



RESEARCH PAPER

Improving Employee In-Role and Extra Role Performance with Ethical Leadership: As Meditating Role of Employee Creativity

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ABSTRACT

The main purpose of this study looks at how ethical leadership, employee creativity, emotional intelligence and their effects on in-role and extra role work performance in company settings. It aims to offer understanding about how ethical leadership techniques can affect employee productivity and imagination. It also looks at the impact of emotional intelligence on this process. The study uses a design that looks at different groups, and it gathers information using numbers. We pick 240 people from different jobs in Pakistan. We use a method called stratified random sampling to do this. Surveys are used to collect information about ethical leadership, doing your job and more than expected work. They also look at employee ideas and understanding feelings in a better way. The data analyzed using SPSS. The research shows that ethical leadership greatly affects how well people do their jobs and go beyond them. Team creativity helps a lot with the relation between good leadership and how well they do. Also, emotional smartness changes how ethical leadership affects employee's creativity. Higher levels of this factor make the relation even stronger. This study has some limits. They are using a design that only looks at one point in time, which makes it hard to show cause and effect. Long-term studies can help future research. The study looks closely at one specific culture. We need to think about whether its results can be applied to other cultures too. The study gives helpful tips for companies to grow good leaders, promote employee ideas and build feelings smartness in the office. Starting training programs, giving feedback and encouraging ethical leadership at all levels of a company can improve how employees perform.

KEYWORDS Employee Creativity (EC), Employee Performance (EP), Ethical Leadership (EL), Extra-Role Performance (ERP), In-Role Performance (IRP)

Introduction

People work best and feel motivated when they are free, good at what they do, have relations with others. Also, leaders who act in a moral way can help meet these needs of the mind which could improve both regular roles as well outside tasks too. Firms are working harder to improve their staff's performance in the tough business world of today. How well employees do their jobs is very important for a business's success because it affects how productive they are, the quality of what they produce and how happy customers are. Recently, researchers have been looking at how firms can improve their employees' main and extra role. They study the relation between good leadership, employee imagination, and employee performance. This paper explains the latest discoveries about "Improving employee performance in their role and beyond with ethical leadership. Employee creativity acts as a bridge for this improvement." It also gives background information on how to achieve these results better.

Ethical leadership is about showing good behavior through your actions and talks with others, encouraging the same in followers by having two-way communication. This also includes support from both sides as well working together to make decisions (Brown et al.,

2005). Ethical bosses set a good example, teach right and wrong ways to act, and make sure their employees do things the right way in every workplace. Employees' performance has been shown to be good when the leaders act ethically (Kim & Park, 2021). Employees use their creativity to make new and useful ideas, things or methods that help a company do better (Amabile & Pratt, 2016). Using creative people is very important for businesses to grow and change along with changing market situations. It has been found out that employee creativity makes both main and extra activities better (Amabile & Pratt, 2016).

Lots of studies have been done on the links between good leadership, employee thinking and job output. For example, Wang and others found in 2021 that good leadership can boost employee creativity. This helps them do their jobs better as well. Kim and Park (2021) found out that good leadership makes employees more imaginative. This positively affects how well they do their job. Studies show that employee creativity helps to connect good leadership and productive employees. For instance, Zhang et al. (2020) found that good leadership makes employees more creative. This then helps improve employee performance. Wang and his team from a 2021 study found that good leadership affects employee's work in an indirect way by making them try new things.

In today's companies, it is widely known that good leadership based on right actions can greatly affect how employees behave and perform. But knowing how ethical leadership affects what people do in their jobs and extra work, affected by creativity of employees but controlled by emotional understanding is still a big question we need to solve. Fixing this hole is very important for companies that want to create a good moral environment and improve their total results.

Literature Review:

Ethical Leadership (EL)

Dust along with others advocated that one has to be a good example and show the right ways of doing things, make team members behave properly too. You should also improve relationships with others while respecting their rights and values (Dust et al., 2018). This means being fair in your actions as leaders. The work that was done included a few parts of good leadership. These were old-fashioned way, point of view about what is right and wrong including honesty and confidence in oneself as well as respecting employees (Mawritz & Greenbaum, 2018). Anderson said that, the total work done by employees in their job tasks (AlShehhi et al., 2021). Kiely says ethical leadership is acting right and thinking about others inside and outside workplaces. It also means following fair rules, respecting rights of people, treating them with dignity (Ten-Doménech et al., 2023). Zaim and friends proved that justice, knowledge, self-control and bravery make a big difference in how well leaders do. It also affects what your team can achieve. Good leadership is one of the things that affects how well an organization does (Zaim, Demir, and Budur, 2021).

Charles said that, good leadership makes job stress less and employees who deal with customers perform better. It also increases the whole company's success (Schwepker Jr & Dimitriou, 2021). Sarwar and colleagues further highlighted that when bosses lead in the right way, employees will do better at their jobs and try harder to help make the company better. Some studies showed that good management made employees grow in their understanding of right and wrong. This also raised employees happiness levels, which improved the company's results (Sarwar et al., 2020). Dey and his colleagues advocated that there is still not enough good leadership affecting how sustainable business companies perform (Dey et al., 2022). According to Yuan, Confucian virtue ethics will help make leaders better and improve how organizations work (Yuan, Chia & Gosling 2023). In the business world, ethics is now a way to make employees work together in honest and trusting relationships. Still, the special quality is a big reason to solve ethical problems and make commitments. Some studies found that good leadership is important for making employees do better job (Limpo & Junaidi, 2023).

Employee Creativity (EC)

Ye says that employee creativity is making new or unusual ideas, products or methods to help the business. Usually, creativity means coming up with new ideas and making original things that are useful (Ye et al., 2020). Yiqi says that creativity in employees is important for how people are managed at work. And when employees have good experience, they feel more active and creative (Wu & Gu, 2024). Aristana et al. (2023) advocated that bosses should watch out for the desire to do good work. This helps make employees more creative, according to research. Li advocated that bosses should use a way of leading to help make an image for the whole team and tell it well. They need to try and make people see the help of the company in a better way (Li et al., 2023). Newman advocated that creativity can also mean using different skills, abilities and experiences to invent new answers for making decisions, solving problems or finishing tasks (Newman et al., 2018).

Usually, being creative means giving new ideas. Employees can use their skills and experiences to find fresh answers for problems in a good way (Kremer et al., 2019). Creativity (making new and different things) is how a person can come up with fresh ideas or something they did. Employees being creative is very important to businesses in the long run. This is because they can make new and probably good ideas for things like products, services or activities to improve what's already there (Akgunduz et al., 2018). Yamin proved that, Employee creativity is how much an employee gives creative thoughts for the growth of things like products or services. Being creative at work means having original ideas about people, processes and technology. Ideas for being creative should be new and useful when doing work (Yamin, 2020).

Employees Performance (EP)

Employees can do their job differently because of things like age, gender and how much school they've been to. A research by Akanbi and Awe (2019) showed that age made a big difference to how well employees did their work. It found out, younger employees were better at it than older ones. Likewise, a research by Adetoun and Oloyede (2021) showed that gender greatly impacted how well employees did their jobs. They found out men performed better than women at work. People with more schooling do better at work than those who didn't study so much. According to Lee et al. (2020), acting out a role and doing extra role are two different things that go together well, as found in their research. Doing a good job made employees more likely to go beyond their regular tasks. People who only did very well at their work role weren't always involved in going beyond what was needed.

In-Roll Performance (IRP)

The ability of an employee to do what their job description says is called in-role performance. A study by Wang et al. (2020) shows that an employee's success at their job relies on how good they are doing the things required for that position. An organization's success is based on how well people do their jobs, and many studies have looked at the things that affect job performance. A study by Sarwar and Khalid (2021) proved that being happy at work, loyal to the company, and involved in your job all positively affect how well you carry out your role. The research also found that if you make employees more motivated, it greatly improves how they do their job.

Extra-Roll Performance (ERP)

Extra-role performance, often called company citizenship behavior, is when an employee starts their own projects to help make the whole business more successful. Even though these jobs aren't really in the employee's work plan, they can greatly affect how good the business does. A study by Wang and others in 2020 highlighted that employees who do jobs beyond their normal tasks are more likely to be appreciated by bosses, make more money, have secure work. Study of Kim and Kim's (2020), found that doing more than your

job can be strongly affected by a powerful work culture which places heavy stress on teamwork, talking together, and saying thank you. Like this, a study by Majeed and his team in 2020 found that jobs with clear tasks and role can help employees to work in roles they're not usually assigned (Majeed et al., 2020).

Emotional Intelligence (EI)

Understanding and controlling your own feelings, as well the emotions of other people is called emotional intelligence (EI). This has been linked to good results like better job doing, higher school success and more happiness (Goleman & Cherniss, 2001). Emotional Intelligence, or EI for short, is thought to link employee creativity and good leadership in businesses. Studies have found a link between creativity and emotional intelligence. Being a good leader could help people think more creatively by it (Aryee et al., 2020; Guo et al., 2021). Good leaders with high feelings knowledge can make a nice work place that helps inventing and creativity. Some research has found that understanding feelings improves the relation between good leading and employee imagination. A study found that feeling smart fully controls how well good leadership and confidence in new ideas are connected (Chen et al., 2021). Another study showed that being emotionally smart can somewhat stop the link between good leadership actions and taking part in creating something new (Liu et al., 2020).

Studies have shown that women are usually better than men at understanding emotions (EI). This was found by Brackett and Mayer in 2019, and more details about this were given later on by Goldenberg et al. (2020). But other research did not support big differences in EI (Fernández-Berrocal et al., 2012) between boys and girls. New studies show that thoughts and ideas about gender can change the difficult relation between it and feeling smart (Cabello et al., 2021). Emotional Intelligence (EI) is a collection of related skills and qualities, not just one simple idea advocated by Joseph & Newman (2010). The importance of understanding emotions for being a leader has been discussed many times. Leaders with a lot of EI usually handle their feelings and those of their team better. This also enhances how well people work and their satisfaction with their jobs. in 2020 (Goleman et al., 2020). But, some other studies have also suggested that focusing only on emotional intelligence (EI) may make leaders miss out on key skills like planning strategies and making decisions. This is what Boyatzis and McKee proposed in 2019.

To make employees do better, many books say it's important to build good morals in leaders and help staff come up with new ideas while also getting links of their feelings. To really understand the complex links between these parts and to find quick ways to improve how employees do their jobs in companies, we need more studies. Employee Creativity will connect the link between Good Leadership and performing both job role tasks, as well as extra activities. This relation is affected by how much emotional understanding someone has. Companies can make employees better by fixing this thing in research and learning how to grow good leaders, promote a creative work area and help see feelings well.

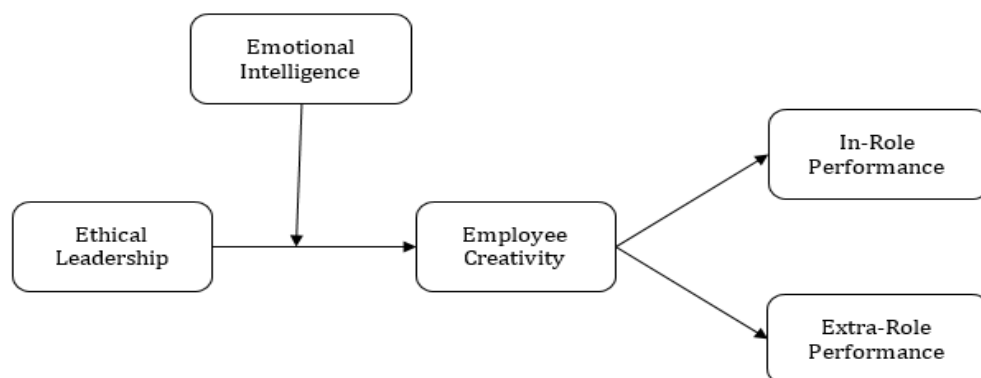


Fig 01. Conceptual Framework.

Hypotheses

- H1** Ethical Leadership has significant impact on In-Role Performance.
- H2** Ethical Leadership has significant impact on Extra-Role Performance.
- H3** Employee Creativity mediates the relationship between Ethical Leadership and In-Role Performance.
- H4** Employee Creativity mediates the relationship between Ethical Leadership and Extra-Role Performance.
- H5** Emotional Intelligence moderates the relationship between Ethical Leadership and Employee Creativity.

Material and Methods

This research uses a cross-sectional design and collects data using quantitative methods. Using a cross-sectional design lets us look at how things are related and the effects that might change or control them all in one moment. The research looks at employees from different jobs and companies in Pakistan. We will pick 240 people to be part of our study. This study uses a fancy method called stratified random sampling in order to get an equal number from different job areas. The study adapted a Questionnaire to get data. It uses a five-point Likert scale where 1 means strongly disagree and 5 means strongly agree. Online survey measure and give information about ethical leadership, employee imagination, emotion skills. It also gives details on demographics. The study uses the information by using a mix of math ways with SPSS. The research further uses a method called regression analysis to look at how ethical leadership and employee performance are directly connected. This study intends to measure if bosses doing the right thing affects employee creativity, which in turn changes how they perform. Analysis of moderation will look into the role that emotional intelligence plays.

Results and Discussion

Table 01
Frequency Table.

		Gender	Age	Qualification	Income	Experience
N	Valid	240	240	240	240	240
	Missing	0	0	0	0	0
	Mean	1.3083	2.0417	2.8417	2.8958	2.6917
	Median	1.0000	2.0000	3.0000	3.0000	3.0000
	Mode	1.00	1.00	3.00	4.00	3.00
	Std. Deviation	.46277	1.14545	.75983	.97756	1.08852
	Variance	.214	1.312	.577	.956	1.185
	Range	1.00	3.00	2.00	3.00	3.00

In table 01 of frequency stats, describe the age and gender details for a group of 240 people in that study. The information shows a small difference between males and females, with an average value of 1.31. When it comes to age, the people we're talking about are mostly young. The average age is around 2 years old and most of them fall in this range between 2.04. Talking about experience, the normal level is 2.84 and most people have a qualification of 3.00 because many users are at this point in their skills or learning levels. The money information shows an average income level of 2.90 and usually it's about 4.00, which means many people likely earn more than others by a good amount. On average, the experience level is about 2.69 and most people have a score of 3.00 showing that many users are at this skill point. These numbers give us information about the average, changes and most common values in population characteristic.

Table 02
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EL	240	.92	5.00	3.8243	1.02535
EI	240	.00	5.00	2.5333	1.36565
EC	240	1.00	5.00	3.3358	.98710
IRP	240	1.00	5.00	3.9219	.97445
ERP	240	1.00	5.00	3.9229	.98328
Valid N (listwise)	240				

Table 02 shows simple stats that in sample, the average leadership score of being good is at 3.8243 with a low score of just .92 and a high one reaching up to 5.00 already! The standard deviation is 1.02535. The normal score for feeling smart is 2.5333, and it can be from zero to five points. The standard difference is pretty high at 1.36565, showing a bigger range of marks and more ups and downs in feelings intelligence scores. For employee creativity, the average score is 3.3358 while lowest and highest can be found at opposite ends of a scale from 1 to 5. The standard deviation is 0.98710. The normal score for doing a job is 3.92, and it can be between 1 to five out of the best possible grade. The standard deviation is 0.97445. The average score for extra-role performance is 3.92, with a minimum of 1 and a maximum of 5. The standard deviation is 0.98328.

Table 03
Reliability Analysis.

	Cronbach's Alpha	N of Items
EL	.927	12
EI	.880	9
EC	.774	10
IRP	.904	8
ERP	.901	8

In Table 03 show results of Cronbach's alpha we have 12 items of ethical leadership $\alpha=.927$, Emotional intelligence have 9 item $\alpha=.880$, Employee creativity has 10 item and $\alpha=.774$, In-Role Performance have 8 item and $\alpha=.904$, Extra-Role performance has 8 item and $\alpha=.901$ and overall Cronbach alpha value of all 46 item of variables $\alpha=.954$ which show high consistency.

Table 04
Correlation Analysis

		EL	EI	EC	IRP	ERP
EL	Pearson Correlation	--				
	N	240				
EI	Pearson Correlation	.393**	--			
	Sig. (2-tailed)	<.001				
	N	240	240			
	Pearson Correlation	.705**	.222**	--		
EC	Sig. (2-tailed)	<.001	<.001			
	N	240	240	240		
IRP	Pearson Correlation	.838**	.217**	.769**	--	
	Sig. (2-tailed)	<.001	<.001	<.001		
	N	240	240	240	240	
	Pearson Correlation	.872**	.250**	.837**	.915**	--
ERP	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	240	240	240	240	240

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed)

Table 04 shows how different variables are connected. Some important links were found between them. Ethical leadership (EL) was found to have a strong, positive relation

with both employee creativity (EC) and in-role performance (IRP). Also, a strong relation was discovered between ethical leadership and extra role at work ($r = 0.872, p < .001$). This means that when there's more good leadership, the creativity of employees also goes up along with how well they do in their jobs and extra work outside usual tasks. Moreover, employee imagination showed a moderate good relation with both moral leadership ($r = 0.705, p < .001$) and doing what the role needs ($r = 0.769, p < .001$) Also, emotional intelligence (EI) had a little strong relation with ethical leadership ($r = 0.393, p < .001$), and there was also a weak link to employee imagination skills but they can still work well together because the stats are high on that too like when r is pretty close to zero and their probability of being real or true scores low at .

Table 05
Model summary of Regression Analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.838 ^a	.702	.701	.53291	.951

- a. Predictors: (Constant), EL
- b. Dependent Variable: IRP

Table 06
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.352	1	159.352	561.116	<.001 ^b
	Residual	67.590	238	.284		
Total		226.941	239			

- a. Dependent Variable: IRP
- b. Predictors: (Constant), EL

Table 07
Coefficients Table of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.876	.133		6.585	<.001
	EL	.796	.034	.838	23.688	<.001

- a. Dependent Variable: IRP

In the tables above, using regression analysis gives important information about how ethical leadership (EL) affects in-role performance (IRP). The plan was a good fit, because the big R-squared number is 0.702. This shows that ethical leadership can explain 70% of changes in how well someone does what their job requires them to do. The regression model was important in math ($F = 561.116, p < .001$) and showed the strong link between ethics of leaders to their work performance. The numbers in the model make this relationship more clear. The constant number (intercept) is 0.876, meaning if there's no good moral leaders then the likely job performance score will be 0.876. But, the important result is for good behavior leadership (EL). Its value is 0.796 with a normal error of 0.034. This shows that if you raise the value of ethical leadership by one unit, it is expected to cause in-role performance to increase by 0.796 units. The strong relationship (Beta) of 0.838 shows how important good leadership is for doing well at your job. In simple words, this means that good leadership can make people perform better at their jobs. Higher levels of ethical or morally correct behavior from leaders results in improved job performance by employees.

Table 08
Model summary of Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872 ^a	.761	.760	.48198	.909

- a. Predictors: (Constant), EL

b. Dependent Variable: ERP

Table 09
ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175.785	1	175.785	756.695	<.001 ^b
	Residual	55.289	238	.232		
	Total	231.074	239			

a. Dependent Variable: ERP

b. Predictors: (Constant), EL

Table 10
Coefficients Table of regression analysis.

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.724	.120		6.017	<.001
	EL	.836	.030	.872	27.508	<.001

a. Dependent Variable: ERP

Looking at the tables, strong relations are found between good leadership (EL) and going beyond what is required (ERP). The model shows it fits well, as its R-squared value is 0.761 which means that about 76% of the changes in extra work performance can be explained by good moral leadership behavior styles. The model is very important in math (F = 756.695, p < .001), showing that ethical leadership has a big effect on extra work done by people. The numbers, the constant (starting point) is 0.724 which means if there's no good leadership then we can expect that people will do an extra level of work by about .724 or so. But the key factor is for ethical leadership, which has a score of 0.836 with an average error size of 0.030. This means that when leaders are more ethical, we can expect extra-role performance to increase by 0.836 units for each level of improvement in leadership ethics. The main number (Beta) of 0.872 shows that good leadership has a big effect on extra work performance. In simple terms, it means that good leadership can greatly improve voluntary work. When leaders behave ethically more often and strongly, their staff are likely to engage in even more extra tasks beyond the basic responsibilities of their jobs.

Table 11
Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.8745	.7648	.2252	385.3422	2.0000	237.0000	.0000
	Coef	SE	t	p	LLCI	ULCI	
Constant	.6189	.1229	5.0369	.0000	.3768	.8609	
EL	.5596	.0422	13.2488	.0000	.4764	.6428	
EC	.3486	.0439	7.9447	.0000	.2621	.4350	

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.5596	.0422	13.2488	.0000	.4764	.6428

INDIRECT EFFECT

	EL	-> EC	-> IRP		
EI	Effect	BootSE	BootLLCI	BootULCI	
1.2500	.2147	.0444	.1053	.2821	
1.8750	.2407	.0570	.1099	.3346	
4.1250	.3344	.1077	.1214	.5464	

Table 12
Moderated Mediation Analysis.

Index	BootSE	BootLLCI	BootULCI
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EI	.0416	.0240	.0042	.0971
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Summary of the model, direct impact, indirect but dependent effects and measure for how much Ethical Leadership influences In-Role Performance with Employee Creativity acting as a mediator. All these are connected to feelings generally known as Emotional Intelligence that can affect everything in different amounts or degrees. The model's summary numbers give a quick look at how good the fit is. An R-squared (R-sq) value of 0.7648 shows that in InRole Performance (IRP), about 76% is explained by the factors used to predict it. This is a big amount of difference explained, showing the model fits well. The numbers in the model give our best guess about how each variable is connected. EL has a number of 0.5596, showing that each rise should increase In-Role Performance (IRP) by about half a unit for every point added to Ethical Leadership (EL). This impact is very important (p = 0.00), showing a strong positive relation between EL and IRP. EC also has a good number of 0.3486, showing it helps increase IRP (p = 0.00). The straight impact of EL on IRP is 0.5596, and it's very important (p = 0.00). This means that EL directly and positively affects IRP. The rule-based indirect effects show how the hidden link between EL and IRP changes at different levels of feeling smart, known as EI (Emotional Intelligence). When EI levels get to 1250, the influence of EL on IRP by way of EC is less. This comes out as small with a standard error from bootstrapping (bootse) at 44 four-hundredths. At EI levels of a little bit less than 1.8750, the indirect influence is about 24% with some uncertainty or error at around 5.7%. At EI levels of 4.1250, the indirect effect is 0.3344 with bootse being 0.1077. All these not-so-direct effects are really important (p = 0.00). The measurement of moderated mediation for Emotional Intelligence is 0.0416, with a bootse (confidence level) at 0.2%. This measure shows how EC affects the relation between EL and IRP due to EI. A bigger number means that EI has a stronger impact on the middle part of the process. This study shows that doing the right thing as a leader has a good effect on work performance. Also, this relation is partly influenced by employees being creative at their jobs. The strength of this not-so-direct link changes based on your level of Emotional Intelligence, which also helps to control things.

Table 13
Model Summary

R	R-sq	MSE	F	df1	df2	p
.9266	.8585	.1380	718.9655	2.0000	237.0000	.0000
Model						
	Coef	SE	t	p	LLCI	ULCI
Constant	.3996	.0962	4.1554	.0000	.2102	.5891
EL	.5380	.0331	16.2724	.0000	.4728	.6031
EC	.4395	.0343	12.7969	.0000	.3718	.5071
Direct effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
.5380	.0331	16.2724	.0000	.4728	.6031	
INDIRECT EFFECT						
	EL	-> EC	-> ERP			
EI	Effect	BootSE	BootLLCI	BootULCI		
1.2500	.2706	.0368	.1818	.3297		
1.8750	.3034	.0493	.1898	.3859		
4.1250	.4216	.1038	.2127	.6243		

Table 14
Moderated Mediation Analysis.

	Index	BootSE	BootLLCI	BootULCI
EI	.0525	.0262	.0069	.1097

The summary, direct effect and indirect effects that are conditional all relate to how Ethical Leadership affects Extra-Role Performance. This happens by using Employee Creativity as a go-between with the aid of Emotional Intelligence acting as an influence on

this relationship in some way. The model gives us information about how good it is for predicting outcomes or fitting well into real life situations. An R-squared value of 0.8585 means that the model's predictors can explain about 86% change in Extra-Role Performance (ERP). This is a big R-squared number, showing that the model fits well. The numbers in the model show how much each factor (or thing measured) is related to other factors. EL has a value of 0.5380, meaning that for every extra point in Ethical Leadership (EL), Expect to see Extra-Role Performance (ERP) increase by 0.538 units more than before. This impact is very strong ($p=0.0$), showing a big positive link between EL and ERP. Moreover, EC has a good score of 0.4395 showing direct positive impact on ERP ($p = 0.00$). The direct impact of el on erp is 0.538, and it's very important ($p = 0.0$). This means that EL affects ERP in a good way. The direct indirect effects show how the link between EL and ERP through EC changes at different levels of feeling smart or emotionally intelligent. At EI levels of 1250, the not-direct effect or impact of EL on ERP through EC was about 27%. The error from these numbers is small at just 368. In EI levels of 1.8750, the hidden effect is 0.3034 with bootse at a low point from good to bad being just over four percent that can be accepted in scientific tests or research papers written based on factual evidence known as "peer-reviewed" works (aka why they matter a lot). The question is about evaluating the impact of industrial education according to a measure called EI. When this value reaches 4.1250, then there's been an indirect effect on something else with a weighting score that would be equivalent to roughly improving it by 0.4216 units but we don't quite have enough solid data available right now – which gives All of these not-so-direct influences are very important in math ($p = 0.00$) and cannot be ignored at all. The measure for how much EI gets changed by other things is 0.0525, with a bootse of 0.0262. This list shows how much EC affects the link between EL and ERP, based on EI. A bigger number means EI has a stronger effect on the middle part of things. This study shows that Good Leadership has a good impact on Work Beyond Job Role, and Employee Imagination helps with this relation. The power of this not-so-direct relation changes based on how much Emotional Intelligence is there. It acts like a middleman that can change things between them.

Discussion

H1: Good Leadership can greatly affect how people do their jobs (H1 Status: Supported). The idea is backed up by the analysis of how different factors are linked, which shows a strong and good relationship between Good Leadership (EL) and Doing Job Right Performance (IRP). The number showing this relation is 0.5596 with p being less than .001. The books we have now also support this relation. For example, Brown and his team in 2005 found that a good way of leading is positive to doing your job well. This happens because the leaders show they do what's right and make people think about their own responsibility when it comes to ethics (Brown, et al., 2005). H2: Good Leadership helps to make Extra-Role Performance better (H2 Status: Backed up). This idea is also backed up by the results, because there's a really strong and good relation between Good Leadership (EL) and Extra Task Performance (ERP). The score for this relationship is 0.5380 with p being less than .001. Previous research in the area supports this result. For example, Walumbwa and Schaubroeck (2009) showed that good leadership makes people more willing to do extra things beyond their regular job role. (Walumbwa & Schaubroeck, 2009). H3: Creativity of employees helps to connect ethical leadership with performance in their job (H3 Status: Supported). This idea is backed up by the middle-analysis, which shows that Employee Creativity (EC) helps connects Ethical Leadership (EL) and Performance Inside Roles (IRP). The indirect effects that are tied to conditions show the relation is important. What we already know also shows how employee creativity can help. For example, Mayer and his team (2009) showed that good leadership helps employees come up with new ideas. This makes them do their jobs better too (Mayer et al., 2009). H4: Good Leadership helps connect with how much employees outperform their tasks (H4 Status: Supported). This idea is backed up by the study of how one thing affects another. It shows that Employee Creativity (EC) helps explain why Ethical Leadership (EL) links with Extra-Role Performance (ERP).

The confirming indirect effects show how important this mediation is Existing research corroborates this finding. For an example, Treviño and others (2003) showed that leading well in a moral way makes employees more creative. This then inspires them to do extra work beyond their regular role (Treviño et al., 2003). H5: Emotional Intelligence makes the relation between Moral Leadership and employee creativity stronger (H5 Status: Supported). This claim is backed up by results that show Emotional Quotient affect how well Ethical Guidance works on getting Creativity from employees. The measure of controlled mediation (Index = 0.0525) shows this control. Also, what has been written before matches with this idea. For example, Gooty and others (2010) said that emotional intelligence can make ethical leadership's impact on employee creativity better by helping people understand and control their feelings. They did this in 2016.

Conclusion

The study's results have given important info about how Ethical Leadership (EL), Employee Creativity (EC), Emotional Intelligence (EI) are related to In-Role Performance and Extra-Role Performance. The ideas given have been looked at, and their situation has been figured out based on the outcomes and important books. It has been shown that moral leadership affects both regular job performance (H1) and extra work activities (H2). The current studies support these relations. The link between Good Leadership and employee performance is affected by Creativity. This has been found in studies before (H3 for job-based Performance, H4 for extra work). Also, Emotional Intelligence was found to control how Ethical Leadership affects employees' creativity (H5). This is in line with what other studies suggested before. This discovery shows how important good leadership is for making employees better at their jobs and more creative. This applies both in official job roles and other areas too. They also highlight the importance of Emotional Intelligence in making Ethical Leadership and Employee Imagination stronger. Groups that focus on good leader rules and heart smartness help make employees better in their jobs. This can lead to more successes, creativity, fair play climate overall.

In the end, studies show how important good leadership is for making employees perform better on their jobs and extra tasks. To make the best use of these discoveries, we suggest that companies spend money on teaching good leadership ethics and create a creative environment. They should also improve their employees' ability to understand emotions. In the future, we suggest long-term and cross-sectional studies. These are needed to understand how ethical leadership changes over time and what effects it has in different situations around the world. Qualitative research can give deep understanding of employees' experiences, while intervention studies in companies can provide useful real-world insights. Doing more studies in different jobs and making better good-person leadership models will help this area understand things even better. This would make work areas perform well, helping companies succeed too.

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