



RESEARCH PAPER

Fostering Employees' Creativity through a Mediation Mechanism: A South Asian Perspective

¹Zaema Javed ²Zafar uz Zaman Anjum ³Muhammad Luqman Tauheed Rana*

1. MS Scholar, Department of Management Sciences, COMSATS University of Islamabad, Lahore, Punjab, Pakistan
2. Assistant Professor, Department of Management Sciences, COMSATS University of Islamabad, Lahore, Punjab, Pakistan
3. Ph.D. Scholar, Department of Management Sciences, COMSATS University of Islamabad, Lahore, Pakistan

*Corresponding Author: luqman19891@hotmail.com

ABSTRACT

This study aims to investigate the connection between ethical leadership and employees' creativity through affective commitment and determine whether affective commitment affects employees' creativity among workers in Punjab's telecom industry. Data from several telecom businesses in Lahore and Gujranwala were gathered using a convenience sampling technique and a self-administrated questionnaire of 284 employees. The results imply that the connection between ethical leadership and employees' creativity is mediated by affective commitment. Employees' creativity is greatly benefited by affective commitment. Additionally, the results support earlier research that suggests ethical leadership fosters creativity. The results suggest that encouraging employees' creativity requires ethical leadership and affective commitment. Strong affective commitment leads to highly innovative behavior in employees. It is advised that managers behave ethically to foster a robust affective commitment link among staff members to unleash employees' creativity.

KEYWORDS Affective Commitment, Employees' Creativity, Ethical Leadership, Pakistan, Telecom Industry

Introduction

The vital outcome of moral initiative practices is employees' affective commitment (Ponnu & Tennakoon, 2009; Michou et al., 2016). And many academics agree that a critical factor in an organization's success is a worker's affective commitment (Gatling et al., 2016; Allen et al., 1996). To strengthen the emotional bonds among their employees, businesses must work hard (Meyer & Herscovitch, 2001). Companies have recently been under continual pressure to come up with creative approaches and new ways of doing things in order to preserve their competitive position in the market due to the dynamic business environment (Jung et al., 2003; Zacher & Rosing, 2015). Numerous academics have noted the relationship between creativity (the production of creative and beneficial ideas) and the successful implementation of creative concepts (Amabile, 1996).

It's critical to comprehend how leaders may increase employees' commitment through ethical practices when ethical challenges in the workplace increase. The majority of prior research has focused on the causal linkages between ethical leadership, employees' affective commitment, and employees' creativity, with little attention paid to causal relationships between ethical leadership and followers' ethical and unethical behavior. Numerous studies have been conducted on the relationship between different leadership styles, employees' behavior, and attitude; nevertheless, this area of study is still in its infancy (Ribeiro, Filipe & Oliveira, 2019). Current research attempted to fill up this study hole by demonstrating the importance of ethical leadership in motivating followers' positive attitudes and behaviors, especially employees' creativity and affective commitment. An

organization needs to be committed and creative workers to survive, flourish, and for facing unstable, challenging periods. That's why these variables can be acknowledged as more valuable in this research.

Ethical leadership plays a vital role because when ethical leaders behave ethically and develop trust among their followers, then the followers will be more eager to pursue ethical procedures and get more committed to their work for the accomplishment of the goals and objectives of the organization and they are ready to take any kind of risk for the success of the organization (Hoyt, Price & Poatsy, 2013). Several studies discovered that a leader's ethical and supportive behavior has a significant positive effect on workers' creativity (Brown, Treviño, & Harrison, 2005; Gu, Tang & Jiang, 2015). Ethical leadership can enhance employees' work attitudes that lead to high levels of employees' creative behaviors (Semedo et al., 2016; Aryati et al., 2018).

Literature Review

Ethical Leadership and Employees' Creativity

The presence of ethical leadership is deemed necessary to exert a favorable impact on the level of creativity. Ethical leader demonstrates a strong commitment to addressing the needs and emotions of their employees by affording them the opportunity to engage in decision-making processes and pursue skill development initiatives, as noted by Zhu et al. (2004) and Brown et al. (2005). These behaviors foster employees' creativity and incentivize employees to participate in creative endeavors, thereby yielding innovative solutions and concepts. According to Hoyt, Price, and Poatsy (2013), employees who possess a high level of trust in their leader are more inclined to undertake risks and adhere to ethical protocols. The ethical leadership organization upholds high standards for its workers and encourages adherence to ethical norms and behaviors demonstrated by moral leaders. Additionally, the organization encourages its employees to voice their concerns and issues related to processes, products, and services and provides support and guidance to address these matters. Under the auspices of moral agency, employees may be inclined to exhibit heightened levels of creativity within the workplace.

Ethical leaders maintain caring, openness, integrity, trustworthiness, altruism, justice, collective motivation, and honesty, which thus encourage them to make reasonable and moral decisions. Moreover, an employee's creativity is positively influenced by ethical leadership through cognition and inspiration (Tu & Lu, 2016; Qu et al., 2017). According to Tu & Lu (2016), leaders with high ethical and moral values promote worker cognition by emphasizing the importance of worker work in achieving organizational goals. Oldham and Cummings (1996) acknowledged that when employees are directed in a supportive and inspiring manner, they demonstrate more creativity. In such a manner, ethical leadership builds a truthful and sympathetic association with subordinates, who see them as steady in advancing their creativity.

It is an illustration from social exchange theory; researchers have discovered that through reinforcement methods and role modeling throughout everyday interactions, ethical leadership can endorse employees' creativity (Gu et al., 2015; Chen & Hou, 2016). When individuals are committed to moral causes, they tend to do more work hard, and employees discover that their work is meaningful; they are headed to help out other individuals create thoughts (Grant & Berry, 2011; McAdams, 1992). When employees recognize the significance of assigned tasks, they are relied upon to be extra enthusiastic and ready to commit their time and energy to their job. According to Zhang and Bartol (2010), when representatives grasp the importance and altruism of their work, they apply more exertion to think about conditions, recognize arrangements, assemble data from different sources, assess a generous number of options, and think about assorted wellsprings of conclusions. Ethical leaders can sustain employees' creativity by leading and

animating them in a mode, which supports worker participation, compensate for suitable behavior, and affirm fair treatment.

Ethical leadership indicates two-way correspondence and urges workers to communicate (Brown et al., 2005). Thus, workers are provoked to become energetically engaged in open contribution and responsible negotiation, which helps to determine work content among the leader. Given such moral treatment and work independence, representatives are urged to show more drive, grasp difficulties, and, thus, become more creative (Zhou & George, 2001; Kark & Carmeli, 2009). Many other studies initiate a positive association between ethical leadership and worker creativity (Zhou, 2013; Chughtai, 2016). Thus, hypothesized

H1: There exists a positive correlation between ethical leadership and the level of creativity exhibited by employees in the telecom industry of Pakistan.

Ethical Leadership and Affective Commitment

The implementation of ethical leadership has the potential to exert a positive influence on the behaviors and attitudes of individuals who are under the guidance of a leader. According to Brown et al. (2005), it is suggested that ethical leaders have a significant impact on the level of commitment demonstrated by their followers toward their organization. According to Meyer and Allen's (1991) research, Affective commitment pertains to the degree of employee involvement, categorization, and emotional attachment to their respective organizations. A strong relationship can be built by ethical leadership with their subordinates because they make fair decisions, are higher trustworthy, and take plenty of care of their followers. Due to this way, employees' commitment and loyalty are enhanced more. Recent research has established that ethical leadership and affective commitment are inextricably linked. (Babalola et al. 2016). Previous research suggests that affective commitment reduces employee turnover and absenteeism and enhances employees' creativity (Garland et al., 2013; Semedo et al., 2016).

Brown and Trevino (2006) posit that a positive correlation exists between ethical leadership and employees' affective commitment. This is attributed to the ethical leaders' perceived trustworthiness, honesty, consideration for their followers, compassion, and sound decision-making. Several empirical studies (e.g., Khuntia & Suar, 2004; Neubert et al., 2009; Ruiz, Ruiz & Martinez, 2011) have reported a positive correlation between the affective commitment of followers and ethical leadership behavior. Employees with high affective loyalty are more active in the organization, want to stay in, recognize the importance and value of the organization's resources and enjoy membership in the organization, and additionally infer their personality from their relationship with the association. Workers with emotional responsibility would have a solid feeling of belongingness and keep up a positive effect on their organization.

As per the social exchange theory, individuals who receive respectful, honest, and fair treatment from their organizational leaders are more likely to exhibit ethical behavior in support of their organization and refrain from engaging in conduct that is unethical (Brown & Mitchell, 2010; Brown & Treviño, 2006). The level of affective commitment demonstrated by an employee is subject to the dynamics of the relationship established between the management and the employee. The level of employees' commitment to an organization is contingent upon the leadership behaviors exhibited by management. Specifically, positive leadership behaviors are the most significant factor in bolstering employees' commitment.

In accordance with the tenets of social exchange theory (Cropanzano & Mitchell, 2005; Blau, 1964), it can be posited that employees who perceive their leader to be ethical are more likely to engage in social exchanges, whereby they offer their organizational

loyalty in exchange for the benefits of having a leader who is honest, selfless, and considerate. Furthermore, they would retain their employment with the said organization. According to Karakus (2018) and Ouakouak et al. (2020), employees who perceive a mutually beneficial social exchange with their employer tend to exhibit job satisfaction and organizational commitment.

The establishment of ethical leadership and worker relationships is contingent upon social exchange, as it fosters a bond of confidence, mutual reciprocity, and amicable regard (Brown & Trevino, 2006; Houdyshell & Kirk, 2018). Mitonga-Monga & Cilliers (2016) indicate that the high ethical conduct of leaders can easily stimulate the follower's commitment toward promoting the organization's principles and mission. Ethical leadership has an impact on followers' affective commitment that is deployed in social exchange theory. This theory proposes that affective commitment toward the organization is influenced by ethical leadership. When employees have a strong affective commitment, they are more emotionally attached to their profession and also the organization where they work. There is a close connection between ethical leadership and affective commitment, according to empirical studies (Lin et al., 2017).

H2: There exists a positive correlation between ethical leadership and affective commitment in the telecom industry of Pakistan.

Affective Commitment and Employees' Creativity

According to Amabile (1988), creativity is often thought of as the act of creating something, and Semedo et al. (2016) have shown that this connection between employees and their employers may contribute to creativity. As a result, affective commitments are extremely important in stimulating creative behavior. Because they desire to stay with the company and are more likely to try coming up with original ideas and solutions, employees who have a high level of affective commitment might exhibit more creative behavior. Affective commitment is crucial in fostering an employee's creative behavior since previous research has shown that developing original ideas and solutions depends on the worker.

Isen, Daubman, and Nowicki (1987) assert that if employees have a positive experience at work, they strive to develop a strong bond with their company, leading happier individuals to try to be more creative. According to Fredrickson (2001), positive emotions successfully broaden people's scope of mind and provide them with the flexibility, cognition, and creative thinking to guide their behavior. Numerous studies demonstrate the beneficial impacts of happiness and happy outcomes on originality, creativity, and flexibility of thought. One of the key ways that people may demonstrate their full human potential is via their creative endeavors.

Employees' affective commitment predicts their creativity. In general, creative behaviors are linked to an employee's perseverance, autonomy, commitment to their job, and professional success. These individuals promote the development of strong affective relationships between employees and the organization and also recognize that an employee's workplace has a significant influence on their creativity (Semedo et al., 2016).

Employees that are content and satisfied with their employers are more committed, and their creative behavior also improves. Every organization considers creativity and workers' emotional dedication to be prerequisites for contending with difficult obstacles and tasks. People will be more devoted and work harder to find solutions to issues as well as develop fresh, original ideas when they have a high emotional commitment.

According to social exchange theory, the affective commitment and creativity of followers are significantly influenced by ethical leaders. Employees emotionally attach to and desire to remain employed by their leaders, uphold all the goals and values of their

organization, and strive to come up with original and creative ideas and thoughts. This happens when leaders lead by example and model ethical and moral behavior in front of their workforce. In conclusion, workers who feel strongly about their organization are more inclined to act in a more creative style.

H3: There exists a positive correlation between affective commitment and employees' creativity in the telecom industry of Pakistan.

Affective Commitment as Mediator

Employees of ethical leaders have stronger emotional ties to their company as a result of their leaders' supporting actions, such as their willingness to listen to employee advice and their enthusiasm to give all the resources necessary for their success, which eventually leads to increased employees' creativity. This cooperative relationship between employees and moral leaders gives workers chances to advance their intellectual abilities and knowledge while also inspiring them to produce more original ideas and solutions.

Employees are very emotionally invested in performing their job well when they believe that their leader is ethical (Leroy et al., 2015). Additionally, because of the ethical behavior of leaders, employees are more likely to think creatively and are more focused on achieving organizational goals (Zhang, Tsui, & Wang, 2011). The relationship between ethical leadership and creativity is likely to be mediated by the fact that ethical leadership impacts affective commitment, and this commitment influences creativity. There is still a need to investigate employees' attitudes and behavior toward their organization, even if many studies are illuminating the connection between different leadership styles, creativity, and emotional commitment (Ribeiro et al., 2019).

Leaders that act ethically provide their colleagues with a pleasant, healthy work atmosphere that encourages them to further commit and push to produce a positive influence among employees that support forming working circumstances that will be highly useful to bring forth innovative and creative ideas. George (2003) asserts that leaders that treat their staff members really and honestly build stronger bonds with them. Previous studies have suggested that certain types of interactions between managers and staff may define attitudes like affective commitment (Gertsner & Day, 1997).

Because they are trustworthy, care about their employees' welfare, and make fair judgments, ethical leaders and their followers have better connections, which influences the level of emotional attachment that followers have for their leader (Hassan, Wright, & Yukl., 2014). When people are deeply dedicated to their place of employment, they exhibit more innovative behavior.

Workers are prepared to address concerns at work on a regular basis, removing any roadblocks that may appear and seeking out creative solutions to problems that develop at work, but followers often do so when they are thought to be effectively dedicated to their association. Furthermore, when workers believe their bosses are acting ethically, they are very devoted to their work.

H4: The connection between ethical leadership and employees' creativity is mediated by affective commitment in the telecom industry of Pakistan.

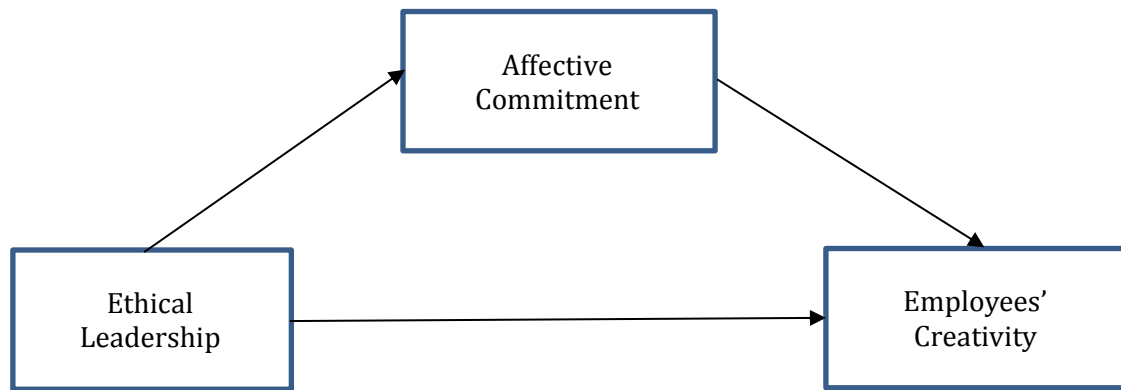


Figure 1: Theoretical Framework

Material and Methods

Sample Size and Data Collection

Through convenience sampling, a cross-sectional data set of 284 telecom respondents were obtained. Employees of PTCL, JAZZ, Ufone, Telenor, and Zong who work in the marketing, sales, and customer care departments of Lahore and Gujranwala were given questionnaires. Male and female telecom company employees were sent questionnaires by email and in-person visits to the companies. For reasons of confidentiality, the respondents were not asked for their names. In order to provide a fair answer, it is made clear that the information will be kept confidential.

Measuring Instrument

The scales utilized in this study were sourced from existing literature, including Ethical Leadership, “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (a 10-item scale developed by Brown et al. in 2005), the Creativity defined by Amabile et al., (1996) “the production of novel and useful ideas in any domain” (a 4-item scale developed by Tierney et al. in 1999), and the Affective Commitment “an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in and enjoys membership in the organization” (a 3-item scale developed by Allen and Meyer in 1990). The survey questions are rated on a five-point Likert scale ranging from '1' indicating strong disagreement, to '5' indicating strong agreement.

Results and Discussion

Reliability and Convergent Validity

The Cronbach's alpha and Composite Reliability analyses indicate that the scales exhibit satisfactory levels of reliability, with all latent construct values exceeding the threshold of 0.70. The table below displays the reliability of three latent variables, with all variables exhibiting a Cronbach's alpha greater than 0.70. This suggests that the data can be deemed reliable. The present study computed the Average Variance Extracted (AVE) for each latent construct in order to assess the convergent validity of the variables under investigation, as suggested by Fornell and Larcker (1981). It is recommended that the Average Variance Extracted (AVE) value exceed 0.5, indicating that the latent variable accounts for over 50% of the variance among reflective indicators. The results indicate that

each indicator effectively measures its respective construct and supports the notion of convergent validity.

Table 1
Reliability and Convergent Validity

Variables	Cronbach's Alpha	CR	AVE
Ethical Leadership	0.736	0.820	0.533
Employees' Creativity	0.737	0.837	0.564
Affective Commitment	0.712	0.795	0.565

Discriminant Validity

If the square root of the average variance extracted (AVE) for a specific concept is higher than the correlation coefficient for any latent variable, and this holds true for all latent variables in a given model, then the discriminant validity can be deemed acceptable. As per the Fornell-Larcker criterion, the square root of Average Variance Extracted (AVE) ought to exceed the correlation of the reflective construct with the remaining constructs. The present table comprises latent variables, wherein the square root of the Average Variance Extracted (AVE) of the former is greater than the correlation coefficient of the reflective construct with all the latter constructs.

Table 2
Discriminant Validity

	1	2	3
1. Ethical Leadership	(0.730)		
2. Employees' Creativity	0.210	(0.751)	
3. Affective Commitment	0.107	0.447	(0.752)

Hypothesis Testing

The results depicted that a greater degree of ethical leadership is positively associated with increased levels of employees' creativity. The study found that the path coefficient of 0.67 was statistically significant at a p-value of less than 0.01, indicating a positive and significant relationship between having an ethical leader and higher levels of employees' creativity. The initial hypothesis has been deemed valid. The findings indicate a positive relationship between ethical leaders and affective commitment, as evidenced by a significant path coefficient of 0.57 at a p-value of less than 0.01. Therefore, it can be concluded that hypothesis 2 is supported. The path coefficient that is standardized between affective commitment and employees' creativity is 0.72, and it is significant at the $p < 0.01$ level. Therefore, the hypothesis H3 is deemed to be accepted. The mediation of affective commitment was found to have a path coefficient of .41, which was statistically significant at the $p < 0.01$ level. This finding confirms hypothesis 4.

Table 3
Direct and Indirect Effects

Hypotheses	β	p-values
El -> EC	0.67	0.000
EL -> AC	0.57	0.000
AC -> EC	0.72	0.000
El -> AC -> EC	0.41	0.000

The present research demonstrates that ethical leadership fosters a greater degree of creativity among employees in the workplace. The significance of ethical leadership on employees' creativity is noteworthy. The current study aligns with previous literature that

has demonstrated the correlation between workers' perceptions of their leaders and their ability to foster employees' creativity (Tu & LU, 2016; Qu et al., 2017). In a more precise manner, ethical leaders facilitate the establishment of sincere and transparent relationships with their subordinates by exhibiting honesty, relational transparency, and impartiality in information processing. The present study demonstrates that ethical leadership accounts for 67% of the variability in employees' creativity. The mediating role of affective commitment in the relationship between ethical leadership and employees' creativity has been identified.

The present research discloses a partial mediation of affective commitment in the association between employees' evaluations of ethical leadership and their creative ideas. The recommendation posits that the perception of ethical leadership has the potential to foster employees' emotional connection to the organization, ultimately resulting in heightened levels of creativity. This discovery is a significant contribution to the existing literature as it demonstrates that affective commitment serves as a mediator in the correlation between ethical leadership and employees' creativity.

This study makes a valuable contribution to the existing literature on electronic commerce by examining the direct influence of e-loyalty, which has been previously explored by scholars such as Tu and Lu (2016) and Qu et al. (2017). This study makes a valuable contribution to the existing literature on the application of accounting concepts to environmental concerns. This contributes to the existing body of literature by highlighting how affective commitment provides employees with a platform to introduce novel ideas.

Moreover, the findings suggest that affective commitment exerts a direct and positive influence on employees' creativity. The absence of these dedicated employees may lead to a decrease in their ability to perform their tasks with excellence and innovation. The present research offers a valuable contribution to the telecommunications industry of Pakistan by shedding light on the impact of ethical leadership on employees' creativity, mediated by affective commitment. This investigation has the potential to enhance the understanding of the relationship between these constructs for both practitioners and scholars.

The study's results serve to elucidate the aforementioned correlation by fostering theoretical progress and facilitating novel empirical investigations within this domain. The impact of the relationships between leaders and their followers on the acquisition of positive attitudes and behaviors that benefit the organization is significant.

Based on the present research, it is evident that managers and organizations have the capacity to cultivate a workplace culture that prioritizes respect, admiration, involvement, and participation among employees. Such a culture can significantly enhance employees' creativity and affective commitment. Therefore, it is imperative for organizations to carefully select, develop, and invest in managers who embrace an ethical leadership approach. Several recommendations can be proposed to aid pioneers in achieving this objective, such as acknowledging their errors and encouraging their adherents to do the same. It is imperative to communicate information truthfully and express genuine sentiments, emotions, and thoughts to one's audience. Granting supporters the chance to select the initiatives they acquire is crucial in promoting their creativity. Individuals can enhance their credibility and foster commitment and creativity among their followers by engaging in respectful, optimistic, honest, and supportive behaviors. Design a comprehensive 360-degree feedback mechanism that enables individuals to receive confidential evaluations from their colleagues, manager, and subordinates, thereby facilitating informed decision-making.

Based on prior studies, several organizations tend to prioritize employees' training while disregarding leadership training. It is imperative for organizations to offer adequate

training sessions to serve as exemplars for their employees. The results of this investigation indicate that it would be beneficial for organizations to prioritize the recruitment of managers who possess ethical traits, as well as provide mentoring and developmental opportunities to enhance ethical leadership. These drives have the potential to exert a positive influence on the attitudes and behaviors of employees.

Conclusion

This study concluded that ethical leadership is accountable for fostering employees' affective commitment within firms, resulting in increased employees' creativity. The actions of a moral leader have a positive impact on the cognitive processes of employees. The primary aspect of this study is that affective commitment serves as a mediator for the influence of ethical leadership on employees' creativity.

Recommendations

Similar to any research, this study has certain limitations. The utilization of cross-sectional design represents a primary constraint in current research. Future studies should incorporate longitudinal analysis. To generate more effective research, future studies should consider incorporating additional variables such as the personality traits of leaders and employees, as well as organizational trust. Furthermore, more investigation is necessary regarding the ethical behaviors of trailblazers in the service sector to foster greater creativity and innovation, thereby enhancing the broader applicability of the results.

References

- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior, 49*(3), 252-276.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal, 39*(5), 1154-1184.
- Amabile, T. (1988). A model of creativity and innovation in organizations. *Research in Organizational Behavior, 10*(2), 123-167.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of occupational psychology, 63*(1), 1-18.
- Aryati, A. S., Sudiro, A., Hadiwidjaja, D., & Noermijati, N. (2018). The influence of ethical leadership to deviant workplace behavior mediated by ethical climate and organizational commitment. *International Journal of Law and Management, 60*(2), 233-249
- Babalola, M. T., Stouten, J., & Euwema, M. (2016). Frequent change and turnover intention: The moderating role of ethical leadership. *Journal of Business Ethics, 134*(2), 311-322.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes, 97*(2), 117-134.
- Brown, M.E., & Trevino, L.K. (2006). Ethical leadership: a review and future directions. *The Leadership Quarterly, 17*(6), 595-616.
- Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. *Business Ethics Quarterly, 20*(4), 583-616.
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley.
- Chen, A.S.Y., & Hou, Y.H. (2016). The effects of ethical leadership, voice behavior and climates for innovation on creativity: A moderated mediation examination. *The Leadership Quarterly, 27*(1), 1-13.
- Chughtai, A.A. (2016). Can ethical leaders enhance their followers' creativity? *Leadership, 12*(2), 230-249.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An Interdisciplinary review. *Journal of Management, 31*(6), 874-900.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist, 5*(3), 218.
- Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39-50.
- Garland, B., Hogan, N. L., Kelley, T., Kim, B., & Lambert, E. G. (2013). To be or not to be committed: The effects of continuance and affective commitment on absenteeism and turnover intent among private prison personnel. *Journal of Applied Security Research, 8*(1), 1-23.

- Gatling, A., Hee, J., Kang, A., & Kim, J.S. (2016). The effects of authentic leadership and organizational commitment on turnover intention. *Leadership & Organization Development Journal, 37*(2), 181-199.
- Gu, Q., Tang, T. L. P., & Jiang, W. (2015). Does moral leadership enhance employee creativity? Employee identification with leader and leader-member exchange (LMX) in the Chinese context. *Journal of Business Ethics, 126*(3), 513-529.
- Grant, A. M., & Berry, J. W. (2011). The necessity of others is the mother of invention: Intrinsic and prosocial motivations, perspective taking, and creativity. *Academy of Management Journal, 54*(1), 73-96.
- George, B. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value*. San Francisco, CA: Jossey-Bass.
- Gertsner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology, 82*(6), 827-844.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning, 46*(1-2), 1-12.
- Houdyshell, M. & Kirk, P. (2018). Graduate students' perceptions' on a professional pathway for academic advisors. *American Journal of Qualitative Research, 2*(1), 77-96.
- Hoyt, C. L., Price, T. L., & Poatsy, L. (2013). The social role theory of unethical leadership. *The Leadership Quarterly, 24*(5), 712-723.
- Hassan, S., Wright, B. E., & Yukl, G. (2014). Does ethical leadership matter in government? Effects on organizational commitment, absenteeism, and willingness to report ethical problems. *Public Administration Review, 74*(3), 333-343.
- Isen, A. M., Daubman, K. A., & Nowicki, G. P. (1987). Positive affect facilitates creative problem solving. *Journal of Personality and Social Psychology, 52*(6), 1122.
- Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The Leadership Quarterly, 14*(4-5), 525-544.
- Kark, R., & Carmeli, A. (2009). Alive and creating: The mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 30*(6), 785-804.
- 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.
- Karakus, M. (2018). The moderating effect of gender on the relationships between age, ethical leadership, and organizational commitment. *Journal of Ethnic and Cultural Studies, 5*(1), 74-84.
- Lin, C.P., Lin, C.P., Liu, M.L., & Liu, M.L. (2017). Examining the effects of corporate social responsibility and ethical leadership on turnover intention. *Personnel Review, 46*(3), 526-550.

- Leroy, H., Anseel, F., Gardner, W.L., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: a cross-level study. *Journal of Management*, 41(6), 1677-1697
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review*, 11(3), 299-326.
- Michou, A., Mouratidis, A., Ersoy, E., & Uğur, H. (2016). Social achievement goals, needs satisfaction, and coping among adolescents. *Personality and Individual Differences*, 99(9), 260-265.
- Mitonga-Monga, J., & Cilliers, F. (2016). Perceived ethical leadership: It's moderating influence on employees' organizational commitment and organizational citizenship behaviors. *Journal of Psychology in Africa*, 26(1), 35-42.
- Meyer, J.P., & Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- McAdams, D. P., & de St Aubin, E. (1992). A theory of generativity and its assessment through self-report, behavioral acts, and narrative themes in autobiography. *Journal of Personality and Social Psychology*, 62(6), 1003.
- Neubert, M. J., Carlson, D. S., Kacmar, K. M., Roberts, J. A., & Chonko, L. B. (2009). The virtuous influence of ethical leadership behavior: Evidence from the field. *Journal of Business Ethics*, 90(2), 157-284.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607-634.
- Ouakouak, M. L., Zaitouni, M. G., & Arya, B. (2020). Ethical leadership, emotional leadership, and quitting intentions in public organizations. *Leadership and Organization Development Journal*, 41(2), 257-279.
- Ponnu, C.H., & Tennakoon, G. (2009). The association between ethical leadership and employee outcomes- the Malaysian case. *Electronic Journal of Business Ethics and Organization Studies*, 14(1), 21-31.
- Qu, R., Janssen, O., & Shi, K. (2017). Leader-member exchange and follower creativity: The moderating roles of leader and follower expectations for creativity. *The International Journal of Human Resource Management*, 28(4), 603-626.
- Ruiz, P., Ruiz, C., & Martinez, R. (2011). Improving the 'leader-follower' relationship: top manager or supervisor? The ethical leadership trickle-down effect on follower job response. *Journal of Business Ethics*, 99(4), 587-608.
- Ribeiro, N., Duarte, A. P., Filipe, R., & Torres de Oliveira, R. (2019). How authentic leadership promotes individual creativity: The mediating role of affective commitment. *Journal of Leadership & Organizational Studies*, 27(2), 189-202.
- Semedo, A. S. D., Coelho, A. F. M., & Ribeiro, N. M. P. (2016). Effects of authentic leadership, affective commitment and job resourcefulness on employees' creativity and individual performance. *Leadership & Organization Development Journal*, 37(8), 1038-1055.
- Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, 52(3), 591-620.

- Tu, Y., & Lu, X. (2016). Do ethical leaders give followers the confidence to go the extra mile? The moderating role of intrinsic motivation. *Journal of Business Ethics, 135*(1), 129-144.
- Zacher, H., & Rosing, K. (2015). Ambidextrous leadership and team innovation. *Leadership & Organization Development Journal, 36*(1), 54-68.
- Zhang, X., & Bartol, K.M. (2010). Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal, 53*(1), 107-128.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal, 44*(4), 682-696.
- Zhang, A. Y., Tsui, A. S., & Wang, D. X. (2011). Leadership behaviors and group creativity in Chinese organizations: The role of group processes. *The Leadership Quarterly, 22*(5), 851-862.
- Zhu, W., May, D. R., & Avolio, B. J. (2004). The impact of ethical leadership behavior on employee outcomes: The roles of psychological empowerment and authenticity. *Journal of Leadership & Organizational Studies, 11*(1), 16-26.