New York Science Journal

MARSLAND PRESS
Multidisciplinary Academic Journal Publisher

Eithical Leadership Association With Workplace Conflict Telecom Sector Of Khyber Pakhtunkhwa

* Dr. Walied Askarzai, ** Dr. Yasir Khan, *** Zubir Khan

* Academies Australasia-Polytechnic, E-mail: w.askarzai@aapoly.edu.au
** Assistant Professor Abasyn University Peshawar, E-mail: yasirok62@yahoo.com
*** Ph.D Scholar University of Canberra, E-mail: zubairkhan1982@gmail.com

Abstract: This current paper is about the role of ethical leadership in conflict situations. Ethical leadership is specifically expected to develop efficiency of employee resolution and to improve employee ability in the workplace to handle conflict situations (i.e., relationship, task, and process conflict). This research was conducted on employees of telecom sector, as telecom sector is very volatile and all telecom prefer to use most effective strategies in better dealing, satisfying and committing employees. This research will really help the top level management in knowing the efficacy of its retention strategies worth. Data have been compiled using questionnaires previously used by other researchers. In the structure of this study, the likerd scale was used so for. This research used workplace place conflicts as dependent variable and the ethical leadership as independent variable. Reliability analysis conducted for the purpose of the reliability of the data. Thus the research achieved both of the hypotheses that the employee resolution efficacy has positively significant relation with work place conflicts. This research model supports a multi-source research of developing markets like Pakistan. These results extend and bring together existing conflict theory and ethical leadership.

Keywords: ethical leadership; resolution efficacy; relationship conflict; task conflict; process Conflict

Introduction

Ethical leaders value respect and trust, express the proper conduct in their relationships with workers. Ethical leadership is especially critical because polite and respected behavior at work is essential to employee willingness and capacity to collaborate and prevent deteriorating conflicts (Gelfand, Leslie, Keller and Dreu, 2012). The collaborative social process that arises out of conflicts between two or more individuals, due to actual or perceived variance in thoughts and values is a type of behavior which is a constant challenge for institutions to preserve their regard and cooperation. (Wall and Callister, 1995; Jehn, 1997, To workplace types of conflict). Conflict also leads to discontent due to divergent values and interests, and prevents workers' inability to cooperate (Wit, Greer, and Jehn, 2012). Ethical leaders provide moral advice for their workers by being models for the ethical role of the workplace by developing a value system through which they can respect each other's thoughts or values and collaborate successfully with each other. (Brown and Treviño, 2006).

Ethical management was seen to be different from other similar leadership buildings by previous empirical study. (such as authentic and transformative leadership), because it focuses especially on the moral conduct of the leader and on the communication and promotion of ethical conduct (Kalshoven, Hartog, and Hoogh, 2011). The ethic leaders foster morale conduct in their work environment, as outlined in the SLT (Social Learning Theory, Bandura, 1977, 1986).

Brown and Treviño (2006) used SLT to explain that Workers are searching attractive and trustworthy role models from which their reasonable and anticipated behavior is derived and then employees communicate in their own job. Through modelling or subordinate learning, workers are confident not only in their ethical ability to act but also in their social interactions with others.

The research suggests that leaders act as role models for handling conflicts through the use of ethical leadership and enhance workers' efficacy in conflict management, i.e. efficiency in conflict resolution. The efficiency of resolution refers to the conviction that you should fix conflict problems (Jehn et al., 2008).

SLT further clarifies the behavioral modelling requirements. This means that workers must find a reputable, appealing and rightful role model for their managers (that is the case for a moral leader; Brown et al. 2006). Through overt communication between ethical leaders and the emphasis on moral conduct (e.g., encouraging the development of quality social relationships by caring for others and building a

trustworthy work environment), They encourage employee resolution effectiveness, so the leaders not only listen, value and take the opinions of others into consideration but also see themselves as genuine role models demonstrating their efficiency.

Statement of the Problem:

The research study intended in investigating the relationship between ethical leadership and workplace conflicts. The research focuses on telecom sector, operating in Peshawar district. Till data no research has been conducted on the current topic in Pakistan. The result of this study help in adding more knowledge in service base for future studies on the same topic.

Significance of the study

Employee ethical leadership with workplace conflicts across the company play a vital role. The research will be useful for firms who want to exercise ethical management in their HR policy and who face challenges in the management of workplace disputes among their workers. Therefore, in terms of principle and application, the research is essential for the whole organization. The efficacy of the employee dispute is considered the mediator variable of this study and the researcher's interest in assessing the connection between ethical leadership and telecommunications disputes at work is considered one of Pakistan's largest sectors and has a significant role to play in Pakistan. (Schau broeck et al., 2012). It thus gave many people jobs, and the researcher's intention was to examine the ethical leadership concept in this industry. The research is also useful for the telecoms sector. Literature review:

The effectiveness of the resolution is based on Bandura's self-efficacy – that is, a person's confidence in his ability to achieve desired results. Brown et al., (2005) draw on the SLT of Bandura (1977, 1986and 1997) to emphasize how such effectiveness credentials will in part be formed by modelling or assistant experience and enactive performance.

In this research, In particular, the investigator hopes that ethical leadership will link the efficacy of employee resolution by direct modelling of conducts (vicarious experience) that promote conflict resolution. Ethical leaders are pro-actively communicating the importance of showing care and support for others and working together to ensure the well being of employees and organizations (Cremer and Knippenberg, 2003). because such leaders in interpersonal relationships are regarded by others to be authentic and confident (Treviño, Brown, and Hartman, 2003) Attribute that allows them to express

their opinions and possible differences of opinion (Walumbwa and Schaubroeck, 2009) It builds standards for co-operation, promotes the modelling of comparable conduct by its workers. SLT proposes that ethical leaders' behavior may trick people down (Mayer et al., 2009; Schaubroeck et al., 2012).

Employees are thus urged to imitate ethical leaders and therefore to approach conflicting interests more constructively. That is to say, workers are told to value and respect others' thoughts, listen actively to others' thoughts and act cautiously. Since ethical leaders actively promote valuable behavior, they are strengthened and rewarded by workers and thus foster the efficiency of employee resolution. Indeed, research has shown that abilities like listening and taking into account each other's ideas are the basis for increasing efficiency in resolution (Tjosvold, Wongand Chen, 2014).

Brown et al. (2006) characterized ethics as "the showing of proper behavior through personal acts and interpersonal relationships, as well as promoting such behavior by two-way communication, enhancing and decision-making among followers" Ethical leaders set a clear example for the workers by their personal and professional lifestyles and morally guide them to prevent interpersonal harmful behavior, instead encouraging them to show desired and acceptable behaviors, thus using their social power to promote the best interests of others and their group. (Brown and Treviño, 2006).

Telecom industry plays out the capacity of soul in a financial framework. These days saving money division is the most valuable hotspot for reinforce the economy. It assumes a vital part in the financial improvement. Therefore its nonstop achievement is vital for the long haul survival of various areas of the economy and it goes about as impetus in financial improvement of the nation by giving assets to various formative undertakings of various parts of the economy. The managing an account industry is tossed open to the formal of all parts of the economy. Such budgetary organizations have an essential part in arrangement and fortifying of capital base and furthermore assume an impetus part in encouraging the development of mechanical division, lightening of neediness, and human advancement. Taint solid managing an account segment and solid world economies go together& to guarantee solid keeping money part, it critically rely on upon the very performance of sound solid faculty. Association trust is a developing idea. It has colossal pertinence to an administration part like keeping money industry. Many of the experiences that come with those jobs which are individually done these two among many others are regarded as factors on which actions and their reactions are based at a workplace first is how the performance

is done and how justice is perceived by the employee (Masterson et al. 2000; Podsakoff et al 2000). Traditionally, evaluation of an performed task in terms of skill with which any individual carried out the tasks that were prescribed in his or her role descriptions (Griffin et al 2007). Impartiality is often perceived by the workers to the extent of justice a system has. Many a time's employees judge the extent of justice in a system by virtue of their outcomes with that of others (Clan, 2000, Tyler, 1994).

Ethical leadership, Organizational Justice and work place conflict

Podsakoff, (1997) led a review that exploring the connection between authoritative justice and hierarchical citizenship conduct the review was directed dissecting the representatives of the telecom division. The consequence of the review recorded that association justice. Coleman and Borman (2000) said that authoritative justice and hierarchical citizenship conduct have Two essential focuses ought to be underlined about citizenship practices. To begin with, as you have presumably acknowledged, citizenship practices are applicable in practically any employment, paying little heed to the specific way of its errands, (Motowidlo, 2000) and there are clear advantages of these practices as far as the adequacy of work units and associations (Podsakoff and others, 2000). As cases, research led in a paper process found that the amount and nature of team yield was higher in groups that included all the more great subjects (Podsakoff, and others, 1997). Research of 30 eateries likewise demonstrated that more elevated amounts of citizenship conduct advanced higher income, better working productivity, higher consumer loyalty, higher execution quality, less nourishment wastage, and less client dissensions (Walz and Neihoff, 1996). Along these lines, it appears to be evident that citizenship practices impact the main issue of the authoritative justice and hierarchical citizenship conduct.
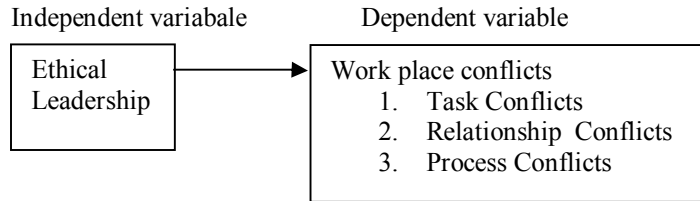
Ethical Leader ship and Employee performance

Marlowe & Nyhan, (1997); Mayer, Davies, & Schoorman, (1995); Nooteboom & Six, (2003) asserted that the organizational behavior show the loyalty and trust as faith to the leaders of an organization. Faith is a vital calculates the transformational initiative process. A transformational leader essentially needs to activate adherents' dedication toward the leader's vision. In this way, the leader should merit the trust of the devotees for him to prevail with regards to assembling them. This is on the grounds that a leader who is not trusted by the adherents won't have the capacity to get similar supporters to submit their selves for the leader's vision, not matter what the vision is. Adherents of transformational leaders are generally anticipated that would bolster the leader in the leader's endeavors to change the present state of affairs and be prepared to go out on a limb. Confide in, along these lines, is said to be a critical predecessor of hazard conducting conduct (Mayer et al.; Hartog, 2003). In organizational conduct writing, trust is been divided in three different types: (a) reliability, that is reasonable trust and involves appraisal of the dependability of the additional group in light of direct confirmation or notoriety with an attribution of that gathering's ability and his or her intensions to adjust to understandings; (b) confidence in the leader, which identifies with the mental wellsprings belief in the leader; (c) faithfulness toward leader, that identifies with recognizable proof, effect, and schedules created in particular relations (Hartog; Marlowe & Nyhan; Nooteboom & Six).

Ethical Leadership, Trust and work place conflict

Manz and Neck (2002), explained that if there will be corporation and unity among the members of an organization, then it will lead to a high and best performance of the team. Trust is the main mediator. An organization should build the trust level of the employees' which will positively affect the performance of the employees', which will be beneficial for an organization. (Mickan & Rodger,2000) in order to judge and evaluate the performance of a team, some factors like, the satisfaction of customers, bringing the best productivity, decreasing and removing of mistakes and bring best quality outputs, should be used among the team members to built strong relationship between them. If there is high level of trust among those members as according to (Edmondson, 1999). Trust is a base of any team, if trust exist in any team all members would be able to openly share their problems and express their feelings, and would except the criticism and mistakes as a result it will bring better changes.

Independent variabale	Dependent variable
Ethical Leadership	Work place conflicts 1. Task Conflicts 2. Relationship Conflicts 3. Process Conflicts

Hypotheses:
H_1: Employee resolution efficacy has significant relation with Workplace conflicts.
H_0: Employee resolution efficacy has insignificant relation with Workplace conflicts.
Methodology

Research Approach
This section of the study has been addressing the various techniques available to the investigator, including the definition of the framework for carrying out the study. For this research paper, the techniques are deductive based on the quantitative component. Moreover, deductive approach is provided for in the research paper. The present study is descriptive and correlation-based and the quantitative quality of the research would deduct from the methodology.

Population Size and sample size
The population available for this research study is employees who work in telecommunications institutions operating in Peshawar District. The population is about 2000, with subsequent divisions

Mobilink:	600
Ufone:	500
Zong:	300
Warid:	300
Telenor:	300
Total:	2000

Because the population is less diverse and population size is around 2000 heterogeneous. (http://www.finance.gov.pk/survey/chapter_10/16_population.pdf).
Sample is to be used by the researcher of 333 with 5% accuracy plus / minus, 95% confidence, using the Cochron (1963) formula and Yumai table (1967). (Cited in Singh and Masuku, 2014). The sample size of the given population with an accuracy of plus/minus 5% and a confidence level of 95% is the following according to the table:

Population:	precision +/- 5%
50	222
600	240
700	255
800	267
900	277
1000	286
2000	333
3000	811

Source: Singh and Masuku (2014)
The study consists of 2000 people and the sample composition would be 333, according to the above tables.

Sampling Technique
Therefore this research is designed to adopt the purposeful sampling approach for the collection of data so the precise employee number in each company is not known. Total number of 333 questioniers have been distributed in proposed sample out of which 299 questionier were received and analyzed in the analysis portion of the study.

Statistical test

The study is correlation and the data were analyzed using the main data regression and correlation test. In addition, the descriptive test and regression test have been used.

Discriminant Validity Analysis

To evaluate the validity of discriminant, conflicts i.e, (Relationship Conflict, Task Conflict, and Process Conflict), a confirmatory factor analysis has been conducted. The test result indicate that the model is good fit and acceptable (fit—$\chi2 = 167.91$, df = 298, The value of p <0.001, and comparative fit index (CFI) =0.95, the RMSEA (root mean square error of approximation) = .07. According to Hu & Bentler (1999) standard for RMSEA values is less then0 .08 so the study suggests an acceptable fi. The one-factor model is x2 = 778.23, while the degree of freedom is df = 298, and the p value is p <0.001, similarly the CFI =0.65, and RMSEA = 0.18) while the result of an alternative two-factor model did not match the data well as RC and PC set to load on one factor is (x2 = 655.27, df = 298, while p value is p< 0.001, CFI = 0.71, and RMSEA = 0.17), that's why the validity of RC, TC and PC steps provides additional evidence. The process bias is one other issue normally found in data so for this purpose to minimize the probability of process bias, the data have been gathered from multiple sources like employees and their direct superiors "(Podsakoff et al., 2003).

Means, Standard Deviations, Scale Reliabilities, and Inter correlations

	1	2	3	4	M	SD
1. Ethical leadership	(.91)				3.78	0.50
2. Relationship conflict	−.04	(.92)			1.72	0.69
3. Task conflict	−.19*	.51**	(.91)		2.40	0.68
4. Process conflict	−.16*	.42**	.66**	(.90)	2.36	0.71

The above findings show that the model is fit and factor accounted method for total variance is 6.56%, less than the method variance used in previous studies (Podsakoff et al.). So the tests support traditional process in which the bias is less and likely to play a role in the interpretation of our findings.

Regression Results

	Relationship conflict	Task conflict	Process conflict
Ethical Leadership	4.61**	0.09	-1.27
conflect Resolution efficacy	0.11**	0.20	-2.72

Note: N = 298;Reliabilities are presented on the diagonal.
*p < .05.
**p < .01.

Conclusion:

In this research paper, both ethical leadership and conflict analysis are given a variety of significant contributions. It shows that ethical guidance is essential to help workers conflict with various conflict/dispute resolutions, and that effectiveness resolution is an important mechanism underlying the impact of ethical leadership on the RC, TC and PC of employees. We thus further affirm the organizational significance and generalizability of ethical leadership in other fields, such as conflicts at work. The results are important because they emphasize the importance of ethical leadership in conflict resolution in the workplace and provide reasons for realistic action. Clearly, there is plenty of room for more study on ethical leadership and conflicts and hope that conclusions draw further attention to exploring links between ethical leadership and workplace conflicts and in which circumstances they can apply to key employees and organization.

Authors:
Dr. Walied Askarzai
Academies Australasia-Polytechnic
E-mail: w.askarzai@aapoly.edu.au
Dr. Yasir Khan
Assistant Professor Abasyn University Peshawar
E-mail: yasirok62@yahoo.com
Zubir Khan
Ph.D Scholar University of Canberra
E-mail: zubairkhan1982@gmail.com

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3/25/2021