

# Impact of Ethical Leadership on Organizational Outcomes through Mediation of Emotional Labor and Moderation of Followers' Personality Traits

Witthaya Mekhum

Faculty of Industrial Technology, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: [witthaya.me@ssru.ac.th](mailto:witthaya.me@ssru.ac.th)

Article History:

Submitted: 10.12.2019

Revised: 12.02.2020

Accepted: 02.03.2020

## ABSTRACT

In the contemporary business environment, experimental verification show that the increasing amount of commercial fineness is recognized to the leadership competencies. Ethical leadership is become fundamental part for the developing businesses. Due to need of caring and ethical leaders the study will tackle the ethical leadership aspects by considering follower's personality traits and inadvertent effects of emotional labor on follower's job performance and follower's perceived stress. This suggests that when leaders have high and low level of ethical leadership, they demonstration an upsurge in followers' supervision of feelings. Study also examined that how ethical leadership influences the organizational outcomes by considering the mediation of emotional labor and moderation of personality traits. Questionnaire survey was used to collect the data by different pharmacy firms in Thailand. 200 responses were collected within one month. Result divulged that ethical leadership has negative effect on follower's perceived stress and positive impact on follower' job performance. After applying different statistical tools results indicated that in high ethical leadership employees not show their regulated

emotions then followers stress level will increase and their performance of the job will decrease. Findings show that in moderate level ethical leadership employees showed their genuine emotions which increases their job performance and decreases their stress. Results revealed that employee's management of emotions (surface acting and deep acting) increases the employee's job performance and decreases the followers' perceived stress when follower's personality traits are moderated. At the end of article research limitations, implications and guidelines for additional investigation also included.

**Keywords:** ethical leadership, surface acting, deep acting, follower's personality traits.

## Correspondence:

Witthaya Mekhum

Faculty of Industrial Technology, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: [witthaya.me@ssru.ac.th](mailto:witthaya.me@ssru.ac.th)

DOI: [10.5530/srp.2020.3.10](https://doi.org/10.5530/srp.2020.3.10)

@Advanced Scientific Research. All rights reserved

## INTRODUCTION

Numerous investigators force the standing of ethical leadership in organizations. Ethical leaders disturb the welfare of their workforces by captivating their choices into interpretation and giving their supporters trustful and impartial (Jermisittiparsert, Sangperm, & Siriattakul, 2019). Brown and Treviño (2006) enlightened that there is likewise an amount of individual physiognomies that are connected to moral management. Moral leaders are supposed to remain truthful and responsible. They upkeep around persons and the wider civilization, and act morally in their individual and proficient survives. Moral direction is an actual vital instrument for the organization completely (Behrends, 2007). Declining worker's different

performance or growing the worker's comfort is solitary an insufficient instance of explanations for that moral management is valuable. Rendering to this investigation, personnel incline to brand usage of expressive work policies once employed for an enormously high and short moral leader (Ahmad & Oranye, 2010). In addition, the investigation presented that supporter's occupation performance declines and the supporter's professed stress upsurges. This possibly will be centrals to demoralization and an augmented level of pressure, these spirits should be observed and perhaps overwhelmed. Resultantly, ethical leaders should direct their gratitude of each worker and have a deferential connection.

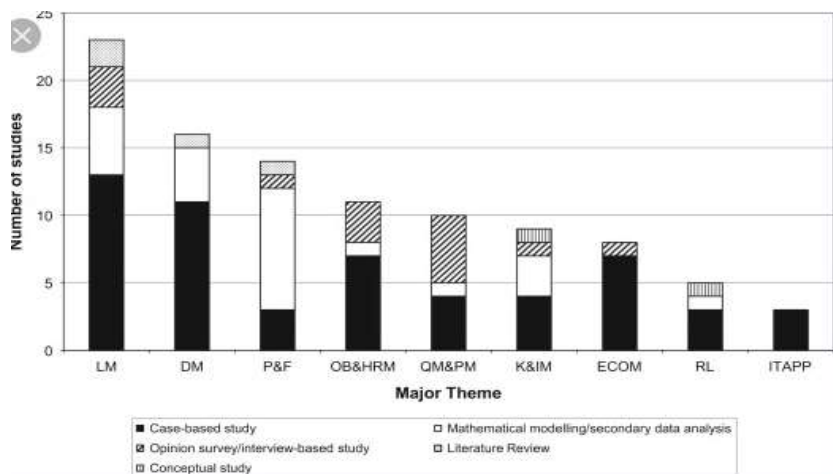


Figure 1: Studies on Pharmacy Businesses

Furthermore, Tyler and Blader (2003) proposed that leaders should agree to workers to increase their speech

and to voice spontaneously about their thoughts and spirits in the effort apartment. Through this they will feel

comfortable with their leaders. This investigation demonstrates that organizations advantage from moral leader's solitary once they are not interim in an awfully moral means and therefore not compelling their supporters to make or exhibition assured behaviors and sentiments (Hunger & Wheelen, 2013). Additional central element is that, at slightest to the writer's information, this investigation is the very first to discover the consequence of moral management on expressive labor. Prior investigators did not perceive a joining amid moral management and expressive labor; hence this investigation notices novel and ignored grounds in the moral

management literature. Additionally, upcoming investigation is now capable to shape on this investigation and to examine supplementary belongings of moral management on demonstrative labor (Alrowwad, Obeidat, Tarhini, & Aqqad, 2017).

The objective of this investigation is to examine the connection among "ethical leadership, organizational outcomes with mediating role of emotional labor and moderating role of follower's personality traits". Our basic study purpose is to analyze does emotional labor facilitate the connection of moral leader and administrative outcomes.

TABLE 1. The Impact of HR Practices on Pharmacy Business

HRM Practices	Percentage Effect on Employees
Recruitment / Hiring	5%
Wages Benefit	34%
Development and Training	2%
Evaluation	5%
Employee Commitment	5%
Behaviour	2%
Attitude	3%
Job Satisfaction	20%
Work Satisfaction	10%
Free Time Satisfaction	2%
Turnover Intention	5%
Alternative Choice	7%

The fundamental intention of this investigation is to discover the outcome of ethical leadership on organizational outcomes. The other purposes are stated below;

- To explore the connection of ethical leadership and organizational outcomes.
- To identify how emotional labor, mediate the connection of ethical leadership and organizational outcomes.
- To examine does followers personality traits moderate the emotional labor and organizational outcomes.

## LITERATURE REVIEW

### Ethical Leadership

Many researchers enlightened that the traits of moral leaders are described as sincere, compassionate, and honorable persons who brand reasonable and unbiased conclusions. They likewise established strong and moral values, that are commonly interconnected to their supporters (Brown & Treviño, 2006). Moreover, through their values, principles and beliefs ethical leaders can influence to their employees that lengthily boundary on the recognized standards in the administrative performances (Lemlich, 2012; Siriattakul & Jernsittiparsert, 2019). In addition, Khuntia and Suar (2004) proposed that Moral leaders make exertions to deal with ethics in their principles, standards and conduct; they are dedicated to

advanced determination, care, arrogance, determination, and persistence.

Therefore, many managers acknowledge that in ethical leadership laws and regulations must be obeying (Combs, Liu, Hall, & Ketchen, 2006). Therefore, it develops prominent that moral management rotates about the main accountability of commerce with skirmish amongst workforces and signifying a supervisory stage for teaching them on the correct object to do. The organization's investors, staffs, clients, dealers and the public are usually well inclined in the direction of moral leaders. The moral fundamentals of management have extended been deliberated. For specimen, (Becker & Gerhart, 1996) renowned that a moral measurement of management has been entrenched chiefly in inspirational, motivating, impracticable, and authorizing transformational management fields.

### Emotional Labor

Emotional labor first used by Hochschild, Mayr, and Siegel (1983) Researcher proposed that feelings are serene of individual's optimistic or adverse replies to their communal connections Bauer, Bodner, Erdogan, Truxillo, and Tucker (2007) Moreover, the emotional labor investigation pursues to suggest how persons accomplish their feelings as portion of the effort part (Diefendorff, Croyle, & Gosserand, 2005). Expressive labor distinct as "as the process of regulating one's emotional displays in

response to display rules so that work can be achieved” (Diefendorff et al., 2005; Jermsittiparsert & Urairak, 2019). In addition Brown and Treviño (2006) argued that such intra-psychic conditions like “job characteristics, stress, relationship with supervisor or compensation” are substantial obligation in an amount of occupations and play a part in manipulating work-related. These are two expressive labor approaches: “surface acting, deep acting”, which are explained by Schuler and MacMillan (1984) “surface acting” is a reply intensive method. Feelings are controlled once an emotion has previously been established. Persons appealing in superficial substitute place on a cover and “adjust the emotional response by suppressing, amplifying or faking emotions”. However, “Deep acting is an antecedent –focused form of emotion regulation that affects the perception & processing of emotional cues at the onset of an emotion” (Hülshager & Schewe, 2011) bottomless substitute as equated to superficial substitute, necessitates fewer reasoning and motivational capitals. The penalties of expressive labor are established to be adverse with respect to moderation of self-esteem (Becker & Gerhart, 1996).

#### Follower’s Personality Traits

The study explored that leaders direct their supporters’ task connected behaviors and vigorously yield activities to diminish unorthodoxies if they are uncreative. In addition McCrae and Costa Jr (1989) examine that Personality is the emotional, relational, pragmatic, attitudinal, and motivational approach that helps to clarify one’s behavior in different state of affairs. Moreover, assistants might form dissimilar relations with their leaders grounded on their traits Ehrhart and Klein (2001); (Patel & Conklin, 2012) Therefore, the five-aspect archetypal of trait, a generally familiar classification of behavior scopes, will be utilized by way of an agenda to examine discrete difference in the investigation. According to this archetypal agreeableness, openness to experience, surgency conscientiousness, and emotional stability are the five innermost magnitude of personality (Kalshoven & Zegveld, 2011) identified that Friendliness defines a distinct as being unselfish, innocent, caring and supportive. Openness labels a discrete as being creative, snooping, inventive, and perceptive. Extraversion labels a discrete as filled of lifecycle, self-confident, active and outward-bound. Conscientiousness labels a discrete as being trustworthy, accountable, obedient, and strongminded. Finally, neuroticism labels a discrete as being nervous, antagonistic, thoughtless, and harassed. Two factors of the Big Five are completely connected with moral management, which include “agreeableness and conscientiousness” individuals with higher levels of agreeableness are labeled as kind, empathic to others and division of their authority. The usage of productive strategies is a main module of moral management. Similarly, individuals high on conscientiousness reason prudently before acting, adhere closely to their moral obligations, do the accurate things not only for themselves and delicacy their parallel co-workers in a reliable method.

#### Ethical Leadership and Organizational Outcomes

Moral management is the crucial for the endurance of an organization. In universal, it is imperative to generate the consciousness that moral management has its optimistic and advantageous impressions on organizations nonetheless higher or lower levels of ethical management would display unintentional adverse belongings on “emotional labor, follower’s job performance and follower’s perceived stress” (Alkalha, Al-Zu’bi, Al-Dmour, Alshurideh, & Masa’deh, 2012). This imply that together lower and higher levels of moral management display an upsurge in the supporter’s administration of feelings, supporter’s professed pressure and a decline in follower’s job performance. For this reason, moderate levels of ethical leadership are predictable to have the lowermost adverse influence (Bodio, 2014). The investigation displays that moral management is additional probable to transport about leader’s efficiency, readiness of workforces to place in added labors, workers “job satisfaction, and an atmosphere for ethical leadership to flourish; which will ultimately lead to increased employees” occupation performance. Moreover, Bello (2012) asserted that leaders have to generate a morally welcoming work setting for all workforces, interconnect principled subjects, helps as character replicas and placed apparatus in residence for the growth of accountable workforces.

H<sub>1a</sub>: Ethical leadership and follower’s job performance will be positive linked in the pharmacy firms in Thailand.

H<sub>2a</sub>: Ethical leadership and followers perceived stress will be negatively linked in the pharmacy firms in Thailand.

#### Mediating Role of Emotional Labor

The trickle-down model explains that from director to employees how ethical leadership flows (Mayer, 2009). On level of the Social Learning to act and behave ethically, ethical leaders influence their followers. They set ethical standards and generate examples by taking initiative to behave ethically, subsequently ethical standards may be experiential and consequently utilized as signals. Ethical leaders also grant incentives to behave ethically and value the activist behaviors. However, the “Social Exchange Theory” emphasize that moral management direct to follower’s correspondence, that also clarify why moral management trails an apex to downward tactic Diefendorff et al. (2005); Mayer (2009); Stouten and Tilleman (2013). To construct moral culture how ethical leader can influence every employee on different levels within the organization. Moreover, this determines that how strongly ethical leader have power over its employees. That’s why; to display the preferred ethical convention, forcefully or put employees under pressure will go ahead to an amplified apparent level of pressure and to a decline in the follower’s work performance (Appelbaum & Kamal, 2000). Workers are enforced to utilize the two earlier stated expressive labor approaches to exhibit the obligatory moral values.

H<sub>2a</sub>: Surface acting significantly and positively mediate the ethical leadership and followers perceived stress in the pharmacy firms in Thailand.

H<sub>2b</sub>: Surface acting significantly and negatively mediate the ethical leadership and followers job performance in the pharmacy firms in Thailand.

H<sub>2c</sub>: Deep acting significantly and positively mediate the ethical leadership and followers job performance in the pharmacy firms in Thailand.

H<sub>2d</sub>: Deep acting significantly and negatively mediate the ethical leadership and followers perceived stress in the pharmacy firms in Thailand.

**Moderating Role of Follower’s Personality Traits:**

Workers who have the classic behavior qualities as their moral leaders may possess a weaker connection with expressive labor, occupation performance and professed stress. For this purpose, high notches on “agreeableness, conscientiousness and emotional stability” will moderate the connection of ethical leadership and emotional labor, consequently that the link amid moral management and expressive labor is debilitated.

Moreover, the investigation presented that supporter’s occupation performance declines and the followers professed pressure upsurges (Ahmad & Oranye, 2010). A possible of the wonder clarified in this investigation that workforces possibly will practice a sensation of existence honorably arbitrated by an enormously moral leader (Bauer et al., 2007). Somewhat than actually invigorated to

entertainment in a likewise moral method, they possibly will be dejected by the awareness that the anticipated moral values are not possible for them. We recognized four behaviors that effect scores of leader conducted (Alkalha et al., 2012): “agreeableness, extraversion, openness to experience, and conscientiousness”. In this investigation, as in other investigation, we discovery an outcome with veneration to extraversion, representative that supporters who are analogous to transformational leaders observe further transformational management

In the light of literature, we develop hypotheses:

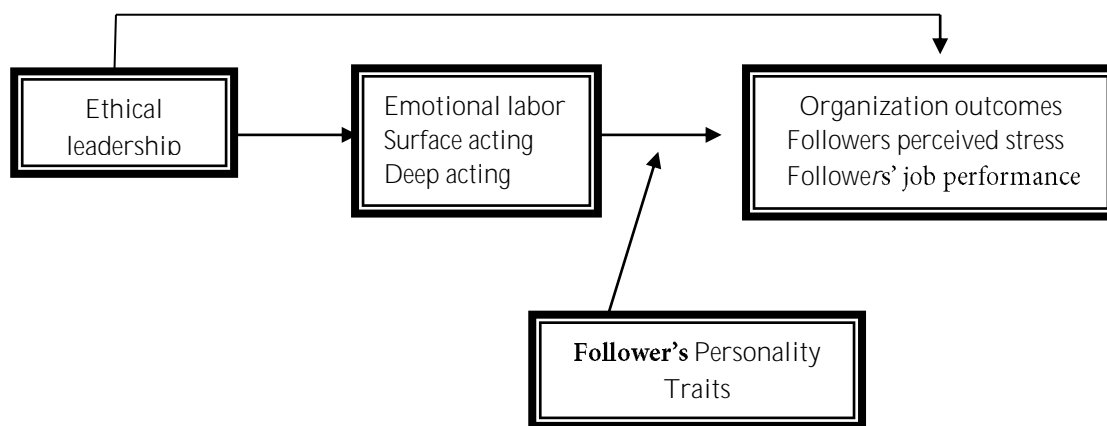
H<sub>3a</sub>: Followers personality traits significantly and positively moderate on the relationship of surface acting and follower’s perceived stress in the pharmacy firms in Thailand

H<sub>3b</sub>: Followers personality traits positively and significantly moderate on the relationship of surface acting and followers job performance in the pharmacy firms in Thailand.

H<sub>3c</sub>: Followers personality traits positively and significantly moderate on the relationship of deep acting and followers perceived stress in the pharmacy firms in Thailand.

H<sub>3d</sub>: Followers personality traits positively and significantly moderate on the relationship of deep acting and followers job performance in the pharmacy firms in Thailand.

**RESEARCH MODEL**



**Methodology**

The elementary intention of investigation is to check the connection does ethical leadership effect the organizational outcomes, with mediation of emotional labor and moderation of follower’s personality traits. Investigation is quantitative and descriptive in landscape as it relating and snooping the under-study paradigm and dealings which previously clarified in prior investigations.

**Questionnaire Design**

To explore relationship among ethical leadership, influence the organization outcomes we have used survey questionnaire method. There are two segments of survey, which in this investigation. Initial segment is linked to the

individual outline of the participants counting their “age group, gender and educational level, nature of employment and length of service”. Next segment contracts with the investigation construct (ethical leadership, emotional labor, followers’ job performance, followers perceived stress, follower’s personality traits).

**Sampling**

Our population is employees of all the pharmacy firms in Thailand. With regard to sample size, Hair et al (2010) described sample size may be attained by multiplying the entire substances in a survey by 10, consequently by ensuing his approach, sample size for present investigation is 150. Data were gathered by smearing simple random

sampling method since its greatest of the investigations in social disciplines revised this method.

Measures

Survey questionnaire method was useful to check the relationship among under study variables. To collect data Questionnaire was utilized. All scales utilized in the investigation has picked as of earlier investigation.

Ethical Leadership: ethical leadership accepted from Brown and Treviño (2006). Responses were obtained by using likert scale where 1 is “strongly disagree” and 5 is “strongly agree”.

Emotional labor: In command to evaluate “deep acting and surface acting”, Brotheridge and Lee (2003) scale was utilized. On a scale ranging from 1 “strongly disagree” to 5 “strongly agree” all items were answered.

Followers job performance: To assess the overall job performance of each participant, the five -item job performance scale by buchko et al. (1997) was used. On a scale ranging from 1 (strongly disagree) to 5 (strongly agree) all items were answered

Followers perceived stress: the scale of Perceived Stress Scale (PSS) by Cohen (1983) has four questions and was utilized to recognize the workers pressure level

Followers personality traits: To evaluate the “Big Five personality traits” the Big Five Inventory (BFI) which contained 10- questions was utilized. Using a scale from 1 “strongly disagree” to 5 “strongly agree” to answered the objects.

Data got from the participants were examined by SPSS and AMOS statistical package program.

Demographics

We distributed 200 questionnaires randomly in different in the pharmacy firms in Thailand. All responses are completely filled by respondents. Male and female participants were completed 142 and 58 where proportion is 71% and 29% correspondingly. Respondents were aged up to 25 yrs. Are 27%. In Between26-45 the respondent’s ages were 63%. And in between the ages of 46-55 respondents were 10% and 0% respondent’s were56+ yrs. Old. Additionally, respondents belonged to bachelor were32%, master and PhD were 68% and 0% respectively. 20% respondents were on prescribed foundation and 79% were on enduring and others 1%. Moreover, participants had span of service up to 1 year, 2-5 years, 5-10 years, and 10+ years were 18%, 28%, 32% and 22% respectively.

Findings

TABLE 2. Descriptive Statistics

Construct	Mean	SD	1	2	3	4	5	6
1 Ethical Leadership	3.91	.613	--					
2 Surface Acting	2.67	.708	-.341**	--				
3 Deep Acting	3.70	.674	.320**	-.258**	---			
4 Followers Personality Traits	3.47	.435	.413**	-.262**	.393**	---		
5 Followers Perceived Stress	2.50	.435	-.351**	.413**	-.220**	-	---	
6 Followers Job Performance	4.04	.464	.540**	-.442**	.211**	.313	-.37	-

Table 2 Mean values for ethical leadership, surface acting, deep acting, follower’s personality traits, follower’s perceived stress and followers job performance are 3.91, 2.67, 3.70, 3.47, 2.50 and 4.04 respectively. Similarly, standard deviation values for all above mentioning variables are .613, 0.708, 0.674, 0.435, 0.435 and 0.464 respectively. Table 2 showing correlation among all under study variables, ethical leadership is correlated with surface acting, deep acting, follower’s personality traits, followers perceived stress, and followers job performance with r =-.341, r =0.320, r =.413, r =-.351, r =.540 respectively. Similarly, surface acting, is correlated with deep acting,

follower’s personality traits, followers perceived stress, and followers job performance where r =0.-2.58, r =-2.62, r =.413, r =-.442 respectively. In addition, deep acting is correlated with follower’s personality traits, followers perceived stress, and followers job performance with respect to r =.393, r =-.220, and r =.211 correspondingly. Followers personality traits is correlated with followers perceived stress and followers job performance where r =-.371, and r =.313 proportionately. And followers perceived stress is correlated with follower’s job performance with r =-.37.

TABLE 3. Fit Indices of CFA Model

Index of fit	Cmin/df	P	GFI	AGFI	CFI	RMSEA
--------------	---------	---	-----	------	-----	-------

Value	2.99	.06	.947	.821	.941	.054
-------	------	-----	------	------	------	------

Table 3 of Fit Guides Archetypal demonstrates the GFI, CFI and other standards to regulate that whether the selected archetypal has been a correct fitting for reliability and rationality checked or not. “Goodness of Fit Index” (GFI) should be superior than 0.95, “Adjusted Goodness of Fit” should be superior than 0.8, CFI should be >0.95, “Root Mean Square Error of Approximation” (RMSEA)

should be <0.5. Therefore, the outcomes worth of our dimensional model present GFI= 0.947, AGFI= 0.821, CFI= 0.941, RMSEA= 0.54 being in standard variety of taking proves than our archetypal is appropriate to scrutinize the reliability and rationality of scale being utilized if a green sign to progress.

TABLE 4. Convergent Validity

Items	Factor Loadings	AVE	CR
Ethical Leadership		0.582	0.827
EL1	.744		
EL2	.694		
EL3	.722		
EL4	.744		
EL5	.865		
EL6	.805		
EL7	.732		
EL8	.783		
Surface Acting		0.583	0.892
SA1	.770		
SA2	.862		
SA3	.912		
SA4	.884		
SA5	.837		
SA6	.842		
Deep Acting		0.635	0.817
DA1	.901		
DA2	.873		
DA3	.781		
DA4	.833		
Followers Personality Traits		0.826	0.815
FPT1	.874		
FPT2	.742		
FPT3	.692		
FPT4	.733		
FPT5	.831		
FPT6	.794		
FPT7	.752		
FPT8	.823		
FPT9	.812		
FPT10	.725		
Followers Perceived Stress		0.813	0.816
FPS1	.983		
FPS2	.745		
FPS3	.863		
FPS4	.872		
FPS5	.916		
FPS6	.825		
FPS7	.723		
FPS8	.840		
Followers Job Performance		0.732	0.805
FJP1	.775		
FJP2	.892		

FJP3	.902
FJP4	.831

The dimensional archetypal has strained to bring out the CFA. Table 4 demonstrates the CFA Archetypal. In command to find out the “convergent reliability and discriminant validity” of facts this archetypal and its appropriate guides has been demonstrated. In command to checked the consistency there are three most important stages by way of being demonstrated in Fornell and Larcker (1981), these include the aspects of stacking paradigms worth of CFI Archetypal being superior than 0.7, the AVE (average variance extract) standards should be superior than 0.5 and the CR worth should be superior

than 0.5. so, the outcomes revealed in Table 4 elucidated that the majority standards of feature filling are superior than 0.7 and substantial at 0.001. Whereas the CR and AVE standards are altogether superior to 0.8 and 0.5. Therefore, this outcome regulates our scale convergent actuality consistent and shows the discriminant validity, it means that the substances display discrepancies are for their private paradigm that the other. This enhances to the consistency and rationality aspect of the investigation and connection of the paradigms disturbed.

Model Fit

TABLE 5. Fit index of the model

Index of fit	Cmin/df	P	GFI	AGFI	CFI	RMR
Value	2.99	.08	.951	.824	.948	.046

Table 5 expressions the fit directories of SEM. The fit directories regulate the suitability amid the recommended and the being adjustment atmosphere. The primary value predicted by the directory of appropriate being chi-square (df)= 2.99 designates the suitability of archetypal being utilizing. Furthermore, the GFI invent the modification in the archetypal that is 0.951 being fairly reasonable, AGFI worth being 0.824 displays fairly a decent fit, the RMR worth representative the variance amid projected alteration

and covariance from experiential worth being minor by way of 0.046 is improved, CFI refer to “comparative fit index” worth 0.948 is reflect decent. Therefore, the fallouts control that the facts are fit regarding with the archetypal.

Mediation Analysis

Table 6, Portrayed the path examination of specified paradigms and their dealings by means of SEM.

TABLE 6. Path Analysis

Independent Variables	Effects	Followers Perceived Stress	Followers Job Performance
Ethical Leadership	Direct Effect	-.452*	.397*
	Indirect Effect	-.383*	-.316*
	Total Effect	-.415*	.335*

Mediating variable: Surface Acting

TABLE 7. Path Analysis

Independent Variables	Effects	Followers Perceived Stress	Followers Job Performance
Ethical Leadership	Direct Effect	-.512*	.483*
	Indirect Effect	-.437*	.399*
	Total Effect	-.593*	.537*

Mediating variable: Deep Acting

Moderation of Followers Personality Traits on the connection amid Surface Acting & Followers Perceived Stress

TABLE 8. Outcome: Job-Related Outcomes

Model	Coeff	S.E.	t	p	
Int.	.39	.1	2.5	.01	
Int_1 S_A	X	F_P_T	R-Square Increase due to interactions		
	R2-Chng	F	Df1	Df2	P
Int_1	.08	12.1	1.0	111.0	.01

The archetypal result by way of exposed having coefficient worth 0.39 and the interface worth of r2 being 0.08 delivers a helpful consequence for the moderation influence of being intricate in the investigation. The numerical values

by way of exposed in overhead table of moderation examination deliver sympathetic consequences for the moderation of **supporters'** personality traits amid surface acting and **followers'** perceived stress.

Moderation of Followers Personality Traits on the connection amid Surface Acting & Followers Job Performance

TABLE 9. Outcome: Job-Related Outcomes

Model	Coeff	S.E.	t	p	
Int.	-.40	.1	-3.5	.02	
Int_1 S_A	X	F_P_T	R-Square Increase due to interactions		
	R2-Chng	F	Df1	Df2	P
Int_1	.04	11.4	1.0	103.1	.02

The archetypal consequence by way of revealed having coefficient value -0.40 and the interface worth of r2 being 0.04 delivers a sympathetic consequence for the moderation of being complicated in the paper. The values as exposed in overhead table of moderation examination deliver a sympathetic upshot for the moderation of

**followers'** personality traits amid surface acting and **followers'** job performance.

Moderation of Followers Personality Traits on the connection amid Deep Acting & Followers Perceived Stress

TABLE 10. Outcome: Job-Related Outcomes

Model	Coeff	S.E.	t	p	
Int.	-.44	.09	2.9	.01	
Int_1 S_A	X	F_P_T	R-Square Increase due to interactions		
	R2-Chng	F	Df1	Df2	P
Int_1	.05	10.3	1.0	102.5	.01

The classical consequence as publicized having coefficient worth -0.44 and the interface worth of r2 being 0.05 offers a sympathetic consequence for the moderation influence of being intricate in the investigation. The values as exposed in above table of moderation examination delivers a helpful consequence for the moderation of **followers'**

personality traits amid deep acting and **followers'** perceived stress.

Moderation of Followers Personality Traits on the relationship between Deep Acting & Followers Job Performance

TABLE 11. Outcome: Job-Related Outcomes

Model	Coeff	S.E.	t	p	
Int.	.43	.1	3.2	.03	
Int_1 S_A	X	F_P_T	R-Square Increase due to interactions		
	R2-Chng	F	Df1	Df2	P
Int_1	.07	13.6	1.0	99.12	.03

The prototypical consequence by way of exposed existence having coefficient worth 0.43 and the interface worth of r2 being 0.07 delivers a sympathetic outcome for the

moderation aspects of existence complicated in the investigation. The numerical standards by way of exposed in overhead table of moderation investigation deliver



sympathetic consequences for the moderation of followers' personality traits amid the deep acting and the supporters' job performance.

## DISCUSSION AND CONCLUSIONS

Investigations on "ethical leadership" and its valuable organizational outcomes is banquet nearby the last few years. Results conclude that moral management is vital for continued existence of an organization. The determination of current study is to inspect the connection among "ethical leadership and organizational outcomes" by forming mediation of emotional labor and moderation of "follower's personality traits". The study results depicted that there is optimistic and substantial connection amid ethical leadership and followers' job performance. It may conclude that if ethical leaders deliver job possessions by effectively protecting workforces than followers job performance will enhance. Supported by (Trevino et al., 2003) to H1a. Study results enlightened that there is adverse and substantial connection amid ethical leadership and follower's perceived stress. This investigation stated that tall moral management will upsurge the employee's effort pressure and diminution the worker's job routine supported to H 1b by (kalshoven et al., 2011).

The study outcomes presented that "surface acting" expressively and absolutely mediate the ethical leadership and followers perceived stress supported to (h2a).

The study results describe that "surface acting" meaningfully and destructively mediate the ethical leadership and follower's job performance. Which means when employees do not show their genuine emotions due to ethical standards then job performance will decrease supported to (H2b). The study results portrayed that deep acting significantly and positively mediate the ethical leadership and follower's job performance. It means when employees show their regulated emotions then their job performance will increase supported to (H2c). The study results represented that deep acting significantly and negatively mediate the ethical leadership and follower's perceived stress. It concluded that due to moderate ethical standards employees' emotions not affected and stress will also decrease supported to (H2d).

The third hypothesis results summed up that follower personality traits significantly and positively moderate the surface acting and followers' perceived stress. It may conclude that when employees just pretend to original emotions, they suffer tension from environment and due to follower's personality traits surface acting or followers perceived stress will decrease which is supported to (H3a). This study results divulged that followers' personality traits positively and significantly moderate the surface acting and followers' job performance. In general surface acting increase then job performance will decrease but due to follower's personality traits surface acting or follower's job performance will increase. Supported to (H3b). The study results supported to H3c that follower's personality traits positively and significantly moderate the deep acting and followers' perceived stress. It determined that in presence of deep acting, stress will decrease and due to follower's personality traits deep acting increase and follower's

perceived stress will decrease. The study results also support to H3d followers' personality traits positively and significantly moderate the "deep acting and follower's job performance". Means that due to deep acting follower's job performance will increase. In the presence of follower's personality traits deep acting or follower's job performance will additionally decrease. In general mediation and moderator effects are partially supported.

## Practical Implications

Ethical leadership is significant for extended period's endurance of an organization. Administrations' performance increases when ethical leadership is practiced at moderate level. Due to extremely high and low ethical working environment employees have a tendency to use emotional labor strategies and at some level they will feel boredom and exhaustion which automatically generate psychological effects.

In addition, the study described that the followers' job presentation declines and the followers supposed stress upsurges. The motive behind is that workers possibly will practice a sensitivity of existence fairly arbitrated by an extremely moral supervisor. They may be not encouraged to everyone by thinking that they are not within reach of ethical standards. These feelings can be controlled by discussing views and ideas with followers and provide them opportunity to raise their voice. It is very important that when organizations implement ethical leadership in organizations, they must train to their leaders that how to treat with followers.

## Limitations and Future Directions

The leading constraint is that the results come from a paper of cross-sectional strategy. The sample size of our study is small owing to petite period of time. We cannot collect data from different cities of Pakistan. Others sectors instead of pharmacy can likewise be utilized for gathering of data. Mediator variable may be change. Study was descriptive and qualitative in nature others can use mixed methodological approach. Simple random technique is used in this study, data collection techniques may be change.

## REFERENCES

1. Ahmad, N., & Oranye, N. O. (2010). Empowerment, job satisfaction and organizational commitment: a comparative analysis of nurses working in Malaysia and England. *Journal of nursing management*, 18(5), 582-591.
2. Alkalha, Z., Al-Zu'bi, Z., Al-Dmour, H., Alshurideh, M., & Masa'deh, R. (2012). Investigating the effects of human resource policies on organizational performance: An empirical study on commercial banks operating in Jordan. *European Journal of Economics, Finance and Administrative Sciences*, 51(1), 44-64.
3. Alrowwad, A. a., Obeidat, B. Y., Tarhini, A., & Aqqad, N. (2017). The impact of transformational leadership on organizational performance via the

- mediating role of corporate social responsibility: A structural equation modeling approach. *International Business Research*, 10(1), 199-221.
4. Appelbaum, S. H., & Kamal, R. (2000). An analysis of the utilization and effectiveness of non-financial incentives in small business. *Journal of Management Development*, 19(9), 733-763.
  5. Bauer, T. N., Bodner, T., Erdogan, B., Truxillo, D. M., & Tucker, J. S. (2007). Newcomer adjustment during organizational socialization: a meta-analytic review of antecedents, outcomes, and methods. *Journal of applied psychology*, 92(3), 707.
  6. Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of management journal*, 39(4), 779-801.
  7. Behrends, T. (2007). Recruitment practices in small and medium size enterprises. An empirical study among knowledge-intensive professional service firms. *management revue*, 55-74.
  8. Bello, S. M. (2012). Impact of ethical leadership on employee job performance. *International Journal of Business and Social Science*, 3(11).
  9. Bodio, S. (2014). Aloft: A Meditation on Pigeons & Pigeon-Flying: Simon and Schuster.
  10. Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of Occupational and Organizational Psychology*, 76(3), 365-379.
  11. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616.
  12. Cohen, S. M. (1983). *American modernity and Jewish identity*: Taylor & Francis.
  13. Combs, J., Liu, Y., Hall, A., & Ketchen, D. (2006). How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel psychology*, 59(3), 501-528.
  14. Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66(2), 339-357.
  15. Ehrhart, M. G., & Klein, K. J. (2001). Predicting followers' preferences for charismatic leadership: The influence of follower values and personality. *The leadership quarterly*, 12(2), 153-179.
  16. Hochschild, P. H., Mayr, E. W., & Siegel, A. R. (1983). Techniques for solving graph problems in parallel environments. Paper presented at the 24th Annual Symposium on Foundations of Computer Science (sfcs 1983).
  17. Hülshager, U. R., & Schewe, A. F. (2011). On the costs and benefits of emotional labor: a meta-analysis of three decades of research. *Journal of occupational health psychology*, 16(3), 361.
  18. Hunger, J. D., & Wheelen, T. L. (2013). *Essentials of Strategic Management*: Pearson New International Edition: Pearson Higher Ed.
  19. Jermstipparsert, K., Sangperm, N., & Siriattakul, P. (2019). The Effect of Workplace Spirituality and Ethical Climate on the Corporate Sustainability Performance of Retail Chain Stores in Thailand. *International Journal of Psychosocial Rehabilitation*, 23(4), 865-877.
  20. Jermstipparsert, K., & Urairak, B. (2019). Exploring the Nexus Between Emotional Dissonance, Leadership, Organizational Commitment, Job Satisfaction and Intention to Leave Among Medical Professionals in Thailand. *Utopía y Praxis Latinoamericana*, 24(Extra 6), 378-386.
  21. Kalshoven, F., & Zegveld, L. (2011). *Constraints on the waging of war: an introduction to international humanitarian law*: Cambridge University Press.
  22. Khuntia, R., & Suar, D. (2004). A scale to assess ethical leadership of Indian private and public sector managers. *Journal of business ethics*, 49(1), 13-26.
  23. Lemlich, R. (2012). *Adsorptive bubble separation techniques*: Elsevier.
  24. Mayer, S. H. (2009). Development of a completely decentralized control system for modular continuous conveyors (Vol. 73): Verlag nicht ermittelbar.
  25. McCrae, R. R., & Costa Jr, P. T. (1989). More reasons to adopt the five-factor model.
  26. Patel, P. C., & Conklin, B. (2012). Perceived labor productivity in small firms—The effects of high-performance work systems and group culture through employee retention. *Entrepreneurship Theory and Practice*, 36(2), 205-235.
  27. Schuler, R. S., & MacMillan, I. C. (1984). Gaining competitive advantage through human resource management practices. *Human resource management*, 23(3), 241-255.
  28. Siriattakul, P., & Jermstipparsert, K. (2019). Impact of Transformational and Servant Leadership on Organizational Performance and Job Satisfaction: An Empirical Assessment of Pharmaceutical Firms in Thailand. *International Journal of Innovation, Creativity and Change*, 6(11), 73-101.
  29. Stouten, M., & Tilleman, A. (2013). 30. Reporting duty for lawyers versus legal privilege—unresolved tension. *Research Handbook on Money Laundering*, 426.
  30. Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and social psychology review*, 7(4), 349-361.
  31. Buch, N., Goyal, J., Kumar, N., Parmar, I., Shah, V., Charan, J. Prevalence of hypertension in school going children of Surat city, Western India (2011) *Journal of Cardiovascular Disease Research*, 2 (4), pp. 228-232. DOI: 10.4103/0975-3583.89807