
**ETHICAL LEADERSHIP AND TURNOVER INTENTION:
A MODERATED MEDIATION MODEL OF JOB EMBEDDEDNESS AND
ORGANIZATIONAL COMMITMENT**

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ABSTRACT

This study aims to explore the direct and indirect effects of ethical leadership on turnover intention in the public hospitals of Pakistan. Specifically, the mediating effects of organizational commitment and moderating effect of job embeddedness in the relationship between ethical leadership and turnover intention were investigated. For data gathering online questionnaire was adapted due to Covid-19 pandemic situation. The instrument was distributed to the nurses of 4 public hospitals of South Punjab of Pakistan on random basis. 372 correct questionnaires were received. Structural equation modeling was conducted by using Smarts PLS 3.29. The findings of the study discovered that direct relationship was exists. Hypothesis ethical leadership (justice, respect others, honesty, humane) between nurse turnover intention was supported. The results also discovered that mediation exists between ethical leadership (justice, respect others, honesty, humane) and nurse turnover intention, and hypothesis was supported, and job embeddedness moderated the relationship between ethical leadership (justice, respect others, honesty, humane) and nurse turnover intention. The results discovered that moderation exist between ethical leadership (respect others, honesty, humane) and nurse turnover intention and hypothesis supported except ethical leadership (justice). Furthermore, because this study's variables have been widely investigated in developed countries, it was deemed worthwhile to apply the model in a developing country such as Pakistan to provide empirical evidence from a non-western context.

KEYWORDS

Ethical leadership; organizational commitment; job embeddedness; turnover intention; Pakistan; public hospitals

Introduction

Over the last few years, “ethical scandal” has become a trendy buzzword that dominates news cycles causing global frenzy (Benevene, 2018); (O’Keefe, 2019); (Qing, 2019)). In fact, some of the biggest international organizations have recently gone under scrutiny due to their leaders’ questionable ethical behavior (DeConinck, 2014). Whether it is Facebook’s privacy breach, Samsung’s bribery and embezzlement scandal, or Uber’s harassment allegations, often, leaders at these organizations are the cause of these scandalous headlines (Hansen, 2013). Such scandals and morally-questionable business practices have resulted in a tremendous interest to study ethical leadership as it has only recently become a subject of interest to both scholars and practitioners. The oversight was probably due to its implicit nature that generally goes unnoticed until an ethical misconduct arises (Palanski, 2014). Nevertheless, ethical leadership studies have been gaining momentum with scholars confirming its significant role in promoting ethical standards among employees (Qing, 2019), as well as favorable behaviors such as organizational commitment and job satisfaction, while discouraging negative ones such as withdrawal behaviors – not least turnover intention.

Turnover intention is an important topic that has been extensively studied as both academics and practitioners have become more aware of the costs of recruiting, training, and low productivity (Gilmartin, 2013); (Lin, 2017); (Palanski, 2014)).

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Indeed, if competent employees intend to leave the organization, this poses a threat to an organization's performance (Kwon, 2012) – especially in today's extremely competitive and ever-changing work environment (Sahi, 2014). Therefore, it is vital for employers to detect early signs of employee withdrawal behaviors to take necessary remedial actions (Tett, 1993).

To fully understand turnover intention, one must turn to employee attitudes (Freund, 2005); (Harter, 2002)) and leadership behaviors as its antecedents (Dupre, 2007). While some studies have focused on job satisfaction as a key predictor e.g., (Holtom, 2008), research attention has been drawn to the role of leaders in influencing turnover intention (DeConinck, 2014). Although turnover intention and leadership styles (transactional, ethical, etc.) have been sufficiently investigated in the literature (e.g., (Hughes, 2010); (Schyns, 2013)), ethical leadership's influence on turnover intention still remains ambiguous with only a few studies empirically testing the nature of the relationship between the two variables (e.g. (Azanza, 2015); (Babalola, 2016); (Lin, 2017)).

One factor that has been uncommonly addressed as an outcome of ethical leadership is organizational commitment (DeConinck, 2014). Organizational commitment assumes that ethical leaders inspire higher commitment among employees—especially amongst those who hold high ethical standards. The reasoning behind this is that employees identify and become more integrated within an organization that demonstrates commendable ethical behavior. In fact, employees who highly identify with their organization will be more likely to emulate behaviors of leaders and become more dedicated toward achieving its goals (DeConinck, 2014) – thus, have less intent to leave.

In a similar manner, through leaders' ethical behavior, strong interpersonal leader-employee relationships flourish, which stimulates positive work attitudes – not least employee job embeddedness (Brown, 2006). Being treated in an ethical manner has the power of boosting morale (Ciulla, 2004) and strengthens an employee's perceived importance and value (Piccolo, 2010). Furthermore, employees working for ethical leaders' experience pride, and working in such an ethical surrounding becomes more meaningful (Benevene, 2018), which in turn increases an employee's sense of job embeddedness.

Given the paucity of literature on this topic, this study aims to explore the mediating effects of organizational commitment and moderating effect of job embeddedness in the relationship between ethical leadership and turnover intention in a developing economy. Since the public hospitals are notorious for ethical misconduct scandals that has aroused public concern (Eisenbeiss, 2012), ethical leadership has become a highly relevant topic in this arena (Kim, 2011). For these reasons, this study chose the public hospitals in South Punjab, Pakistan to apply the study's research model. The organization of this article is as follows: First a comprehensive review of the literature is carried out discussing all variables involved in the study; ethical leadership, turnover intention, psychological empowerment, organizational commitment, and their relationships. Then, research methodology is described, and data analysis is explained. Finally, a discussion highlighting theoretical and practical implications is presented followed by recommendations for future studies.

Literature review

Ethical leadership

The importance of ethics to an organization should not be understated. Absence of ethical behavior could be detrimental and extremely costly to organizations (Detert, 2007). To promote ethics in an organization, leaders, given their roles as primary influential models, must showcase ethical behavior through their status and power (Brown M. E., 2005). In fact, acceptable ethical standards are modeled from the top and influence is exerted through vicarious learning (Kim, 2011). In addition, it has been proven that employees' unethical conduct plummets when leaders demonstrate and promote high ethical standards (Hegarty, 1979).

Although a leader's ethical conduct has been integrated into various leadership theories such as ethical leadership (Bass, 1999), authentic leadership (Avolio, 2005), spiritual leadership (Reave, 2005), and servant leadership theory (van Dierendonck, 2011), none have been sufficient in addressing ethical principles (Eisenbeiss, 2012). Thus, a need emerged to classify ethical leadership as a leadership style of its own.

To understand a complex concept such as ethical leadership, one should first refer to Brown et al.'s (2005) popular definition which defines ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and inter-personal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (p. 120) (Benevene, 2018); (DeConinck, 2014); (Kim, 2011); (Palanski, 2014)). This definition expands the normative approach, that was formally adopted to define ethical leadership, and adopts a more comprehensive, descriptive one that unveils two facets of ethical leadership; the moral person and the moral manager (Benevene, 2018). The moral person refers to the expected personality traits of an ethical person such as honesty, integrity, altruism, etc. (Eisenbeiss, 2012). The ethical manager aspect, on the other hand, encompasses proactive behaviors of the leader who acts as the role model influencing and guiding his/her employees (DeConinck, 2014); (Eisenbeiss, 2012); (Palanski, 2014)). This is accomplished through opening communication channels to discuss ethical standards with employees, establishing a rewards and accountability system of ethical/unethical behavior, and establishing a fair decision-making process (Benevene et al., 2018). Specifically, this facet makes ethical leadership appear more transactional in nature – behaviors that can be developed and practiced (Palanski, 2014).

While newer definitions of ethical leadership have been floating around in the literature (e.g., Hartel, 2008), (Brown M. E., 2005) definition has endured criticism and is still favored by most scholars. It was evident that (Brown M. E., 2005), (Brown M. E., 2006)) are pioneers in proposing and developing the construct of ethical leadership. Furthermore, they expanded their original study by proposing antecedents and consequence of ethical leadership (Brown M. E., 2006). This paved the way for a widespread of studies investigating ethical leadership's antecedents and outcomes (e.g., (Piccolo, 2010)). In fact, ethical leadership could be a powerful tool at the disposal of management to promote positive behaviors. Job satisfaction (Kim, 2011); (Palanski, 2014)) organizational commitment, and organizational citizenship behavior (Mostafa, 2018; Wang & Sung, 2016; Yang, Ding, & Lo, 2016) are examples of numerous positive variables that have been empirically proven to be outcomes of ethical leadership.

Employee Turnover Intention

TI is expressed as person's expression to look for work. TI is portrayed as consideration or willingness of an individual to quit employment (Ennis, 2018). Employee turnover intention is mainly connected to personnel in HR department, academics and managers and paying much focus on this process as it is quite damaging for organizations. Employees working in an organization are the most valuable resources and they are hard to control as well. Employee turnover intention is the suspension or stoppage of serving an organization by an individual and certainly scholars have declared this as withdrawal by an employee in the context of turnover and its calculated figures (Arnoux-Nicolas, 2016). Well, here we need to understand the divergence of turnover and turnover intention to proceed further. Though turnover represents turnover intention, switching of organizations by employees is turnover while TI elaborates the willingness of an employee to quit current organization.

Term named as turnover is employee's strong belief of leaving an organization or to discontinue the services over a permanent basis. Scholars explained it as a cycle in which employee rotates around the market, jobs, organization and the employment/unemployment state which might cause a loss of a valued employee to the organization. Employee turnover intention is costly because it takes a lot to incur from termination till hiring a new one; it includes a chain of multiple other elements like advertisement, recruitment, selection and hiring new employees. As manpower is always a great asset and organizations incur enough cost to entertain them while working. Unluckily, it is expensive when an employee abandons an organization willingly or voluntarily (Kim S. &, 2017).

Mainly there are three major reasons for employees to quit an organization such as redundancy, retirement and voluntary resignation. First two steps are normally taken by an organization while the third is initiated by employee based on his/her own decision (Gatling, 2016). In other words, with employee intention all quit an organization or company releases them; in both cases it is costly for an organization to do everything from scratch. When an employee leaves an organization it is named as voluntary turnover which is an outcome of turnover intention. Hence this study creates an impact over organizations to pay much focus on employee turnover intention.

Ethical leadership and turnover intention

Because turnover inflicts substantial costs on organizations (DeConinck, 2014), researchers and practitioners alike have been extensively investigating possible antecedents of this behavior to reverse its course.

Because of the power role and relationship proximity, leaders have been found to have a significant effect over employees' attitudes and behaviors – especially voluntary turnover (Palanski, 2014). While this has resulted in various forms of leadership to be investigated, studies on ethical leadership have only recently gained momentum (e.g., (Lin, 2017); (Shafique, 2018)). According to (Shafique, 2018), as leaders demonstrate ethical leadership, employees show positive attitudes and behaviors toward their work, which minimizes the possibility of quitting and moving to another organization. In fact, ethical leadership is not only vital for eliciting positive employee behaviors but can also mitigate and divert undesired attitudes and behaviors such as turnover intention (Lin, 2017). For instance,

(Eisenbeiss, 2012) have indicated that ethical leadership negatively affects turnover intention and that work-stress partially mediates the relationships between the two constructs. This is also

confirmed by (DeConinck, 2014), who found in his study that ethical leadership directly and negatively affects turnover intention of sales employees. Similarly, (Yurtkoru, 2018) studied the mediating role of trust and ethical climate on the relationship between ethical leadership, organizational justice and turnover intention in private and public hospitals in Turkey. Their finding also supported the negative relationship between ethical leadership and turnover intention through trust and ethical climate. Furthermore, in their study among volunteers in nonprofit organization, (Benevene, 2018) found that ethical leadership had a positive relationship with intention to stay in the organization.

To better understand this mechanism, one should turn to the self-concept theory which stipulates that employees are unlikely to think about leaving the organization if they are inspired by the high ethical standard their leaders hold (Lin, 2017). Alternatively, if employees perceive their leader to be unethical, selfish, and dishonest, intentions to leave the organization and look for a new job increases exponentially (Brown & Mitchell, 2010). Therefore, it is important for leaders to continually reinforce perceptions of ethical leadership. This can be accomplished by emphasizing the moral manager facet of ethical leadership (Palanski, 2014).

Impact of EL on employees for their psychological and mystical wellbeing is taken care by workplace spirituality and their sense of community (Bass, 1999) Critics have warned about some negatives of ethical leadership. They are focused over bad leadership which can be identified but cannot acknowledged the process (Pynnönen, 2013) that self-obsessed and destructive are negative forces which causes harm to the organizations and it de-grades the quality of lives of everyone (Hogan, 2005). Bad leadership (Schyns, 2013) qualities such as self-obsession (Higgs, 2009) and poor decision making led towards a disastrous effects for the one following him/her (Tourish, 2013). Personality attributes are comprised three dimensions of ethical leadership. Justice-inspiration motivation, honesty and humane (Bono, 2004). EL relates to stand-alone basis follower performance across working standards, viewing strong bonding among performance and a motivated behavioral act that go beyond job domains to achieve mutual goals than the actual task performance as per job domain (Wang, 2011).

In study which includes around 93,576 subordinates' staffs which indicates strong reinforcement over health nutrition by ethical leadership (Zwingmann, 2014). Under serious situations such as combats ethical leadership is indirectly proportional to follower's turnover intentions (Eberly, 2017). Based on the previous discussion, the following hypothesis is proposed:

- H₁: Justice is negatively correlated to ETI.
- H₂: Respect Others is negatively correlated to ETI.
- H₃: Honesty, is negatively correlated to ETI.
- H₄: Humane is negatively correlated to ETI.

Organizational Commitment

This element has been recognized as key factor in developing employment correlation and indicates itself as the best practice to reduce voluntary turnover and nourish employee

dedication to the organization (Kaynak, 2016). OC is employee's obligation to an institute and experts has mentioned it as true strength for identifying employee's involvement in an organization. Organizational commitment is employee's attitudes are highly supported by employer to reduce the intention turnover and build better relationship with customers. This is composed of multiple dimensions which represent employee's loyalty and commitment to

a particular organization (Alimudin, 2017). This multi-dimensional construct represents a relation between an organization and their employees. The more closely bonded they are less likely chances for an employee to leave an organization. Re-cent studies have conceptualized this commitment as identification of involvement and emotional an affection of an employee to his/her organization. However, previous studies say that employees those are more committed to an organization have low turnover intention ratio as compare to the one is less committed to an organization (Aslam, 2016).

Organization commitment is a high value variable while studying turnover research and a best predictor of turnover in comparison to job satisfaction (Cohen, 2016). Purpose to inspect a connection among job satisfactions, OC and ETI researchers observed that organizational commitment plays a vital role as a high variance in turnover intention. Highly committed employees contribute more towards productivity and competitive advantage to an organization. In a study conducted in Florida police officer institute organization commitment was negatively related to turnover intention (Gupta, 2017).

Mediating Role of Organizational Commitment

OC performs as intermediary among acceptance and bonding with organizational norms and values, it is a willingness to perform outrageous and seeking an ownership towards work and gets emotionally attached to an organization (Mowday, 1979). It also explains individual's attitude in believing that he/she decides to spend rest of his career with the organization (Allen, 1990). Individuals have more chances to get motivated by the acceptance of organizational norms and values and sense a satisfaction while performing their social and professional obligations at work (Meyer, 2004). We argue that employee with strong commitment tends to work towards benefit of organization and they are passionate to stay at job because they absorbed the organizational norms and values (Meyer, 2004).

According to Social Exchange Theory (SET) (Blau, 1964), organizational commitment lower down the turnover by enhancing ethical leadership which let the subordinates to repay their best efforts. The individual's organizational commitment resulting from ethical leaders who energize them about the obligations to remain at work to return productivity to the organization. Hence, we have extracted that individuals mentored by ethical leaders tend to stay at their same job. Preface led to the following results.

- H5: OC intervene the connection among Justice and ETI.
- H6: OC intervene the connection among Respect Others and ETI.
- H7: OC intervene the connection among Honesty and ETI.
- H8: OC intervene the connection among Humane and ETI.

Job Embeddedness

This term is well-defined as on-the-job and off-the-job factors connected with individual (employee) links, fit and sacrifice (Mitchell, 2001). Links are defined as visible connections among people and institutions (Mitchell, 2001). Further it has been categorized into two factors: Organizational links and community links. The more links can be created at workplace or community an individual become more embedded. These links can be social, financial, and psychological and associated with age, marital status, and number of children, years of service, religious relevant activities or membership in community or professional organizations. Fit is defined as employee's perception about compatibility or being comfort

with organization or his/her environment (Mitchell, 2001) it is also categorized in two factors: fit organization and fit community. Closed opinion, values and aim are aligned with those of organization and/or community norms and culture, the higher it will be the more embedded and professional individual will be (Mitchell, 2001). Sacrifice is defined as material or psychological benefits that an employee would be given away anytime if he/she chose to leave an organization. It is classified into two factors as previous domains: Sacrifice organization and sacrifice community. It will be very hard or difficult to quit the organization when the sacrifice is greater (Shaw, 1998) . The more attached and individual will be with organization at higher level it will be less likely to quit an organization.

Job embeddedness is composed on embedded figures and field theory (Lee, 2014). Job embeddedness comprises multiple forces which let the employee staying in company rather leaving a current job especially it captures three domains named as links, fit and sacrifice (Fasbender, 2018). An- other important construct of this conducted study is that Job embeddedness is employee's commitment and staying with the same organization because of organization and social factors (Haider M. H., 2017). Previous studies have also provided enough evidence for a forecasted value of JE in the context of turnover and the other factors such as job alternatives, job search activities or lack of OC (Fasbender, 2018). In field theory (Lewin, 1951), individuals are sunk in psychological fields in which they are interlinked with numerous situations, so it is very difficult to separate the point of matter. Some fix figures are used in psychological tests which are not enough to visualize or classify reasons of this issue. It is hard to separate them (Peltokorpi, 2015).

Moderating Role of Job Embeddedness

Latest study has underlined the multiplex nature of turnover decision and propose including an interactional point of view (Hom, 2017). We therefore discussed the role of on-the-job possible moderator relations names as EL and turnover. JE contains multiple forces which let the employee staying in company rather leaving a current job especially it captures three domains named as links, fit and sacrifice (Fasbender, 2018). Alter- natively stated, JE defines the height of linking of an individual with respect to their organization/community fit with other aspects of lives and the ease of leaving those links that is what they sacrifice on quitting (Harman, 2007). Prior examination has already provided solid evidence of the predictive high value of JE in the context of turnover and other factors such as job search activities, job alternatives or lack of organizational commitment (Mitchell, 2001). Previous researchers have found that JE is connected to lower turnover intention (Jiang, 2012).

Efforts at large scale about the end results of job embeddedness, empirical studies regarding on-the-job embeddedness as moderator is insufficient ((Burton, 2010); (Swider, 2010)). Hence with his contribution we are focused at expanding our concept of how JE can balance the connection among EL and ETI. Regarding job satisfaction and on job embeddedness are projected to strengthen the connection with banking sec- tor ETI. When on-the-job

embeddedness is high satisfied individual is less likely to leave the organization as compare to low embeddedness because employee draw positive energies from being satisfies at work which keep him/her away to such thoughts of quitting their organization. Being stay satisfactory on-the-job and being powerfully connected to community outside the work environment leads to maintaining the present scenario and thus it tends to lower turnover intentions. Accordingly, the high levels of employee on-the-job embeddedness are both predicted to strengthen the adverse connection among EL and turnover intention.

- H9: JE moderates the connection among Justice and ETI.
- H10: JE moderates the connection among Respect Others and ETI.
- H11: JE moderates the connection among Honesty and ETI.
- H12: JE moderates the connection among Humane and ETI.

Materials and methods

Population and sample

Data was collected from the nurses working in the public hospitals in South Punjab by selecting a purposive sample based on the sampling technique proposed by (Sekaran, 2003). In the present research, the population of interest included all the nurses' staff members which are employed in the selected public hospitals of South Punjab of Pakistan. For the current research, the four selected public hospitals in South Punjab. They have included Nishtar hospital Multan, sheikh Zayed hospital Rahimyar khan, Victoria hospital Bahawalpur, and civil hospital Bahawalpur. An online questionnaire was developed to gather information for measuring the study's variables by asking respondents to rate their level of agreement/disagreement with each statement on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Though the questionnaire was developed in English statements were present to increase the respondents' understanding. A total of 372 completed questionnaires were subject to analysis after excluding incomplete responses.

Measures

Ethical leadership was measured by using the popular ten-item ethical leadership scale developed by (Brown M. E., 2005). An example item from this scale includes: "When making decisions, our leader asks about the right thing to do". Organizational commitment was measured by three items developed based on previous research (Meyer, 2004) and this scale is unidimensional. Sample items comprised "I am proud to be a member of this company".

Job embeddedness was measured using the Global JE (seven items) developed by (Crossley et al., 2007) and this scale used as unidimensional. The complex measure of JE includes fit, links, and sacrifice (Mitchell, 2001)". Turnover Intention a four-item scale by (Jackofsky, 1984) was used to amount Nurse Turnover Intention and it is unidimensional. Respondents were requested to specify the rate with which they are probable to leave their works on a five-point Likert scale fluctuating from 1.Strongly Disagree to 5 .Strongly Agree. A sample item from the turnover intention scale is "I am actively looking for a new job"

Results

Validity and Reliability

The initial step for evaluate the measurement model which is outer model in PLS-SEM analysis. It concerns with evaluating the components which determine the performance of indicators. To know the authenticity of survey items which measure the construct for which they were designed ensures its eliability and validate.

In PLS-SEM analysis reliability and validity are two main sets to measure the outer model (Tenenhaus, 2005). Legitimate results are the base of concluding a relationship among inner and outer model. Following are the guidelines through which measurement model can be assessed: (1) reliabilities of individual item, i.e. items reliability and internal consistency are measured using composite reliability (CR); (2) by using average variance extracted (AVE) convergent validity of the measures connected with individual model were measured; and (3) discriminant validity using Fornell-Larcker criterion and the indicator's outer loadings were also assessed (Hans, 2015); (Gye-Soo, 2016)). Therefore, to measure the internal consistency and reliability, CR & AVE was examined.

Cronbach's Alpha

Cronbach's alpha represents the internal consistency of the instrument used for data collection. The threshold level for Cronbach's alpha is 0.70 (Hair, 2010).

TABLE 1: Cronbach's Alpha.

Variables	Cronbach's Alpha
ETI	0.921
JU	0.982
RO	0.952
HO	0.967
HU	0.978
JE	0.971
OC	0.985

Composite Reliability

Unlike Cronbach's alpha, CR does not accept an equal indicator loading of construct. CR varies in the middle of 0 and 1; the threshold value should not be lesser than 0.60 but value 0.70 and above is more desirable. The value of CR between 0.60 and 0.70 indicates average internal consistency, while value in the middle of 0.70 and 0.90 is regarded as more adequate (Arif, 2002); (Ghasriki, 2015); (Makhdoom, 2016)).

TABLE 2: Composite Reliability.

Variables	CR
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ETI	0.922
JU	0.983
RO	0.954
HO	0.967
HU	0.980
JE	0.972
OC	0.985

The CR and Cronbach's alpha values for all the constructs were examined in the present study, and the results are mentioned in Tables 1 and 2 showing that all Cronbach's alpha values and CR values respectively exceeded the suggested threshold value of 0.70 (Henseler, 2013). Hence, in this study the values of CR ranges from **0.985 to 0.922**, indicating the reliability of the measurement model.

Average Variance Extracted

The next step is convergent validity, which refers to the extent to which measures of the same constructs that are theoretically related to each other are related. With regards to identifying an element of convergence in the measurements of the construct, AVE is used with a threshold value of 0.50 and above. AVE value of 0.50 indicates adequate convergent validity (Hans, 2015).

TABLE 3: AVE.

Variables	AVE
ETI	0.927
JU	0.934
RO	0.954
HO	0.909
HU	0.938
JE	0.896
OC	0.985

values. Results in **Table 3** show that the AVE value of all the constructs exceeds the threshold value of 0.50. The outcome reveals that AVE values range from 0.909 to 0.985; so, it can be concluded that convergent validity is established.

Discriminant Validity

Then, discriminant validity was considered, which concerns with the extent to which one construct is different from another construct. The most conventional approach in assessing discriminant validity is Fornell-Larcker criterion.

Others include cross-loading examination method, which is considered more liberal, since it is likely to have more constructs exhibiting discriminant validity (Acosta, 2016).

TABLE 4: Discriminant Validity.

Variables	ETI	JU	RO	HO	HU	JE	OC
ETI	0.963						
II	0.806	0.966					
IC	0.801	0.892	0.977				
IM	0.828	0.959	0.915	0.953			
IS	0.783	0.941	0.924	0.952	0.969		
JE	0.927	0.859	0.859	0.854	0.832	0.946	
OC	0.909	0.829	0.851	0.861	0.832	0.943	0.992

Note: JU = JUSTICE, RO = RESPECT OTHERS, HO = HONESTY, HU = HUMANE, JE = Job Embeddedness, OC = Organizational Commitment, ETI = Employee Turnover Intention

When the value of the square root of stock ticker AVE of each construct is higher than the construct’s highest correlation with any other latent construct then discriminant validity is established (Gye-Soo, 2016) . Hence, Table 5 below reported the results of Fornell-Larcker Criterion assessment with the square root of the constructs. The square root of stocktickerAVE in bold is greater than its highest construct’s correlation with any other constructs. Therefore, it is absolute that discriminant validity of the construct is established.

TABLE 5: Factor Loading and Cross Loading.

Items	JU	RO	HO	HU	JE	OC	ETI
IC1	0.978						
IC2	0.976						
II1		0.967					
II2		0.954					
II3		0.975					
II4		0.970					
II5		0.965					
IM1			0.969				
IM2			0.936				

IM3	0.963
IM4	0.946

Items	JU	RO	HO	HU	JE	OC	ETI
IS1				0.986			
IS2				0.956			
IS3				0.985			
IS4				0.946			
JE1					0.949		
JE2					0.949		
JE4					0.923		
JE5					0.961		
JE7					0.951		
OC1						0.992	
OC3						0.993	
ETI1							0.962
ETI4							0.963

The values of outer loading in Table 5 below exceed from the suggested threshold **0.5**, which showing satisfactory contribution of the indicators to assigned constructs. By examining the indicators' outer loadings discriminant validity can be assessed. If the indicator's outer loading on a construct exhibits higher values than all its cross-loading with other constructs discriminant validity can be established. Therefore, in Table 5 the loadings are greater than **0.5** and no other indicator has loading more than the one it intends to measure, which indicates the absence of discriminant validity problem (Urbach, 2010).

Hypothesis Testing Results

TABLE 6: Direct Relationship.

Hypothesis / Path	Original Sample (O)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values	Decision
H ₁ JU->ETI	0.795	0.289	2.753	0.003	Supported
H ₂ RO->ETI	0.626	0.228	2.734	0.003	Supported
H ₃ HO->ETI	0.611	0.296	2.063	0.021	Supported
H ₄ HU->ETI	0.741	0.258	2.871	0.002	Supported

TABLE 7: Indirect Relationship Result of Mediation Test.

Hypothesis / Path	Original Sample (O)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values	Decision
H ₅ JU->OC->ETI	0.614	0.023	26.69	0.000	Accepted
H ₆ RO->OC->ETI	0.180	0.032	5.625	0.000	Accepted
H ₇ HO->OC->ETI	0.293	0.027	10.85	0.000	Accepted
H ₈ HU->OC->ETI	0.585	0.026	22.50	0.000	Accepted

TABLE 8: Indirect Relationship Result of Mediation Test.

Hypothesis / Path	Original Sample (O)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values	Decision
H ₉ JU*JE->ETI	0.339	0.6621	0.512	0.488	Not Accepted
H ₁₀ RO*JE->ETI	-0.876	0.416	2.105	0.002	Accepted
H ₁₁ HO*JE->ETI	0.802	0.386	2.078	0.003	Accepted
H ₁₂ HU*JE->ETI	-0.564	0.209	2.693	0.001	Accepted

Discussion and conclusion

This study proposed a theoretical model to investigate the relationship between ethical leadership and turnover intention via the mediating effects of organizational commitment and moderating effects of job embeddedness. In a nutshell, statistical data analysis led to the acceptance of all alternative hypotheses confirming partial-mediating effects of the mediating variables; organizational commitment and organizational commitment. These results – to some extent – agree with studies previously mentioned in the literature review. Evidence suggests that ethical leadership plays a vital role in reducing turnover intention. Group level ethical leadership can forecast turnover rates when leader exchange quality ways to decrease this issue (Waldman, 2015). Ethical leadership is a way to reduce turnover and suggested by many of the scholars and researchers (Caillier, 2017). Ethical leadership is connected in decreasing employee turnover intention because of the personalities on which this style is being composed. This stimulates individual or group of people to achieve mutual goals and encourage organizational support (Ennis, 2018).

The first four hypotheses were accepted, and results provide significantly strong support of these hypothesis. The first four reservations in my research were to observe the impact of EL (Justice, Respect others, Honesty, Humane) over ETI. All four dimensions of ethical leader have an important effect over employee turnover intention. The outcomes of the research show that if leader have this attribute of justice, Respect others, Honesty, Individualized con- sideration then employees from banking sector have good and healthy terms with their leaders, hence it shows result in negative over employee turnover intention. Organization commitment is a high value variable while studying turnover research and a best predictor of turnover in comparison to job satisfaction (Cohen, 2016). The more closely bonded they are less likely chances for an employee to leave an organization (Chinomona, 2016). OC is employee's obligation to an institute and experts has mentioned it as true strength for identifying employee's involvement in an organization.

However, previous studies say that manpower who are more committed with their organization employees have low turnover intention ratio as compare to the one is less committed to an organization (Aslam, 2016). We argue that employee with strong commitment tends to work for the organization benefits and they are passionate to stay at job because they absorbed the organizational norms and values (Meyer, 2004). Under the light of (SET) theory (Blau, 1964), organizational commitment lower down the turnover by enhancing ethical leadership which let the subordinates to repay their best efforts. The individual's organizational commitment resulting from ethical leaders who energize them about the obligations to remain at work to return productivity to the organization.

This study hypothesized that organization commitment intervenes between EL (JU, RO, HO, HU) and ETI and fifth to eight hypotheses of the present study includes all this process. The outcomes are also mentioned in previous Table 7 and it supports fifth and nine hypothesis i.e., OC act as mediator between EL (JU, RO, HO, HU) and ETI completely and partially as well.

The findings of the present study are important as it clarified the concept regarding SET that how Turnover intention and leadership is correlated to each other. The theory of SET was that an individual who seeks benefits from others would later have a gut feel to repay through efforts, positive attitude and loyalty as an obligation (Haider, 2016). And his/her loyalty and dedication can be observed through their performance and intention of staying in the organization.

Finally, the current studies show authentic results to the literature over a relation- ship among EL and ETI and somehow show partial phenomena among EL and ETI.

We therefore discussed the role of on-the-job possible moderator relations names as EL and ETI. JE contains multiple forces which let the employee staying in company rather leaving a present job especially it captures three domains named as links, fit and sacrifice (Fasbender, 2018).

Alternatively stated, JE defines the height of linking of an individual with respect to their organization/community fit with other aspects of lives and the ease of leaving those links that is what they sacrifice on quitting (Harman, 2007).

Prior examination has already provided solid evidence of the projecting high value of JE in the context of turnover and other factors such as job search activities, job alternatives or lack of organizational commitment (Mitchell, 2001). Previous researchers have found that JE is connected to lower turnover intention (Jiang, 2012).

Nine to Twelve hypothesis of current study which extracted the result through test that job embeddedness keeps a balance relationship among ethical leadership and ETI. The results are shown in Table 8 in last chapter provided connection through hypothesis that a contact

of EL (JU, RO, HO, HU) and ETI is moderated through job embeddedness. Leader's positive energy towards his/her employees motivated them to stopover with the institute, business or organization and increases a level of OC. The moderating effect of JE between the EL (RO, HO, HU) and OC exist except EL (JU) between ETI there may be a reason of dark side of ethical leadership.

In conclusion, this study contributes to the body of literature by; first, developing a more complex, comprehensive model that investigate the direct relationship between ethical leadership and turnover intention, and the indirect mechanisms by which organizational commitment mediate and job embeddedness moderate the relationship; second, by providing empirical evidence for supporting the hypothesized model; third, this study applied the proposed model in a developing country setting – Pakistan – in order to fill in the gap in the literature by carrying out such a study in a non-western context.

Practical implications

More emphasis is being placed on studying ethical leadership and its consequences. In fact, this study's findings showcase ethical leadership as not only imperative in preventing public image damages, but also as a key player in shaping employees' positive attitudes and behaviors such as work engagement, satisfaction, etc. (Lam, 2016); (Ren, 2017). This fact by itself is extremely appealing not only to academics and scholars, but practitioners as well. First, findings emphasize the importance of ethical leadership to practitioners. Knowing that ethical behaviors (such as honesty, respect and trustworthiness, etc.) foster a more organizational commitment work environment that helps retain skilled and talented employees is extremely valuable to senior management. In addition, to provide further insight on how ethical leadership affects turnover intention, two other variables (organizational commitment and job embeddedness) have proven to be important in this discussion. Logically, employees, who work for ethical leaders and in an organization that stresses high ethical values, should have a high level of identity with the organization as well as high organizational commitment in terms of meaning, competence, self-determination and impact. This, in turn, leads to higher performance, organizational citizenship behavior, and lower turnover intention, which are all considered priorities

Limitations and future research

Limitations of this study include limited generalizability of results. Since the study was conducted in the public hospitals in South Punjab of Pakistan, generalizing the results to other contexts and sectors is risky. Therefore, replication of the study's model in other contexts and industries is deemed necessary – preferably in a single organization as proposed by (DeConinck, 2014).

Another limitation is the cross-sectional nature of this study which lacked experimental design. Because of the difficulty of conducting a field experiment where subject matters are manipulated to act in an ethical/unethical manner (Palanski, 2014). Attempting to control the study in future studies could help deal with this issue.

Future research recommendations for this study include; first, it is important to replicate such a model in other industries and countries to confirm results and generalizability; second, future research is urged to extend this model by linking it to different positive work-related attitudes and behaviors such as work engagement or negative ones such as burnout.

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