THE EFFECT OF ETHICAL LEADERSHIP ON SERVICE SABOTAGE BEHAVIOR: A CASE STUDY OF PAKISTAN MICROFINANCE ORGANIZATIONS

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ABSTRACT
The main objective of this study is to estimate the effect of ethical leadership on Service Sabotage Behaviour. Study motivated with Pakistan financial organizational employee's ethical standard. Study used 203 participant financial organization employees' data and applied descriptive, correlation, regression and robustness test for estimation. Result of study indicated ethical leadership highly significant effect on Service Sabotage Behaviour, therefore, mediator role of Emotional dissonance, burnout and organizational commitment highly significant impact on enhancing service sabotage behaviour. Ethical standard and principles not established in organization a solid route cause for employee's service sabotage behaviours. Employee's behaviour highly important for organization, quality of work, profit ratio maintains through employees efficient behaviour and ethical leadership role enhance when organization implement principles and avoid behaviour reactions, recommended for ethical leaderships must focus on employee's behaviour to avoid service sabotage behaviour.
KEYWORDS: ethical leadership, service sabotage behaviour, quality of work

1. INTRODUCTION

Service sabotage is employee's misbehaviour during service that is intentionally neglecting efficient services (Harris and Ogbonna 2006, Schwepker, Dimitriou et al. 2019). Service sabotage behaviour is more prevalent at financial organization workplaces (Harris and Ogbonna 2002, Harris and Ogbonna 2009, Sulu, Ceylan et al. 2010). Empirical studies indicated, Frontline employees behaviour toward service sabotage also damage the organization credibility and profit, while it's negatively impact on customer perception of quality work, mouth behaviour more damage as others. The topic service sabotage behaviour more important in financial sector due to service provider action and speak with customer perceived quality of services and finance engagement(Schneider and Bowen 1992, Arif and Al Hassan 2022). Meanwhile topic overlooked in financial industry, therefore only few studies conducted on financial sector for sabotage behaviour(Harris and Ogbonna 2012, Ramshida and Manikandan 2013). Empirical studies conducted on the basis of single case study after interview and lacking survey in different organization. Service sabotage literature showing shed light on service sabotage behaviour(Ogbonna and Harris 2009, Harris and Ogbonna 2012). Therefore purpose of this study is to explore and expand the body of knowledge to the financial industries. First objective of study to present theoretical logic and empirical evidence; why customer gives negative feedback of service sabotage behaviour. Therefore, we hypothesized employee burnout lead to sabotage behaviour. Define Burnout as emotional, physical-mental exhaustion cause by extreme and long stress. Increase market competition in financial sector more focus on quality service to customer ((Zeithaml, Berry et al. 1996) and (Browning 2008).Most companies focus on to control employee's emotion and expressions toward customer(Diefendorff and Richard 2003, Harris and Ogbonna 2006). Emotions is important when employees interactions with customers(Ashforth and Humphrey 1993, Shinwari, Iqbal et al. 2023). As a result, employees were aside their genuine emotion that sake customer satisfaction. Unseen emotion may be cause of deviant behaviour. Second objective emotional dissonance defines as conflict of emotions between experienced and expressed. When individual does not express emotion leads to emotions dissonance(Cordes and Dougherty 1993, JAMIL, RASHEED et al. 2023). A psychological discrepancy exists among inner feelings and outer expressions. These actions Repeat create emotional distress and reduced employee's performance, and job dissatisfaction(Cropanzano, Weiss et al. 2003, Jamil and Rasheed 2023). When employees attribute poor service quality, emotional factors is major cause of employees behaviour lead to service sabotage(Giardini and Frese 2006, Harris and Ogbonna 2006). Third objective of study is organizational commitment, its oath state position which organization and employees agree at the time employee job agreement. Infect determination of principles for organization increase the social responsibility, job satisfaction level, and commitment of employees to the organization and thus increase their trust towards the organization(Gip, Guchait et al. 2023). Ethical climate of leadership and employees were effect on organizational commitment and organization performance(Abubakar and Arasli 2016). Therefore in addition, ethical climate positive effects on individual employee's performance(Yeşiltaş and Tuna 2018). The ultimate goal of this study is to provide knowledge of service sabotage behaviour among financial sector employees by using employee's emotional labour model.

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2. LITERATURE REVIEW

The main aim of this study is to estimate the effect of ethical leadership on Service Sabotage Behaviour. This Study focused on Pakistan financial organizational employee's ethical standard and service sabotage behaviour. Ethical standard and principles established in organization a solid route cause for employee's service sabotage behaviours. In order principles of employees behaviour in financial organization must regularized(Altahat and Atan 2018, Enwereuzor 2023). Ethical standard, accountability and behaviour should be in order to create a productive working environment in organization.

2.1. ETHICAL LEADERSHIP

The fact is that employees act in according organizational principles conceive ethical leadership behaviour. A positive atmosphere to be perceived within financial organization will definitely contribute to the development of ethical behaviour toward attitudes of employees. Infect principles of organization increase the social responsibility, job satisfaction level, and commitment of employees to the organization and thus increase their trust towards the organization (Dimitriou and Schwepker Jr 2019, Yousef and Shadi 2022).

2.2. SERVICE SABOTAGE BEHAVIOUR

Service sabotage behaviour deliberated action of employees toward adversely service quality and frustration service counters (Rahmat and Bastian 2022). In contrast to empirical studies in view point of service sabotage and active destruction of services. Many researchers consider service sabotage to immerse restricting of services (Taylor and Walton 2020). Moreover, sabotage behaviour typically aim to direct restrict the services to customer. Service sabotage harm customer by worsening their service. The theory of sabotage differentiated the mistakes of employees intentionally harm service sabotage (Harris and Ogbonna 2009, Fehr, Yam et al. 2015). For example sabotage services include altering the speed of service due to mismatch personal mood and needs, employee deliberately mistreating with customer and frustration the service sabotage. Sabotage behaviour not only frustration the services, but also damaged the customer satisfaction, loyalty and organization profit (Gremler and Gwinner 2000, Mukhtar, Kazmi et al. 2022). Therefore some previous studies discussed theory conservation of resource, which establish grounds for considerable effect of emotional dissonance and service sabotage. According COR theory personal objectives are valued by individual and achievement for objective in serve. When service employees mistreat with customer due to loss of self-esteem and emotional resources, therefore employee invest their time, energy and resources to sabotage customer. In similarly, sabotage customers restore with employees positive behaviour (Shao and Skarlicki 2014).
H1: There is a relationship between Ethical leadership and Service Sabotage Behaviour.

2.3. BURNOUT

Burnout stated a severe psychological and physical reactions condition, resulting from long stress, leads to attrition and frustration at work (Malachi and Jackson, 1986). There are multidimensional concept with three components of depersonalization, emotional exhaustion, and reduced sense of personal achievement. Depersonalization stated to impersonal view development in others, consistent negative cynical behaviour and treat with people own objects. Emotional exhaustion related to chronic state of being emotionally over-extended, fatigued, and drained with interaction other people. Reduced personal achievement refers to a decline in feeling how lead can achieve goals an adversely evaluation of people himself (Maslach, Jackson et al. 1986, Kulualp and Koçoğlu 2019). Moreover, burnout three dimensions are different but work in correlation. Empirical research indicated excessive emotional demands of employee's cause burnout. When employees feel threatened of resource loss and no way to retrain valuable resource at that time burnout occurred (Wright and Bonett 1997). In similar when ethical leader frequently act without genuineness over time, employees may feel emotion and physical depletion cause of burnout. Empirical studies confirmed a positive nexus between service sabotage, burnout and emotional dissonance.
H2: Burnout has a mediator positive effect in between Ethical leadership and Service Sabotage Behaviour.

2.4. EMOTIONAL DISSONANCE

Emotional dissonance refers a conflict of emotions among experienced and expressed. When individual does not express emotion causes emotions dissonance (Cordes and Dougherty 1993). Emotional dissonance stated a discrepancy among genuinely felt emotion and artificial emotion (Kruml and Geddes 2000). A psychological discrepancy exists among inner feelings and outer expressions. These actions Repeat again and again create emotional distress and reduced employee's performance, and job dissatisfaction (Cropanzano, Weiss et al. 2003). Emotional dissonance occurs when employees never show negative emotion with customer and displaying positive emotions conflicting to the employed true feelings. Emotional dissonance cause of alienation from one emotion triggered by constant loss of control over ones emotions, may cause job stress and lead to damaging psychological and interpersonal employees problems (Hochschild 1983). In similar way employees fake emotions destroy genuine emotions leads to Emotional dissonance (Zapf 2002). Emotional Dissonance has positively correlated with burnout, meanwhile Burnout positive correlate with service sabotage as mediator. Therefore, Emotional Dissonance has positively correlated with service sabotage as mediator.
H3: Emotional Dissonance has a mediator positive effect in between Ethical leadership and Service Sabotage Behaviour.

2.5. ORGANIZATIONAL COMMITMENT

Organizational commitment refer to an agreement at time of offer employment, there are three components of Organizational commitment desire, need and obligation. Desire refer to employee wants to endure with the associate with its vision and goals. Need refer to employee need to endure with the associate with its vision and goals. Obligation refer to employee must stay with organization and support with its vision and goals (Sulu, Ceylan et al. 2010, Schwepker, Dimitriou et al. 2019). Affective commitment refer to employees emotional attached with organization and supportive motive for service delivery. Employees commitment remain the employed with current organization with loyalty (Ramshida and Manikandan 2013, Arif and Al Hassan 2022). Organizational commitment sabotage when personal behaviour comes between to perceive emotions to access and generate emotion. Sabotage service behaviour in psychological sciences effect organizational commitment, service

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delivery and organizational performance, this study was designed with objective to find out the mediation effect of organizational commitment in between Ethical leadership and Service Sabotage Behaviour (Gip, Guchait et al. 2023). Therefore, study test hypothesis;

H4: Organizational Commitment has a mediation effect in between Ethical leadership and Service Sabotage Behaviour.
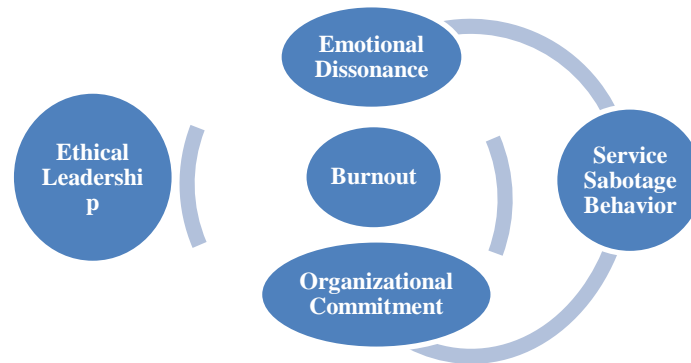
3. METHODOLOGY
The main purpose of this study is to estimate the effect of ethical leadership on Service Sabotage Behaviour; mediator role of Service sabotage behaviour, Burnout and Organizational commitment between ethical leadership and Service Sabotage Behaviour. This study constitute participants from Pakistan financial organization, the participants were selected by randomly in financial organization. Approximately 183 financial organization employees were contacted through various online and forum site. Invitation emails and survey questionnaire to their employees. Employees those accept invitation participation share survey link and instruction to access the survey site. Online survey site contained article tittle, instruction, purpose of study, and description of variable questions. Study ensures the employees affiliation, sex, age, education and other necessary requirement. Measurement of variable through empirical models and scale of (1) strongly disagree and (5) strongly agree based. Feedback of financial organizational employees data test reliability was adopted internal consistency reliability cutting off value fixed 0.70 (Nunn ally, 1978), and Cranach's alpha is 0.90 CIT, Flanagan, 1954), descriptive, correlation, regression and robustness technique applied for estimation of data and results.

4. RESULTS AND DISCUSSION

Table 1: Descriptive of Number of Responses

Characteristic Description	Variable Sub Category	No. of Responses
Age group	18-30	67
	31-45	122
	46-60	14
Education	Master	123
	Graduation	42
	Intermediate	21
	Matriculation	17
Gender	Male	186
	Female	17
Locality	Rural	62
	Urban	141
Monthly income PKR	15K -25K	20
	26K- 35K	40
	36K- 45K	26
	46K - Above	117
Occupation	Government Employee	136
	Private Employees	67

Table 1 is Showing Ethical leadership on Service Sabotage Behaviour participant's responses. Age group indicator indicate 122 respondent of 31-45 age group which is higher other age ground showing financial organization employees high ratio contain age group of 31-45. Education indicator master degree participant 123 in financial organization is more than as compare to other degree holder. Gender group male participant dominant in financial organization and participant number reach to 186 as female only 17 showing ratio of less job performing in financial organizations. Monthly income group of 46k and above 117 participants indicate good salary packages in financial organization. Occupation participants of government employees 136 and private job holder 67 indicate job holder trend in Pakistan.

Table 2: Descriptive Statistic of Variables

Variable description	mean	median	maximum	minimum	std. Dev.
Ethical leadership	3.783	4.000	5.000	1.000	1.087
Service sabotage behaviour	3.719	4.000	5.000	1.000	1.167
Emotional dissonance	3.754	4.000	5.000	1.000	1.024
Burnout	3.502	4.000	5.000	1.000	1.078
Organizational commitment	3.970	4.000	5.000	1.000	1.034
Observations	203	203	203	203	203

Table 2 showing ethical leadership on Service Sabotage Behaviour descriptive statistic, its showing the potential of variable which effect dependent variable, therefore almost all variable showing similar potential to effect on dependent variable, while dependent variable ethical leadership also showing similar potential as dependent variable indicated importance of variables.

Table 3: Correlation

Variable description	Ethical leadership	Emotional dissonance	Burnout	Organizational commitment	Service sabotage behaviour
Ethical leadership	1.0000	0.4725	0.5330	0.6378	0.5141
Emotional dissonance	0.4725	1.0000	0.4716	0.4656	0.3604
Burnout	0.5330	0.4716	1.0000	0.4799	0.4118
Organizational commitment	0.6378	0.4656	0.4799	1.0000	0.5431
Service sabotage behaviour	0.5141	0.3604	0.4118	0.5431	1.0000

Table 3 showing ethical leadership on Service Sabotage Behaviour correlation, the correlation matrix uses to test the endogenous factor assessment, estimated among +1 and -1; which variable close to 1 faces endogenous issue. Therefore, the result indicates there is no endogenous issue between any variable. All variable have positive correlate with each other.

Table 4: Regression (Ethical Leadership)

Variable		Coefficient	t-Statistic	Prob.
Emotional dissonance		0.1664***	2.798915	0.0056
Burnout		0.2338***	3.868229	0.0001
Organizational commitment		0.4244***	6.518272	0.0000
Service sabotage behaviour		0.1720***	3.083227	0.0023
R-squared	0.504382	Mean dependent var		3.783251
Adjusted R-squared	0.496910	S.D. dependent var		1.086513
S.E. of regression	0.770651	Akaike info criterion		2.336345
Sum squared resid	118.1866	Schwarz criterion		2.401629
Log likelihood	-233.1390	Hannan-Quinn criter.		2.362756
Durbin-Watson stat	1.856975			

Table 4 showing ethical leadership on Service Sabotage Behaviour Regression analysis, Ethical leadership is a dependent variable and emotional dissonance, burnout, organization commitment mediator and Service Sabotage Behaviour is independent variable. Importance of variable measure through * indication, *** indicate 1% highest significant impact, ** indicate 5% moderator impact and * indicate 10% less significant impact on ethical leadership. Therefore, Results of emotional dissonance 0.1664***, Burnout 0.2338***, Organizational commitment 0.4244***, and Service Sabotage Behaviour 0.1720*** indicate high significant positive impact on Ethical Leadership. All variable highly important for organization due employee's behaviour highly important, quality of work and profit ratio maintain through employees behaviour and ethical leadership must focus on employee's behaviour to avoid service sabotage behaviour.

Table 5 showing ethical leadership on Service Sabotage Behaviour robustness, it indicates the validity and sustainable of data, * indicator for variable and data how much significant, valid and sustainable. Therefore, Result of Table 5 showing *** indication for all variable, confirming the research data of this study is highly significant, reliable and result of study is sustainable for long time period.

Table 5: Robustness (Ethical Leadership)

Variable	Coefficient	z-Statistic	Prob.
Emotional dissonance	0.2098***	4.320443	0.0000
Burnout	0.1354***	2.743132	0.0061
Organization commitment	0.5220***	9.819051	0.0000
Service sabotage behaviour	0.1346***	2.955032	0.0031

Robust Statistics			
R-squared	0.416710	Adjusted R-squared	0.407917
Rw-squared	0.717986	Adjust Rw-squared	0.717986
Akaike info criterion	247.4717	Schwarz criterion	262.2976
Deviance	79.19243	Scale	0.573183
Rn-squared statistic	7914.956	Prob (Rn-squared stat.)	0.000000

Non-robust Statistics			
Mean dependent var	3.783251	S.D. dependent var	1.086513
S.E. of regression	0.781648	Sum squared resid	121.5838

5. CONCLUSIONS

The main objective of this study is to estimate the effect of ethical leadership on Service Sabotage Behaviour. This Study motivated with Pakistan financial organizational employee's ethical standard and service sabotage behaviour. Ethical standard and principles not established in organization a solid route cause for employee's service sabotage behaviours. In order principles of employees behaviour in financial organization must regularized. The results of this study also confirming Ethical Standard is important and leadership role increase when it implemented in financial organization. Ethical leadership on Service Sabotage Behaviour participant's responses age group indicator indicate respondent of 31-45 age group which is higher other age ground showing financial organization employees high ratio contain age group of 31-45. Education indicator master degree participant financial organization is more than as compare to other degree holder. Gender groups male participants dominant in financial organization. Monthly income group of 46k participants indicate good salary packages in financial organization. Occupation participants indicate people preferred government jobs trend in Pakistan. Descriptive statistic is showing the potential of variable which affect dependent variable, therefore almost all variable showing similar potential to effect on dependent variable. The correlation matrix applied to test the endogenous factor assessment, Therefore, the result indicates there is no endogenous issue and variable have positive correlate with each other. Regression analysis results showing Ethical leadership impact on Service Sabotage Behaviour. Importance of variable measure through * indication, Therefore, Results of emotional dissonance 0.1664***, Burnout 0.2338***, Organizational commitment 0.4244***, and Service Sabotage Behaviour 0.1720*** indicate high significant impact on Ethical Leadership. Robustness results indicate the validity and sustainable of data and results, * indicator for variable and data how much important, effective and sustainable. Therefore, result of all variables is confirming the research data of this study is highly significant, reliable and result of study is sustainable for long time period. This study recommendation and implication are very cleared Employee's behaviour highly important for organization, quality of work, profit ratio maintains through employees efficient behaviour and ethical leadership role enhance when organization implement principles and avoid behaviour reactions, ethical leadership must focus on employee's behaviour to avoid service sabotage behaviour.

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