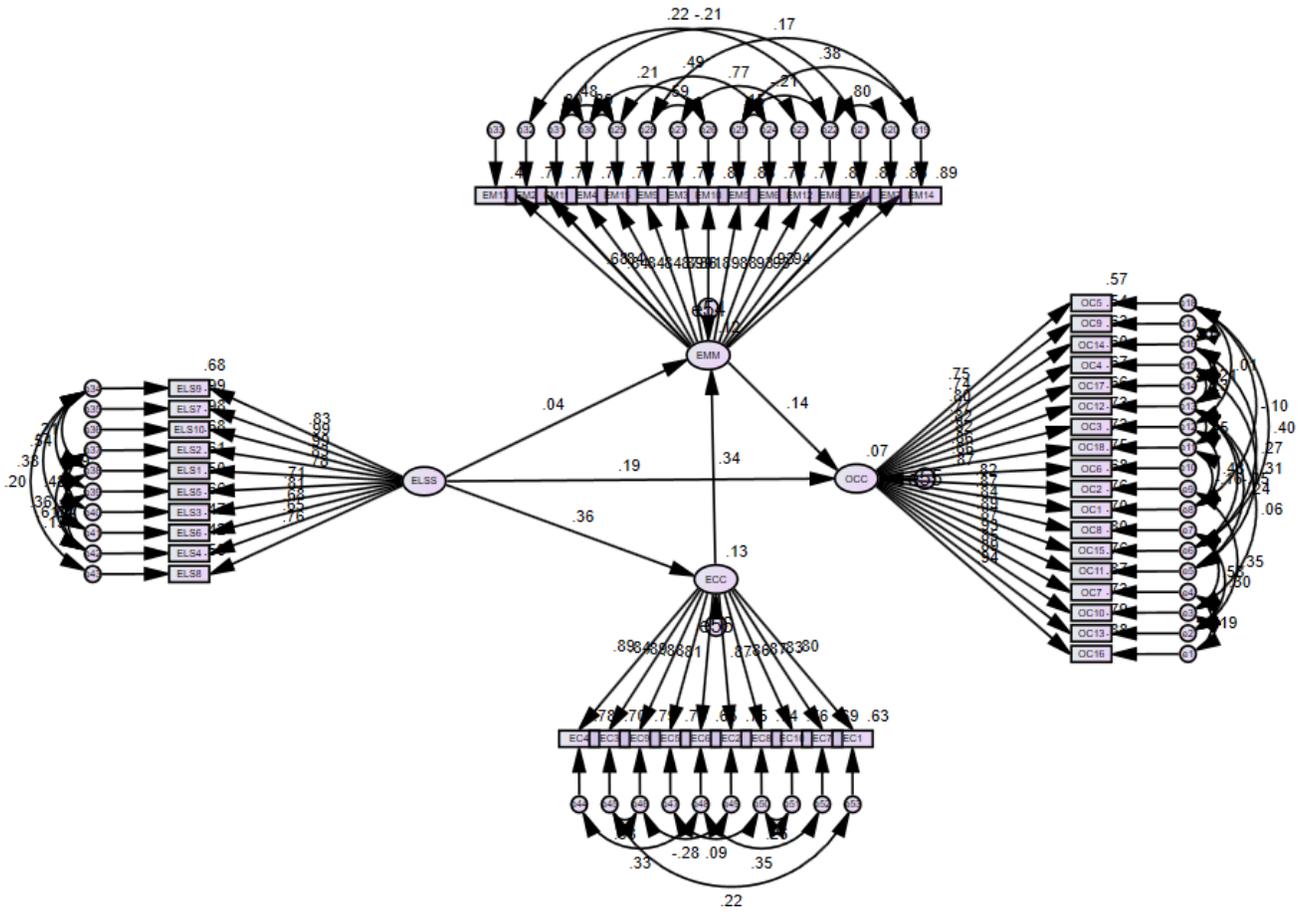


Table No. 3: Factor Loadings

Variables	No. of Items	Factor Loadings
Organizational Commitment (OC)	18	0.937, 0.888, 0.852, 0.931, 0.872, 0.894, 0.838, 0.869, 0.823, 0.866, 0.856, 0.857, 0.815, 0.819, 0.773, 0.797, 0.737, 0.752
Followers Mindfulness (FM)	15	0.942, 0.927, 0.928, 0.932, 0.876, 0.885, 0.909, 0.893, 0.857, 0.871, 0.843, 0.835, 0.844, 0.836, 0.684
Ethical Leadership (EL)	10	0.825, 0.994, 0.988, 0.827, 0.780, 0.710, 0.813, 0.683, 0.648, 0.758
Emotional Capital (EC)	10	0.885, 0.839, 0.889, 0.885, 0.806, 0.867, 0.861, 0.87, 0.832, 0.796

Table No. 4: Psychometric Properties

	CR	AVE	EL	OCC	FM	EC
EL	0.949	0.656	0.810			
OC	0.978	0.714	0.215**	0.845		
FM	0.980	0.762	0.162*	0.171*	0.873	
EC	0.964	0.729	0.365**	0.120	0.351**	0.854

Note: *= $p < 0.05$, **= $p < 0.01$.

Table No. 5: Regression Weights

Relationships	Unstandardized β	Standardized β	S.E.	C.R.	P
EL \rightarrow EC	.475	.365	.092	5.174	**
EC \rightarrow FM	.436	.337	.097	4.512	***
EL \rightarrow OC	.296	.192	.109	2.710	**
FM \rightarrow OC	.129	.140	.065	1.983	*

Note: *= $p < 0.05$, **= $p < 0.01$, ***= $p < 0.001$.

Mediation of the present study was checked by following four step approach derived by the Baron & Kenny, (1986). This approach defines three types of mediation namely full, partial and no mediation involving three direct and one indirect path in each type of mediation. Direct paths include the effects of independent to mediator, mediator to dependent and independent to dependent, depicting as indirect path. Baron & Kenny, (1986) noted that when the impact of IV to DV, IV to MV and MV to DV is zero, then this would be a full mediation. For partial mediation, effects of all paths, both direct and indirect may be showing significance. If there is impact of IV to MV or MV to dependent variable are insignificant then there will be no mediation at all. The results showed in Table indicated the full mediation condition was proved as significant results were seen in the relationship of ELS with EC (Unstandardized Beta = 0.475, Standardized Beta =0.365, $p < 0.001$) and the impact of EC as a mediator with FM was also significant as (Unstandardized Beta = 0.436, Standardized Beta =0.337, $p < 0.001$).

Table No. 6: Direct & Indirect Effects

Relationships	Unstandardized β	Standardized β	P	BCCI	
				Lower	Upper
Direct Effects					
EL \rightarrow EC	0.475	0.365	***	0.222	0.496
EL \rightarrow FM	0.065	0.039	ns	-0.093	0.181
EC \rightarrow FM	0.436	0.337	***	0.181	0.484
Indirect Effects					
EL \rightarrow EC \rightarrow FM	0.207	0.123	***	0.091	0.359

Note: ns=not significant, ***= $p < 0.001$.

EL showed insignificant impact on FM while controlling the effect of EC (Unstandardized Beta = 0.065, Standardized Beta =0.039, p value = ns). EL showed significant impact on FM through EC (indirect effect of the mediation relation) as (Unstandardized Beta = 0.207, Standardized Beta =0.123, $p < 0.001$). Lower Bias-Corrected Confidence interval (BCCI) = 0.091, Upper BCCI =0.359. All the above results met the criteria of full mediation, which supported our hypothesis.

5. Discussion

The objectives served through research investigation, it was focused on to the conceptualize the leadership and analyze ethical leadership in specific detail. This has been found that organisational commitment can be enhanced and ethical leadership is significant in organization. To analyze the moderating impact of communicative channels of ethical leadership emotional capital and follower's acceptability levels, the study processed the steps and found similar results as compare to past studies.

The practice of, "Challenging the Process," where the leader grabs the activity and makes upgrades in the organization with the dynamic cooperation of the supporters. In like manner, Commitment fifth expresses that leaders look for creative approaches to change, develop and move forward. leaders energize experiments and support the facilitates the followers to take risks and search out chances to get change going. Subsequently, leaders don't chide and punish supporters when they take the risk to move their organization forward. Rather, they urge them to learn from them and decrease their mistakes. In the fourth practice "Enabling Others to Act." Leaders believe their followers to finish the task effectively and efficiently. They don't look for force or status and perceive that adherents must feel the need to take the activity and follow up on it. Under Commitment seventh, leaders foster joint effort by advancing trust and shared objectives for the association. They motivate their followers to take care of their own issues and in

this way assemble certainty and ability. Commitment eighth identifies with this practice by offering power and discretion with supporters. The fifth and last practice is "Empowering the Heart." Leaders set elevated expectations and consider supporters responsible; however they likewise take the time to celebrate achievements. Responsibilities 9 and 10 expresses that viable leaders achieve those tasks via social occasions that convey what positive performance look like and make a spirit of group inside of the organization.

In total, Kouzes and Posner utilize the data that originate from the 360 assessment (i.e. the individual finishes the SLCI (self) and after that chooses observers to finish the SLCI (observer) to recommend that leaders who have taken after these principles have been effective and that others can learn from their case. Persons who acknowledge this leadership challenge (i.e. data from their observers) and receive this process that can move with their organizations too.

Related to leadership, the most prominent theory of transformational leadership is the one embraced by Bernard Bass. He recognizes transformational leadership from value-based leadership. The transformational leader persuades followers by (a) making them more mindful of the significance of task results; (2) actuating them to rise above their own self-interest for the purpose of the group or organization; and (3) enacting their higher-order needs. Interestingly, transactional leadership includes a trade process that may bring about supporter consistence with leader demands, yet is not prone to make energy and commitment to achieve the objectives. As indicated by Bass, leader are both transformational and transactional (they utilize a mix of both). For example, by being effectively included in discussion with administration in regards to the change and/or going to meetings where changes are talked about (Morgan & Zeffane, 2003). Direct association in change permits workers to voice their judgment (Fedor, Caldwell & Herold, 2006) and additionally permits them to accomplish a more prominent feeling of control (Morgan & Zeffane, 2003). This research investigates the part of inclusion in change on worker behaviors and attitudes when followers have ethical leaders and are encountering organizational change.

To qualify the context of organisational setup, organisational commitment is considered very significant in order to survive in the competitive market world. Direct effect of ethical leadership on emotional capital is proven, which was hypothesized in the beginning of the study. Similarly, based on literature review, it was proposed that emotion capital can have effect on follower mindfulness, which was proven through testing. In organizations, its considered crucial to have organisational commitment, and in this study organisational commitment was considered to be augmented through follower mindfulness. Similarly, ethical leadership was contributing towards follower mindfulness, which was hypothesized in the beginning of the study.

The results tell us about the research questions inquired upon in the beginning of the study. In the similar context, same results would be expected that ethical leadership has been depicted from multiple points of view. Kanungo (2001) prominent that Ethical leadership take part in practices that advantage others and, in the meantime, cease from practices that can bring about mishaps to others. Khuntia and Suar (2004) recommended that Ethical leadership consolidate moral qualities into their values, actions, and beliefs. Chestnut, Treviño, and Harrison gave a more exhaustive definition conceptualizing the concepts of mindfulness and ethical leadership. Notwithstanding, the research proposes, precisely the similar cause, (L.S) can significantly more in public owned organization, it is important to concentrate on basic as opposed to competing objectives (Wright, Moynihan, and Pandey 2012).

6. Conclusion

Conclusively speaking, the results of this significant study show that there is indeed an interaction of the dynamics of ethical leadership and follower mindfulness. There is a direct impact of the emotional quotient of leaders influencing the ethical framework within an organizational and in turn followers mindfulness. The study despite having been conducted with a small sample size is still able to conclude that followers' perception of leadership values affects their level of commitment to the organization and also affect their own position in relation to ethics. It shows that ethical leadership can positively impact follower work behaviors (extra effort and helping). Followers can naturally vary in terms of their sensitivity toward and processing of moral information, as conveyed by ethical leaders, and that these individual differences determine the strength of the link between ethical leadership and follower behavior and mindfulness. The

findings indicate that ethical leadership is more strongly related to follower extra effort and helping at higher levels of follower moral emotions and higher levels of follower mindfulness.

7. Recommendations

Following recommendations from the results and discussion are presented as guidance for implementations and future research:

- The CEO should be the chief ethic officer of his/her organization. This is necessary in order to personally assess areas for ethical risks such as guidance on ethical issues, monitoring the organization's adherence to ethical codes, monitoring organization's ethics policy and overseeing ethics training programs.
- Future efforts may yield more conclusive results with case studies being conducted where the actual values of the leader are examined within the context of the employees' responses. Another type analysis that could be conducted would be an investigation of whether or not different people in the same population would perceive the same leader has having the same ethical values.

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