



An Empirical Study of Ethical leadership and Ethical Climate towards Corporate Social Responsibility: Pakistan Telecommunication Company Limited (PTCL)

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ABSTRACT

Purpose: In recent era repeatedly growing demand for Ethical values in the competitive market, in this context Ethical Leadership has been playing a critical role to promote pro environmental behavior and ethical perspective. Based on Social learning theory and social exchange theory, this research evaluating the effect of ethical leadership and ethical climate on corporate social responsibility. Significant key feature of this research was that to examine the effect of ethical leadership and ethical climate on CSR.

Approach/Design: To analyze the hypothesis of this research, data were collected from four capital cities (Sindh, Punjab, and Baluchistan) more than 300 employees were involved in research survey who are currently worked in PTCL (Pakistan Telecommunication Company Limited).

Findings: In this study hypothesis tested, the result of 300 employees working in PTCL, results showed that the positive association between Ethical Leadership and CSR, Ethical Climate and CSR with two different combinations. However, it was noticed that ethical leadership and ethical climate both are directly influence on CSR with significant effect.

Research implications/Limitations: The initial research limitations based on data, which has collected from four different headquarters (Karachi, Lahore, Quetta, Peshawar) of PTCL in Pakistan. Results of this research just focus on four cities and only one organization, so the rest of cities and other telecom companies not including in this research.

Practical implications: This study highlighted the importance of Ethical leader who positively influence on Ethical climate, it is also play a vital role as a CEO or manager to motivate employees for ethical duties and social responsibilities. It was suggested that top management specifically CEO's and MDs were involved to develop ethical climate in the organization that reflect and promote pro-social behavior in the shape of corporate social responsibility.

Keywords, (Ethical Leadership, Ethical Climate, Corporate Social Responsibility, Social Exchange theory, Social Learning theory).

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1. Introduction

In recent years Ethical Leadership and ethical values highly demanding, At the same time organizations working on pro environmental strategies and individual behaviors with the help of CSR and ethical climate. Researchers observed that leaders who believe in ethics and values they always have strong influence on ethical climate and develop best strategies such as corporate social responsibility (Hussain & Attiq, 2017). Researchers determined that leadership who follow ethical standards they have significant positive impact on their employees in this context ethical climate also improve and develop. Top management play a key role to adopt ethical standards to uplift ethical climate and corporate social responsibility in the organization (Halbusi, Williams, & Ramayah, 2020). This study emphasis on the association between ethical climate and CSR in the organization, scholar finding showed that ethical governance, ethical climate with ethical values and standards effectively play a huge role in CSR practices, policies and strategies in the public sector organizations (Farouk & Jabeen, 2018). Scholars highlight that ethical leadership and corporate social responsibility directly influence performance of the organization, in last couple of decade the connected to each other in significant way. In the end the outcome of that research allowed us to analyze the effect of ethical leadership directly associate with CSR application and practices in the firm performance (Saha, 2019). Based on this study a leader who is socially responsible, transparent and motivated always has strong influence on organizational decision, organizational culture and pro environmental policies. A leader who believe in values, norms, ethics and standards they always think about ethical environmental inside the organization, that type of leadership nurture ethical environment for future pro environmental policies (Tastan & Davoudi, 2019). However, this research focuses on ethical leadership dynamics with ethical climate role to analyze impact of these both variable on corporate social responsibility practices, policies, procedures, and strategies in the Pakistan telecommunication company limited (PTCL) four different headquarters (Karachi, Lahore, Quetta, and Peshawar).

2. Literature Review

2.1 Theoretical Framework

The basic two theories determined by (Brown, Trevino, & Harrison, 2005) contribute to the field of ethical leadership, and its impact on employee behavior and organizational culture, similarly (Blau, 1968) give social exchange theory which supports the theoretical model of this research. In this (Bandura, 1969) coined the latest term which is also called social learning theory, that theory highlights the consequences and antecedents of leaders who adopt ethical values to share norms with his employees for learning purposes. Furthermore, Brown and Trevino strongly believe in norms, values for individual, ethical leaders are known as a role model for the rest of the employees who worked in the organization to showcase his class and standards in the workplace. In (Lord, Binning, Rush, & Thomas, 1978) believe that leaders inspired others with his character knowledge and moral activities to encourage others to do his best for the sake of organizational betterment.

2.2 Hypothesis Development

2.2.1 Ethical Leadership and Ethical Climate

Ethical leadership and Ethical Climate are interconnected with each other, lots of research have been conducted on ethical leadership and ethical climate in this research scholar determined that ethical leadership positively affects organizational ethical climate with direct impact (Halbusi H. A, 2021). The basic objective of this study suggests that a leader who develops ethical and spiritual skills in the organization to motivate others work as a team and adopt ethical standards in appropriate way, that study conducted in Turkish banking sector (Yuksel, 2021).

However this study suggests that Ethical leadership/Ethical climate strong relationship among the professors who work in the organization in positive teaching environment, that research conducted from 336 teachers in which 231 female teacher and 105 male teachers were involved. The outcome of that research highlighted that there was a significantly positive direct relationship between ethical leadership and ethical climate (Enwereuzor, 2020). In this context study suggested that ethical

leadership has influence on to develop strong organizational culture with ethical values in the health sector specifically in the hospital in that research 250 nurses in twelve teaching hospitals in tehran,iran involved.Finally the outcomes of the study emphasis on ethical climate with the help of best practices of ethics,morals and norms by leadership in the hospital (Aloustani 2020).

H1: Ethical Leadership has positive association with Ethical Climate in pakistan PTCL

2.2.2 Ethical Leadership and Corporate Social Responsibility

In that case corporate social responsibility havily rely on ethical leadership capability and skills, the survey has been consducted from south korea 311 workers involved in that survey. Results shows that ethical leadership and CSR positively connected to each other,furthermore study highlighted that workers motivated by leadership skills and CSR strategies (Kimkim 2021).

Corporate social responsibility and ethical leadership create a two way connection to improve the organizational perfromance motivate employees to do the social task with consistence pace (Roeck 2018;Pasricha 2018; Zhu 2014). According to this aspect researchers proposed that ethical decision making emphasis on socially responsible behavior on workers ,corporate social responsibility and ethical leadership to develop personal social responsibility and citizenship behavior in the organization that study conducted in china in which 308 workers and 71 supervisors from five different firms involved in survey, the results of that study significantly positive specifically in chinees manufacturing sector (Tourigny, 2019). This study conducted in south korean food services 196 firms participated, the outcome of that study examine that ethical leadership directly impact on corporate social responsibility and orgazniational performance.In that addition, significantly positive effect of corporate social responsibility on commercial activities and enhance economic growth in that context ethical leadership had played backbone role in south korean food industry (Kim & Thapa, 2018).

H2: Ethical Leadership has positive impact on Corporate Social Responsibility in PTCL pakistan

2.2.3 Ethical Climate and Corporate Social Responsibility

However researchers have done lots of theoretical framework to analyze the relationship between ethical climate and corporate social responsibility, that context the study suggested that ethical climate and corporate social responsibility related to each other in a significant way. The both variable directly propotional to each other and directly effect on organizational pride such as employee turn over intention and satisfication either internaly or externaly (Hyun, 2021). The positive impact of corporate social responsibility and ethical climate promote ethical rules within the organization in micro and macro level. The data had collected from 298 workers who worked in manufacturing companies in south korea, the results of that study declared that corporate social responsibility develop and sustain pro ethical culture within the organization (Yin, 2021).

In recent era the emerging concept of corporate social responsibility evolved in different way. Consumers, workers, stakeholders, societies and environmental aspects, economical aspects, all have been included in CSR policies, that study focused on supervisors worked in ethical environmental had adopted CSR policies. Survey conducted in manufacturing industry in which 100 workers participated and responded (Mauli, 2021). In pakistan banking sector researchers analyze that corporate social responsibility connected with ethical rules, codes and standards in the organization. The outcome of that study develop the CSR practices to build a ethical climate in banking sector of pakistan (Batoool & Siddiqui, 2020). The manuscript highlighted that ethical climate and CSR both are key aspects of organizational performance in micro level. However, the attitude of employees toward corporate social responsibility enhance the potential of organizational performance in micro level. Similarly the relationship between ethical climate play a significant role toward corporate social responsibility specifically in micro CSR level with moral judgment, moral values, norms and standards that apply in appropriate way inside the organization (Johns, 2019). In competative market employee believe in ethical standards to promote positive culture and established ethical policies for corporate social responsibility, CSR also effect on employee behvaior toward environmental issues such as, educational, healthy, social infra-structure and environmental solution. The survey has conducted educational institute, health science centers 781 participants responded. The outcome of that study highlighted that trend ethical workers and

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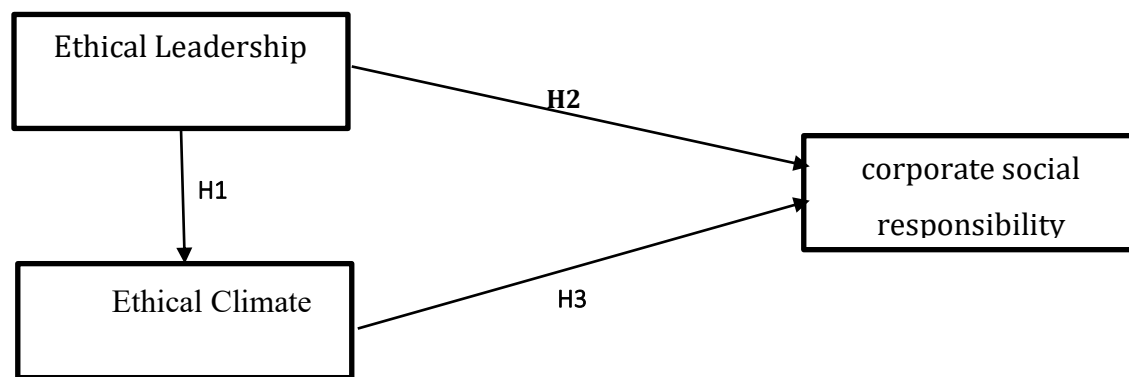
solid ethical values promote attitude in a positive sense, at the same time socially responsible behavior established through CSR within the organization (Valentine & Godkin, 2016).

H3: Ethical Climate has a positive impact on CSR in PTCL Pakistan

On the basis of literature the following objectives are

- To assess the relationship between ethical leadership and ethical climate.
- To examine the impact of ethical leadership on corporate social responsibility.
- To study the impact of ethical climate on corporate social responsibility.

Figure 1. Proposed Research Model



3. Research Methodology

3.1 Sample and data collection

Data based on the sample of Pakistan telecommunication company limited. 400 employees

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participated in that survey and data were collected through web-based survey due to fourth wave of COVID-19 pandemic from four different headquarters of PTCL Karachi, Lahore, Quetta, and Peshawar (Li, Lu, & Eliason, 2021). After the fourth wave, 250 respondents were accumulated, representing 62.5% response rate. Of them over half of them 167 (68.8%) were male and remaining 33.2% were females. Participants younger than 25 (67), 25 – 35 (73), 35-45 (75) and over 45 (31) accounted for 26.8, 29, 31.6 and 14.4% respectively. Regarding the education less than or equivalent to bachelors (140), masters (73) and other (37) accounted for 39.7, 29.2, and 14.8%, respectively. In addition, 26.1, 17.2, 23.5, and 12.8% were working in technical, marketing, administration, and operation, respectively. Regarding the cities 38.4, 33.6, 10.4, and 17.6% were from Karachi, Lahore, Quetta, and Peshawar, respectively.

Table 1. Respondents Information

Variables		Frequency	Percentage
Gender	Male	167	68.8
	Female	83	33.2
Age	<25	67	26.8
	25-35	73	29.2
	35-45	79	31.6
	>45	31	12.4
Education	<Bachelor	140	39.772
	Master	73	29.2
	Other	37	14.8
Department	Technical	92	26.136
	Marketing	43	17.2
	Administration	83	23.579
	Operation	32	12.8
Cities	Karachi	96	38.4
	Lahore	84	33.6
	Quetta	26	10.4
	Peshawar	44	17.6

3.2 Data Instruments

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We used five-point Likert scale, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree to record the respondent's response. We measure Ethical Leadership, Ethical Climate and CSR were using six, seven and eight items, respectively were adopted from (Gupta, 2017). The ethical standards and practices in short according to researcher the validation and the development of ethical leadership questioner for best practical implication design in sufficient way in this context reliability measured reliability for conceptual framework (Langlois, 2014).

3.3 Data Analysis

This study employed statistical package for social sciences (SPSS) for descriptive statistics and Partial least square structural equation modeling using Smart PLS 3.3 for testing the conceptual model. PLS-SEM is broadly used and acceptable crossways (Kay wong, 2013).

3.4 Common Method Bias (CMB)

PLS-SEM using (Tehseen, Ramayah, & Sajilan, 2017) recommended variance increase factor (VIF) test that data is free from bias. The current study outcomes shows that all measures VIFs were ranged between 1.000–1.780 which is less than 3 acceptable. Thus, we conclude that collected data is free from CMB.

4. Results and Discussion

(Tehseen, Ramayah, & Sajilan, 2017) said that PLS-SEM analysis comprises two-step approach (i.e., measurement and structural model).

4.1 Assessment of Measurement Model

The reliability and validity are used to assess the measurement model (Tehseen, Ramayah, & Sajilan, 2017). Thus, we have used composite reliability (CR) and Cronbach's alpha (CA). Table 2 results shows that values for CR and CA ranges between [0.92–0.95 and 0.899–0.94] correspondingly which is bigger than acceptable threshold 0.70 (Tehseen, Ramayah, & Sajilan, 2017). Moreover, we have used factor loading and the average variance obtained (AVE) for convergent validity measure. The

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separate item factor loading for the measures ranged between 0.754–0.871 which is greater than 0.7 and less than 0.95 acceptable threshold (Tehseen, Ramayah, & Sajilan, 2017). In addition, the AVE value was ranged between 0.704–0.717 which is greater than 0.5 acceptable threshold (Fornell & Larcker, 1981) refer table 2). In addition, we have used Heterotrait-Monotrait ratio (HTMT) to test discriminant validity. Table 3 results shows that the value of measures is less than HTMT 0.85 is acceptable threshold.

Table 2. Measurement Model Assessment

Construct	Item code	Loading	CA	CR	AVE	Inner VIF
Ethical leadership (EL)	EL1	0.825	0.899	0.92	0.623	3.332
	EL2	0.797				
	EL3	0.817				
	EL4	0.764				
	EL5	0.808				
	EL6	0.759				
	EL7	0.754				
Ethical climate (EC)	EC1	0.846	0.94	0.95	0.704	3.331
	EC2	0.853				
	EC3	0.871				
	EC4	0.862				
	EC5	0.736				
	EC6	0.856				
	EC7	0.844				
	EC8	0.838				
Corporate social responsibility (CSR)	CSR1	0.815	0.921	0.938	0.717	
	CSR2	0.889				
	CSR3	0.866				

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	CSR4	0.809				
	CSR5	0.836				
	CSR6	0.86				

Table 3. HTMT Ratio for Discriminant Validity

Construct	Corporate social responsibility (CSR)	Ethical climate (EC)	Ethical leadership (EL)
Corporate social responsibility (CSR)	0.846		
Ethical climate (EC)	0.586	0.839	
Ethical leadership (EL)	0.601	0.837	0.79

4.2 Assessment of Structural Model

(Tehseen, Ramayah, & Sajilan, 2017) recommended the hypotheses testing and coefficient of purpose measure to assess the structural model. Concerning the hypotheses testing, we have employed technique using 2000 sub sample for 252 belongings to produce path coefficient and respective significance level. Table no 4 and figure no 2 results specified that all the hypotheses were supported based on frequently used and suggested standard ($p > 0.05$, $t > 1.96$) for acceptance and rejection of proposed hypotheses. The coefficient of determination value reveals that 70.8% variations in ethical leadership incurred due to ethical climate and 39.6% in ethical climate due to corporate social responsibility and ethical leadership (see Figure 3). As per (Baumgartner & Homburg, 1996) proposed threshold value this study evidenced the coefficients of determination value for this study is acceptable as it is > 0.10 .

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Table 4. Structural model assessment (hypotheses testing, coefficient of determination and

Hypothesis	Relationship	Path coefficient	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Direct Effect						
H1	Ethical Leadership (EL) ->Ethical Climate (EC)	0.837	0.029	28.796	0	Supported
H2	Ethical leadership (EL) -> Corporate social responsibility (CSR)	0.37	0.108	3.42	0.001	Supported
H3	Ethical Climate (EL) -> Corporate social responsibility (CSR)	0.276	0.104	2.655	0.008	Supported
Notes: Critical values. * t-value > 1.96 (p < 0.05) R² (Ethical Climate) = 0.700 and (Corporate Social Responsibility) = 0.384 Goodness of fit summary: SRMR = 0.068						

predictive relevance)

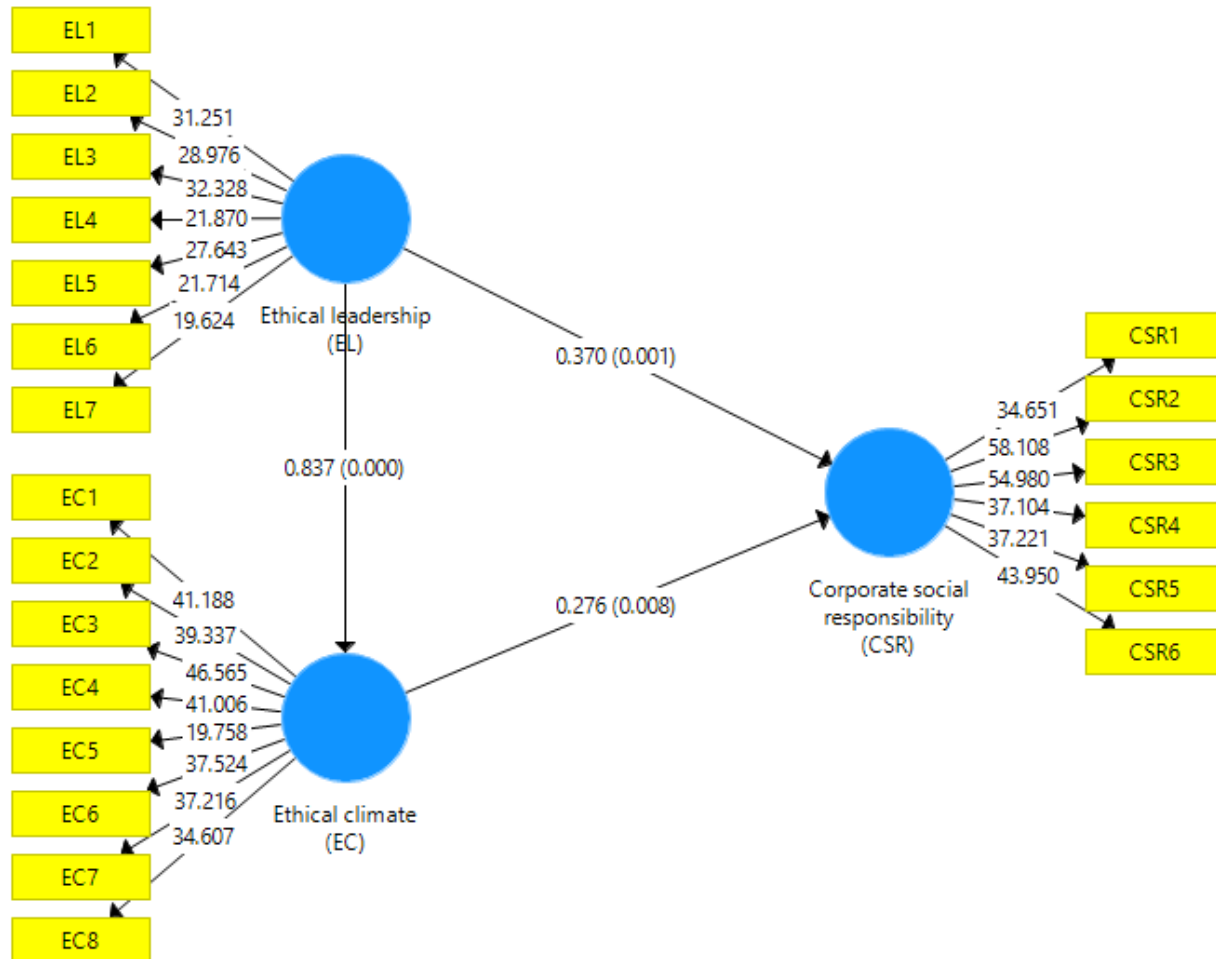


Figure 2 Structural Equation Modeling

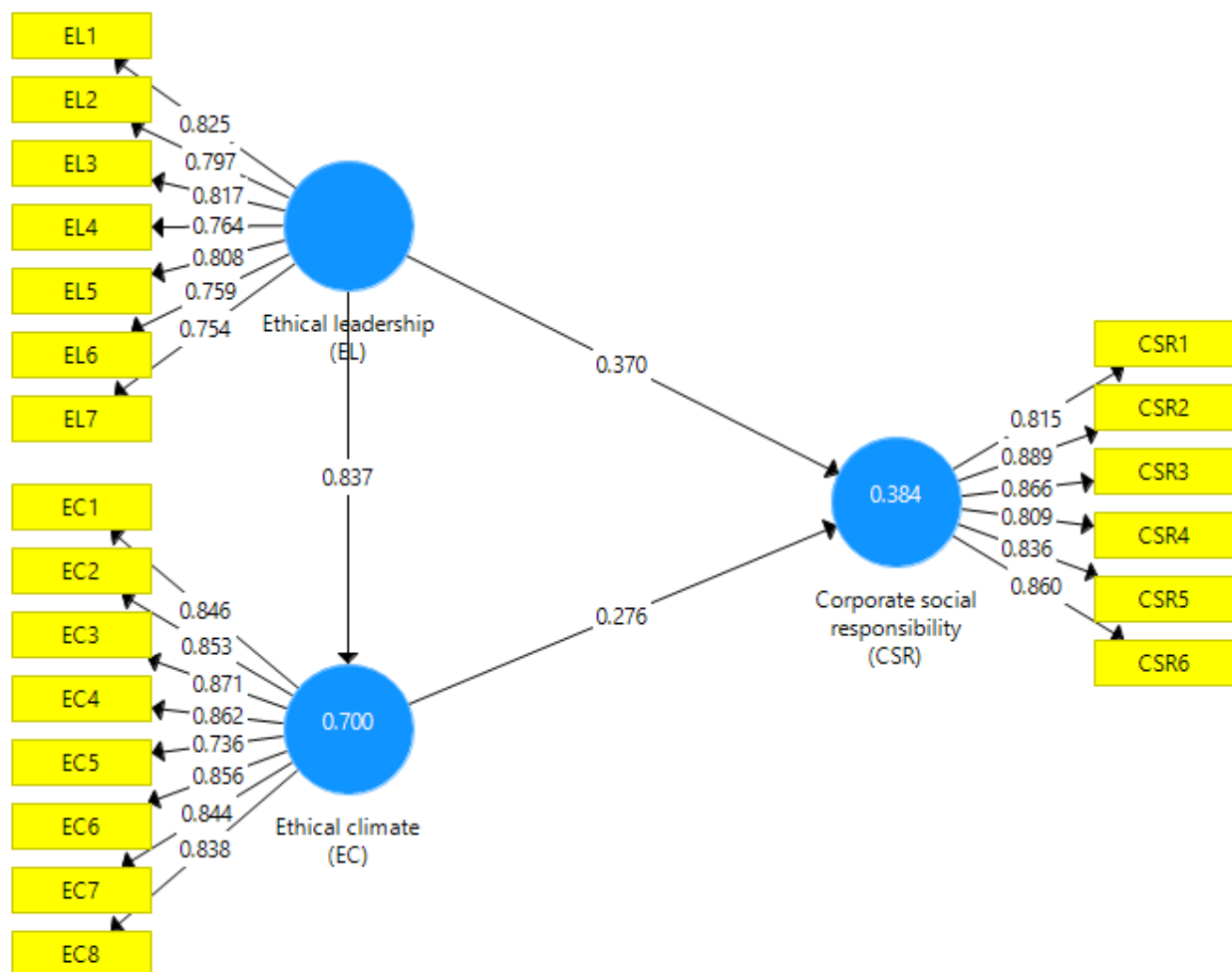


Figure. 3 Coefficient of Determination

4.3 Discussion

Basically, this research based on three hypothesis, two independent variable and one dependent variable mentioned in this research. The outcome of this research highlighted that all of hypothesis were significantly supported by P value less than 0.05 and T value greater than 1.960.

According to this research first hypothesis significantly associated between Ethical leadership and Ethical Climate in Pakistan telecommunication company ($p=0.000$); thus, supported H1. The outcome of first hypothesis highlighted that ethical leadership also directly positively effect on ethical climate in significant manner. The given outcomes showed that 83.7% relationship between ethical leadership and ethical climate. This study results connected with previous studies (Shin, 2012) that clearly defined that the role of ethical leadership significantly effects on ethical climate.

Even though, this research also examined that directly positive significant influence of ethical leadership on corporate social responsibility ($p=0.000$); thus supported H2. This research outcome highlighted that ethical leadership effect on corporate social responsibility 27.6%, if improve by 1 unit of ethical leadership in corporate social responsibility. This results clearly showed that in recent past studies of (Kim & Thapa, 2018) who supported and suggested the critical role of ethical leadership in corporate social responsibility.

However, the third hypothesis of this research evidenced the positive and significant effect of ethical climate on corporate social responsibility ($p=0.000$); thus H3. The finding of this research justified that a single unit of ethical climate has directly change 37.0% in corporate social responsibility. In addition, the outcome of this study highlighted that ethical climate strongly effect on corporate social responsibility, the recent research (Oncer & Yildiz, 2012, Lu & Lin, 2014) also suggested that the effect of ethical climate on corporate social responsibility significantly and positively impact.

5. Conclusion

The basic motive of this research was to analyze the effect of ethical leadership and ethical climate on corporate social responsibility in Pakistan telecommunication company limited. In this research scholars try to find out the following answers to bellow questions:

1. Is there any relationship between ethical leadership and ethical climate?
2. Does ethical leadership effect on corporate social responsibility?
3. Has any impact of ethical climate on corporate social responsibility?

To answer these questions in this research with the help of different techniques with mentioned in methodology. The outcome of this study highlighted that the ethical leadership and ethical climate significantly connected to each other in PTCL. These outcomes indorsed in previous studies (Esmaelzadeh, Abbazadeh, Borhami, & Peyrovi, 2017) which implied that ethical leadership and ethical climate both are significantly positively associated with each other. Second, these results also justified that the role of ethical leadership play a critical role to improve the corporate social responsibility in significant manner. In addition, recent research (Tian, Liu, & Fan, 2015) suggested that ethical leadership strongly impact on corporate social responsibility. Finally, the consequences of this research emphasis that the influence of ethical climate on corporate social responsibility effect in positive way. Most of the researchers (Shahid & Ahmed, 2011) suggested that the impact of ethical climate on corporate social responsibility play a huge role in a positive significant way. The ethical leadership with the help of ethical climate motivate employees toward corporate social responsibility in PTCL Pakistan through online survey data and PLS-SEM this research justified and supported all the hypothesis according to ($p < 0.05$, $t > 1.96$). The following component will thoroughly discuss about theoretical, practical implication and limitation of the current research.

5.1 Theoretical implication

This research examines the relationship between ethical leadership and ethical climate in micro level

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perspective (PTCL). Although, lots of recent literature available in different industries (Kim, Kim, & Kim, 2021, Molnar, Mahmood, Ahmed, Iqram, & Murtaza, 2021, Wood, Eid, & Agag, 2021) because of that limited research this study plays a significant role in telecom industry specifically PTCL Pakistan. However, this research evaluated the association between ethical leadership, ethical climate, and corporate social responsibility with strong practical justification. Although, this research emphasis that how ethical leadership and ethical climate effect on corporate social responsibility with the help of social exchange theory. The finding of this research suggested that both variable (ethical leadership and ethical climate) positively leading toward corporate social responsibility.

5.2 Practical implication

In this research lots of different implications for researchers, academia, businessman and corporate leaders. Now a days most of the organization try to build ethical environment for future generations, in that case leaders should adopt and ensure to build pro environmental behavior within the organization, similarly leader, CEOs should work on pro environmental and philanthropist strategies to make a green and safe world for the human being. However, firms believe in business ethics, that must be ensured to create a pro environmental behavior within the organization with the help of ethical leadership (Saha, Cerchiome, Singh, & Dahiya, 2020, Blome & Paulraj, 2013). The outcome of this research highlighted that why ethical leadership so important to build an ethical climate, corporate social responsibility also increase and flourished through ethical leadership capabilities in PTCL Pakistan.

5.3 Limitation and Future Studies

The limitation of this research would become the focus of future research. Our targeted population was based on those employees who working in PTCL Pakistan. Although using random sample technique, sample was design for those employees who working in four different PTCL headquarters and rest of the other cities totally ignored. However, this sample cannot be considered as a representative sample of the total population. In that case future research should target the bigger sample size of employees who working in PTCL Pakistan. Another limitation of this research is that all the information were received through online survey due to COVID-19 situation in

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Pakistan which might create limited response from the audience. Therefore, in future studies researcher should adopt mix method in which structured interview and semi-structured interview conduct in single study. Finally, there is a need to assess the role of ethical leadership in other industries such as: Manufacturing sectors, banking sectors, health sectors, educational sectors etc. With other dimension like a marketing ethics, financial ethics etc.

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