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## Ethical Leadership, Trust in Organization, and Employee Outcome with Mediating Role of Trust in Organization: A Study in Kabul based Banks

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# Ethical Leadership, Trust in Organization, and Employee Outcome with Mediating Role of Trust in Organization: A Study in Kabul based Banks

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## Abstract

*This research study has examined ethical leadership on creative performance and intention to be late at work. The research also investigated the mediating role of trust in an organization (TIO) between ethical leadership and the proposed outcomes. To support the above assertion, this research collected information from 304 frontline bank employees and their managers in Kabul in Afghanistan, and tested the mentioned relationships. The findings are supporting TIO as a mediator for ethical leadership and intention to be late at work. Trust in an organization increases creative performance and can significantly reduce ILW in the private banks of Afghanistan. According to the data, ethical leadership reduces ILW and increases creative performance (creativity) exclusively through TIO. This research further discusses the implications for both theory and practice.*

**Keywords:** *Ethical leadership, creative performance, frontline bank employees, intention to be late for work, trust in an organization*

## Introduction

Employee outcome is vital for any organization's survival and success (Siddiqui, 2014) and become the research area for scholars and researchers (Brown et al., 2006). Smart managers recognize that the attitudes and behaviours of frontline bank employees (FBEs) have an impact on the organization's performance in today's volatile and competitive banking environment. The two very important employee outcomes (creative performance and reduced employees' intention for work (ILW) the "dependent variables" are considered for this research. Yang, C. (2014) notes the paucity of empirical research on the factors mediating the relationship between ethical leadership and employment outcomes. Yang, C. (2014) also emphasizes the gap in knowledge surrounding the mechanism through which ethical leadership affects the attitudes and behaviours of employees. According to Newman, Schwarz, Cooper, and Sendjaya (2017), a deeper comprehension of the mediation process connecting moral leadership to beneficial results is necessary. The aforementioned gap is also highlighted by the current service research (Bouzari & Karatepe, 2017; Karatepe & Talebzadeh, 2016; Yang, Liu, & Gu, 2017).

Not astonishingly, such employees serve as a vital link between the company and its clients, correctly responding to client requests, providing honest solutions to customer issues, and making suggestions for service improvements (Petzer, De Meyer-

Heydenrych, & Svensson, 2017). To have a group of FBEs who can enhance the performance of the business through their positive job outcomes, the management of the banks must create an atmosphere in which teams can grow knowledge and skills, feel easy, and contribute to the organization through positive employment outcomes and develop trust in the organization (Demirtas, O., 2015).

The findings imply that TIO decreases ILW and fosters creative performances, per social exchange theory (Colquitt et al., 2014; Jiang et al., 2017), which serves as a theoretical foundation for TIO's impact on FBE outcomes. FBEs who are satisfied with TIO feel obliged to return the favour by showing up to work on time less frequently. Likewise, these employees offer exclusive suggestions and remarks to help with challenging customer service interactions (see Aryee et al., 2002; Ozturk & Karatepe, 2017). Leadership is a necessary resource for the formation and maintenance of organizations, communities, and civilizations. It includes establishing a clear goal, sharing that vision with others so that they will voluntarily follow, providing information, knowledge, and ways to fulfil that vision, and coordinating and balancing the conflicting interests of all members and stakeholders. Leaders inspire subordinates to perform and contribute to the achievement of a goal or objective (Mesick and Kramer, 2004). Leadership that is guided by ethical views and ideals, as well as respect for the dignity and rights of others, is defined as ethical leadership. Thus, it is linked to trust, integrity, honesty, consideration, equal treatment, charisma, and justice. (Bello, 2012).

The role of ethical leadership in the banking sector was not evaluated in general and specifically in Afghanistan. This research has investigated the role of ethical leadership in the private banks of Afghanistan. Because Ethical Leaders always stress the value of ethical standards and try to make their followers and team adapt to these values. They always try to inculcate these values in all aspects of their company and staff (Niemeyer, Jeane Rodrigues Lucena and Cavazotte, Flávia De Souza Costa Neves (2016). When compared to authentic and transformational leadership, ethical leadership tends to explain various outcomes better. Ethical leadership emphasizes faithfulness and interpersonal acceptability, neither of which are clear aspects of transformational leadership (e.g., trust climate, work engagement, organizational commitment, and organizational citizenship behaviours) (Hoch, Bommer, Dulebohn, & Wu, 2018; Ling, Liu, & Wu, 2017).

This study has been organized and completed under the following key chapters and titles: a review of literature, model of research, research methodology, analysis and results, discussion, study limitations and direction for future research and finally the study implications.

## *2. Theoretical Background or Theoretical Underpinnings*

The study used ethical leadership principles and social exchange theory to strengthen the connections between TIO, ILW, and creative performance. Several theoretical discoveries that add to and advance current knowledge have identified TIO as a mediator of the impact of ethical leadership on FBEs' ILW and creative performance. The connections are explored and examined in detail in this research using data from FBEs, social exchange theory, and ethical leadership theories. According to past research, demonstrating the underlying mechanism that connects ethical leadership to employee attitudes and actions requires strong theoretical foundations (e.g., Newman et al., 2017; Yang et al., 2017).

Practicing the right leadership (ethical leadership) by the bank managers can significantly enhance the performance of the frontline bank employees and motivate them to show creative performance and reduce absenteeism or late arrival to work. There is a direct linkage between the right leadership approach and the performance of the team as it produces trust in leadership. According to the social exchange theory (Blau, 1964), the employer and FBEs should adhere to specific principles of exchange (Cropanzano & Mitchell, 2005). According to Blau (1964, p. 98), "the development of exchange relations entails making investments that suggest an obligation to the other party." The first hurdle is to establish one's trustworthiness because social contact requires trusting others to retaliate. According to (Chen, Aryee, and Lee, 2005), trust is a prerequisite for the development of social exchange, and trust is an indicator of a social exchange linkage (Colquitt, Baer, Long, and Halvorsen-Ganepola, 2014).

Trust in an organization also reflects personal confidence in the form of consistency, justice, promise fulfilment, and integrity (Mayer, Davis, and Schoorman, 1995). The relationship between the employer and FBEs will be one of trust and loyalty because of the importance of trust in social exchange processes. In summary, trust in coworkers and supervisors, as well as good perceptions of organizational trust, all play a role in effective workplace management (Nedkovski, Guerci, De Battisti, & Siletti, 2017). To summarize, by practicing ethical leadership, bank managers can create trust in the organization among their followers (employees), especially among frontline bank employees.

### **3. Review of Literature**

The most urgent need considering the current uncertain atmosphere seems to be the restoration of trust, hope, and optimism in social interactions and interpersonal connections, people hunger for trustworthy organizations and leaders, as well as for decent and honest leaders (Avolio & Gardner, 2005). Our knowledge of how leaders influence ethical behaviour in business through the perspectives of their followers has improved as ethical leadership studies have become more popular. In international research, ethical leadership has been linked to employee happiness with their leader, efficiency, and their commitment to make or demonstrate creative performance in their daily performance (Brown et al., 2005). According to Brown et al. (2005), ethical leaders foster a climate of trust among their team members by acting with less selfishness. They also make their workplaces more pleasant and fair. Consequently, the following hypothesis is created:

#### **H1. Ethical Leadership positively influences trust in an organization**

Empirical studies frequently focus on the subject of turnover. On the other hand, it's critical to comprehend an employee's ILW because it's one of the elements that can result in high turnover (cf. Bouzari & Karatepe, 2017). It discourages employees and decreases their productivity (Bélanger et al., 2016). Our results will advance current knowledge by discovering that ethical leadership practices increase FBEs' TIO and decrease their inclination to be late for work. Ozturk and Karatepe (2017) found that psychological capital had a mediation effect on ILW, absence intentions, propensity to be late for work, and creative performance. Sweetman, Luthans, Avey, and Luthans (2011) found a connection between psychological capital and creative performance.

Using social exchange theory as a theoretical foundation, it is argued that TIO acts as a mediator of the impact of ethical leadership on ILW and creative performance. This idea holds that an organization's just treatment of employees or effective use of human

resource practices creates a social exchange relation with them (Aryee et al., 2002). This enhances the organization's integrity. When workers see that their employer values them through a variety of human resource tactics, they form TIO and reward their employer with successful outcomes (see Chen et al., 2005). Because TIO is a manifestation of social exchange and because a social exchange relationship is marked by reciprocal loyalty and goodwill, we claim that TIO mediates the influence of servant leadership on the previously mentioned outcomes.

The results show that FBEs' favorable opinions of TIO result in positive outcomes. This is not astonishing because according to FBEs, social exchange linkages between employers and employees have developed when TIO is high (Xu et al., 2016). FBEs report reduced ILW due to their TIO. So, the following hypothesis is developed:

**H2. Trust in the organization (TIO) negatively influences employees' intention to be late for work (ILW).**

The results suggest that TIO lowers ILW and fosters creative performance, according to social exchange theory (Colquitt et al., 2014; Jiang et al., 2017), which is the theoretical basis for TIO's influence on FBE outcomes. FBEs with a favorable opinion of TIO feel forced to make up for it by being at work on time less frequently. Likewise, these employees assist with challenging service interactions by offering fresh perspectives and remarks that lead to better customer service and successful service recovery (cf. Aryee et al. 2002 and Ozturk & Karatepe 2017).

The FBEs are motivated to care about and sympathize with the problems of their clients. Additionally, they are motivated to develop solutions to fresh issues and complaints and to make suggestions for effective customer service responses. To put it briefly, they perform remarkably well in terms of innovation and creative performance; as a result, the following is hypothesized:

**H3. Trust in Organization (TIO) mediates a positive relationship between ethical leadership and creative performance.**

*3.1 Model of Research*

The current research study used the following research model, where employee intention to be late for work (ILW) and creative performance are dependent variables and ethical leadership is an independent variable. The mediating variable will be trust in the organization. The stated variables also comprise the following three hypotheses.

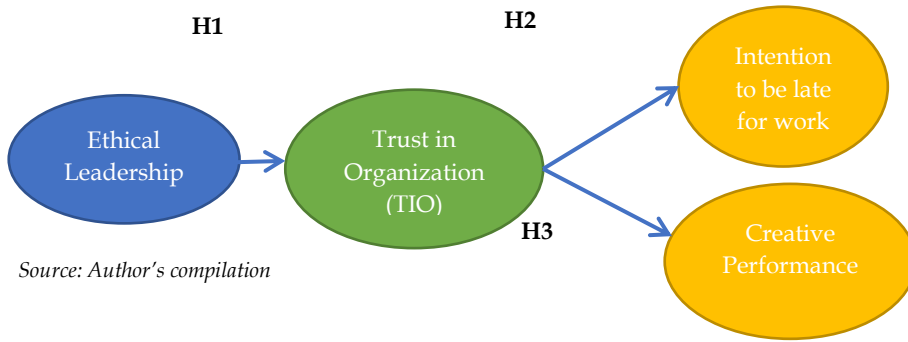
- a) Trust is developed within organizations through ethical leadership.
- b) Negative employee ILW effects are mediated by Trust in an organization.
- c) Positive relationships between ethical leadership and creative performance are mediated by Trust in the organization (TIO).

An increasing amount of research has supported the significant impact of ethical leadership-

ship (Brown, Trevino, & Harrison, 2005)

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Source: Author's compilation

## 4. Research Methodology

### 4.1 Research Philosophy

The researcher employed the positivist philosophy in this study since the links between variables and hypotheses are examined, the study is quantitative, and the study is based on hypotheses testing through a subjective survey questionnaire. Furthermore, the above-stated relationships were verified through data that is part of the complete and comprehensive research project.

### 4.2 Research Methodology

A quantitative research method is employed in this study and the hypothesis was tested through questionnaires where the role of ethical leadership was tested with the variables "the employees' creative performance and intention to be late for work" through the mediating role of trust in organizations. A brief questionnaire was developed and distributed to the participants in this research and the participants were explained that there is no right or wrong answer in this questionnaire, any type of data collected in this questionnaire during this research will be kept confidential, participation in this research is volunteer and the permission is granted from the management of the bank. Each of the employees was provided with the questionnaire in an envelope and was asked to return the questionnaire in a sealed envelope and give it to the researcher or his representative.

### 4.3 Population and Sample of the Study

The population for the study was frontline bank employees (FBEs) of private banks. The frontline banking employees especially the customer service and tellers are rude in Afghanistan and one shall have to wait for hours in some cases to avail their service, we therefore selected the banking sector for this research. In this study, a sample was 304 employees of the above-mentioned private banks. The sample for this research included full-time bank employees (FBEs) (i.e. tellers, sales or credit staff, and customer service representatives) in the private banks in Kabul, Afghanistan, which is an understated country in the existing service research. According to Da Afghanistan Bank (2020), there were 12 banks in Kabul out of which nine were private banks.

### 4.4 Instrumentation and Operationalization of the Variables

The questionnaires were prepared in English and were tested before the actual research on five staff in the participating organizations to understand the problems in the questionnaires i.e. understandability and readability of the questionnaire. Ethical leadership (Time 1) was measured using a shortened version of the ethical leadership scale by Liden et al. (2014). FBEs rated their managers as ethical leaders by using the

options which range from 5 (strongly agree) to 1 (strongly disagree). Trust in organization (TIO): A seven-item scale by Robinson and Rousseau (1994) was used to assess FBEs' perceptions of TIO (Time 2). Answer choices comprised a five-point scale anchored at 5 (strongly agree) and 1 (strongly disagree). One sample item can be 'My employer is not always honest and truthful'.

Intention to be late for work (ILW): Three items were taken from Foust et al.'s (2006) lateness attitude scale to operationalize FBEs' perceptions of ILW (Time 3). These items were assessed with seven questions from a 5 (strongly agree) to a 1 (strongly disagree) scale. One sample item is 'Occasional tardiness for work should be acceptable.' Creative performance: Six items were adapted from Wang and Netemeyer (2004) to measure creative performance. Managers' ratings for FBEs' creative performance consisted of a 5 (almost always) to 1 (never) scale. One sample item is 'This employee carries out his/her routine tasks in ways that are resourceful'.

**Table 1:** Instrumentation of Variables

Variables	N of Items	Source
Ethical Leadership	7	Liden et al. (2014).
Trust in organization	7	Robinson and Rousseau (1994)
Intention to be late for work	3	Foust et al.'s (2006)
Creative performance	5	Wang and Netemeyer (2004)

Source: Author's compilation

#### 4.5 Data Collection Procedure

A primary data collection method was used to collect data from the FBEs as there were no such data available. The researcher contacted the management of each bank through telephone calls to brief the aim of the study and asked for consent for data collection. This whole data collection was done in three different waves within one week. In this way, we were able to lessen the possibility of common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012).

#### 4.6 Data Analysis Methods

The study used SPSS 25.0 for assessing the frequencies, summary statistics, correlations of observed variables, and coefficient alpha. The study further examined measurement and structural models by using two steps (Anderson & Gerbing, 1988). The study used maximum likelihood estimation to examine the measurement and structural models. At the very initial stage, the measurement model was tested with confirmatory factor analysis via SPSS Amos to offer confirmation of convergent and discriminant validity as well as internal consistency reliability (i.e. composite reliability) (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). The study examined mediating effects through a bias-corrected (BC) bootstrapping technique (Preacher & Hayes, 2004).

### 5. Analysis and Results

#### 5.1 Data Reliability Analysis

The aim of performing data reliability is whether the collected data is consistent and provides the same results in different time intervals or not; the mentioned reliability test is performed through a data measurement tool. The following table elaborates and infers the reliability of the collected data. As a rule of thumb, all that data when its result is greater or higher than 0.6 is considered normal and reliable.

## 5.2 Descriptive Statistics Analysis & Findings

The Likert five-point scale has been utilized to gather responses on all of the items, and Table 3 provides descriptions of the four criteria employed in this study (1 stands for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree). As can be seen in the table, there are four variables. All respondents to the questionnaire agreed, as evidenced by the mean values for EL, Trust in Organization, ILW, and Creative Performance (CP), which are 2.55 for EL, 2.74 for Trust in Organization, 3.24 for ILW, and 3.29 for Creative Performance (CP), respectively. The numbers in the table indicate that the data points are not distributed over a large range of values, but rather tend to be reasonably close to the mean.

**Table 2:** Descriptive Test

Variables	N	Minimum	Maximum	Mean	S. D	Cronbach's Alpha
Ethical Leadership (EL)	304	1	5	2.55	0.922	.902
Trust in Organization (TIO)	304	1	4.86	2.74	0.82	.854
Intention to be Late for Work (ILW)	304	1	4.67	3.24	1.09	.722
Creative Performance	304	1	4.75	3.29	0.75	.769
Valid N	304					

Source: Author's compilation

## 5.3 Data Normality

For such quantitative variables which are used in this research, many statistical approaches rely on nearly normally distributed data, in which the average and variability are defined. The homogeneity of the data and the interpretation to establish if the data are normal to rely on parametric tests or non-normal to rely on non-parametric tests such as Skewness and Kurtosis procedures are employed. Skewness refers to where the data lies, whether the data is heavily weighted towards the right or left; or in other words, whether the data tends towards the high end of the scale or the low end of the scale. In skewness, we measure the degree of distortion from the normal distribution. In this study, we used entire numbers of skewness and kurtosis related to the responses of the experimental variables to examine the Univariate normal distribution. The skewness for EL was 0.37 and for TIO 0.514, for ILW is -0.11, and for CP is -0.44. Hence the values for skewness ranged from -0.44 to 0.514 which is within the range and considered trusted and normal data because all the values were within the range of Kline's (2011), (skewness <3 and kurtosis <8). Kurtosis is the measure of how flat or peaked the data distribution is. As indicated in Table 4 below, the kurtosis of this study ranged from -0.49 to 0.398 which are within the range and acceptable as explained above.

**Table 3:** Skewness & Kurtosis Tests

Variables	Skewness	Kurtosis
Ethical Leadership	0.370	-0.491
Trust in Organization (TIO)	0.514	-0.068
ILW	-0.111	0.118
Creative Performance	-0.440	0.398

Source: Author's compilation



### 5.4 Hypotheses Testing

The independent, outcome and mediating factors were all analyzed independently against the dependent variable in the present research study to determine the relationship between them. The analysis is provided in the table below to look at the direct and indirect relationships between the dependent variable and the outcome variable as well as the mediating role that trust in the organization plays between EL, CP, and ILW. A similar linear regression model was used to conduct this mediation analysis. Considering the results of the above table, the mediating role of TIO between EL and employees' intention to be late for work (ILW) can be confirmed as it has around 36.61% indirect effect (beta value). Furthermore, the effect is significant (P is less than 0.05) and positive as BootLLCI and BootULCI values are both positive. Thus, the author concludes based on the result that TIO is partially mediating between EL and ILW as the coefficient of indirect effect is less than the combined and total effect.

**Table 4:** Regression & Mediation Tests

Effect	SE	t	p	LLCI	ULCI
.5670	.0359	15.7852	.0000	.4963	.6377
Direct effect of X on Y					
Effect	SE	t	p	LLCI	ULCI
.2059	.0754	2.7303	.0067	.0575	.3543
<b>Indirect Effect of X on Y</b>					
	Effect	Boot SE	BootLLCI	BootULCI	
TIO	-0.3611	.0763	-0.45127	-0.5100	

Source: Author's compilation

The results of the table following table suggest that TIO mediates between EL and Creative Performance. Although the mediation is stronger here as it is 62.79% compared to its mediation between TIO and ILW which is 36.61%. Moreover, the upshot is confirmed by the outcomes that TIO does mediate significantly because the (P value is less than 0.05) and the relationship is positive because (BootLLCI & BootULCI) are both positive and it indicates the mediation between EL and Creative Performance.

**Table 5:** Mediation Tests

Total Effect of X on Y						
	SE	t	p	LLCI	ULCI	
.5000	.0374	13.3828	.0000			
<b>Direct effect of X on Y</b>						
Effect	SE	t	p	LLCI	ULCI	
-.1279	.0714	-1.7924	.0741			
<b>Indirect Effect of X on Y</b>						
	Effect	Boot SE	BootLLCI	BootULCI		
TIO	.6279	.0643	.5001	.7553		

Source: Author's compilation

### 5.5 Hypothesis Test

The research study contained three hypotheses for four variables (IV, MV, and two DVs). The correlation between the variables is depicted in Table 4.7.1. This table summarizes the results of the variable correlation. The correlation data show that EL is positively connected with TIO ( $r = 0.890^{**}$ ,  $P < 0.01$ ), which supports Hypothesis 1, and also favorably correlated with ILW ( $r = 0.672^{**}$ ,  $P < 0.01$ ), which supports Hypothesis 2. According to the

findings of regression and correlation analysis, which have already been validated, all of the hypotheses created and asserted in the present study's literature part have been accepted.

**Table 6:** Correlation Test

	1	2	3	4
Ethical Leadership	1			
Trust in Organization	.890**	1		
ILW	.672**	.698**	1	
Creative Performance	.610**	.722**	.88**	1

\*\*=  $p < .01$ , \*=  $p < .05$ .

Source: Author's compilation

## 6. Discussion

There have been several studies on servant leadership, but less emphasis has been placed on ethical leadership and organizational trust (Karatepe et al. 2018). This research study aims to contribute to the literature on ethical leadership and frontline bank staff by utilizing social exchange theory (Blau, 1964) in the context of Afghanistan's banking industry, as proposed by the previous researcher (Karatepe et al. 2018). As a result, three hypotheses were formed and validated by the relevant literature. Trust in organizations (TIO) was significantly related to ethical leadership, and TIO was mediating between ethical leadership and ILW & CP among frontline bank workers.

In this research study, several essential analyses and applications were used, such as the correlation test to examine the connection among the variables, regression analysis to investigate the importance of the research, and unitary and multivariate, mean, and standard deviation statistical analysis to comprehend the information, as well as the reliability analysis to investigate the accuracy of the information. Cronbach's Alpha implies that all of the variable values must be larger than 0.6 to be regarded as trustworthy. The results reveal that the ethical leadership value is 0.902, the trust in organizations value is 0.854, the ILW value is 0.722, and the creative performance value is 0.769, indicating that the data for all variables is regarded credible. The descriptive statistics findings demonstrate that the mean and standard deviation for ethical leadership, trust in organizations, ILW, and creative performance have a trend of responses being towards the agreed point of the Likert Scale and the data being around and near to the mean.

The regression and mediation examination show that the direct effect of ethical leadership on ILW is 45.21%, indicating a positive and significant relationship between EL and ILW, which addresses the problem statement, answers the first question of this research study and achieves the study's first objective. Similarly, the direct effect of EL on organizational trust is 79% with ( $r = .89$ ), confirming a positive and substantial association between EL and organizational trust, which verifies the second question and purpose of the study. Furthermore, the direct effect of trust in an organization on creative performance is 37% with ( $r = .61$ ), indicating a positive and substantial association between trust in an organization and creative performance, answering the third question and purpose of the study.

Furthermore, the indirect effect of EL on ILW is 36.11%, confirming that TIO positively mediates between EL and ILW, answering the third research question and achieving the third purpose of the research study. The correlation test results show that EL is positively

correlated with organizational trust ( $r = 0.890^{**}$ ,  $P < 0.01$ ), which supports the first hypothesis, and that EL is also correlated with creative performance ( $r = 0.610^{**}$ ,  $P < 0.01$ ), which supports the third hypothesis and, together, supports hypothesis one. Similarly, trust in the organization is positively correlated with ILW ( $r = 0.672^{**}$ ,  $P < 0.01$ ) and lends support to the third hypothesis, as well as the entire hypothesis claimed and developed in the study's literature section, and the remarks for acceptance are shown in table 4.7.2 for the hypothesis of the current research study. This study supports the theory that by practicing ethical leadership in the banking sector of Afghanistan, the leaders can build trust among the employees and their organization which can ultimately lessen absenteeism and improves the creative performance behaviour of the employees. (Babakus et al., 2003, p. 274).

*The finding of the research conducted by (Eluwole et al., 2022) recommends that both the leadership and organizations shall apply ethical leadership to create trust between the organizations and the employees as well as develop creative performance among the employees.*

### 6.1 Study Limitations and Direction for Future Research

Many limitations are in order, along with interesting ideas for future further research. First, TIO was used as a mediator between ethical leadership and the two crucial attitudinal and behavioural outcomes in this study. Future research can focus on using TIO, trust in manager/leader, and trust in coworkers as the three mediators relating ethical leadership to employee outcomes at a time and this could improve our knowledge. Second, we calculated the ILW of FBEs. Using objective data based on corporate records connected with FBEs' real lateness/absenteeism would be preferable if feasible. Finally, we investigated creative performances as FBE behavioural consequences. These are some of the most important performance outcomes (e.g. Babakus et al., 2003; Wang & Miao, 2015).

Sometimes, employees can react negatively to stressful situations at work can respond negatively to stressful events and this could be the result of the extra role they have been assigned. Therefore, an empirical research study into whether ethical leadership and TIO diminish FBEs' unproductive work behaviours would contribute to existing service research. Fourth, future studies might examine the impacts of servant leadership, ethical leadership, and authentic leadership on employees' TIO and job results at the same time. The researchers can then determine if ethical leadership would better explain employees' perceptions of TIO, ILW, and creative performance in service environments (cf. Hoch et al., 2018).

In closing, this research only used data collected from the banking sector in Afghanistan. Ethical leadership is the main leadership style and can be applied in different industries and business settings as well as the same study can be conducted in different countries simultaneously.

### 6.2 Study Implications

The current study provides advice for managers on how to adopt ethical leadership, build TIO, and produce beneficial outcomes. There exists a special requirement for the management/leaders' commitment to implement ethical leadership successfully. Not doing so, any struggle to promote ethical leadership would fail. As a result, management should establish a resourceful environment in which ethical leaders may empower their

followers, build strong and dependable connections with their followers, demonstrate ethical behaviour, and invest in their followers' growth and development (Karatepe & Talebzadeh, 2016; Liden et al., 2014). Training programs would also be valuable in this context (Gibbs & Ashill, 2013). Training FBEs on how ethical leadership is or should be implemented in an organization, in particular, allows management to hold entire control over the successful implementation of ethical leadership. FBEs can provide valuable comments and ideas for better implementation during these training programs.

As a result, FBEs who have positive impressions of ethical leaders' efforts or behaviours will develop TIO. This is crucial because ethical leadership behaviours cannot be successful unless they foster the growth of trust. Banks in Afghanistan should allow their workers to access an intranet site. Management may use this site to communicate thorough information on the negative impacts of tardiness on organizational performance and to emphasize the significance of arriving on time for work. In addition, management can request their staff to review the complaint-handling procedure in service interactions and give comments for innovative client concerns. Such managerial initiatives may drive FBEs to arrive on time and perform well in terms of creativity and service recovery.

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