



A'SHARQIYAH UNIVERSITY

**College of Business Administration
(COBA)**

Master Dissertation

**The Impact of Ethical Leadership on Task Performance in Oil
and Gas Sector in The Sultanate of Oman: The Mediating Roles
of Self-Efficacy and Job Satisfaction**

**Prepared by:
Sara Mubarak Mohammad Alhajri**

**Supervised by:
Khalid Abed Dahleez (Associate Professor)**

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Submitted to the College of Business Administration in fulfillment of the requirement for
the degree of Master of Business Administration

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Sara Mubarak Alhajri
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Dissertation Approval

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Prepared by:

Sara Mubarak Alhajri

This dissertation was defended on \ \20__ and Approved

Supervisor

Signature

Dr. Khalid Abed Dahleez

Committee Members

S/N	Name	Signature
1		
2		
3		
4		

Declaration

I acknowledge that the source of the scientific content of this dissertation has been determined and it is not provided for any other degree. It reflects the opinions of the researcher which is not necessarily to be adopted by the donor.

Researcher

Sara Mubarak Muhammad Alhajri

Signature

Acknowledgement

Praise is to Allah,

Praise is to Allah, the Lord of the world, prayers and peace is upon the noblest of Allah creators our master Mohammed, upon his family, all of his companions and all those who followed him until the Day of Judgment

First of all, I would like to thank Allah Almighty for his grace as he gave me the strength, knowledge, ability and opportunity to accomplish this research study at its best. Thanks to Allah the first and foremost, as this achievement would not happen without Allah's blessing.

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Abstract

This study investigates the impact of ethical leadership on task performance in the oil and gas sector in the Sultanate of Oman. It also explores the mediating roles of self-efficacy and job satisfaction in this relationship. The quantitative method was applied, and data was collected by distributing questionnaires to employees in oil companies in the Sultanate of Oman. The survey was distributed through web application platforms. There were 250 respondents from different companies, and data were analyzed using SPSS and Macro PROCESS for mediation analysis.

Findings show that ethical leadership was positively correlated with self-efficacy, job satisfaction, and task performance. The data collected from surveys revealed that ethical leaders enhance employees' task performance by boosting their self-efficacy and improving their job satisfaction. All the research hypotheses were accepted. This study proved a direct association between ethical leadership and task performance and the mediating roles of self-efficacy and job satisfaction.

The study also concluded with a set of recommendations, the most important of which can be improved performance of employee tasks through ethical leader behavior. Organizations need to hire and promote these employees as leaders who deliver moral values and are committed to those values. Ethical leaders provide support, trust, and care for their followers.

Keywords: Ethical Leadership, Self-efficacy, Job satisfaction, Task Performance, Oil & Gas Sector, Sultanate of Oman

الملخص

تبحث هذه الدراسة في تأثير القيادة الأخلاقية على أداء المهام في قطاع النفط والغاز في سلطنة عمان. كما تسعى الى استكشاف الأدوار الوسيطة للفعالية الذاتية والرضا الوظيفي في هذه العلاقة. تم تطبيق المنهجية الكمية ، وتم جمع البيانات من خلال توزيع الاستبيانات على العاملين في شركات النفط في سلطنة عمان. تم توزيع الاستبيان من خلال منصات تطبيقات الويب. كان هناك 250 مستجيباً من شركات مختلفة ، وتم تحليل البيانات باستخدام SPSS و Macro PROCESS لتحليل الأدوار الوسيطة.

أظهرت النتائج ارتباط القيادة الأخلاقية بشكل إيجابي مع الكفاءة الذاتية والرضا الوظيفي وأداء المهام. كشفت البيانات التي تم جمعها من الاستطلاعات أن القادة الأخلاقيين يعززون أداء مهام الموظفين من خلال تعزيز كفاءتهم الذاتية وتحسين رضاهم الوظيفي. تم قبول جميع الفرضيات ضمن البحث. وبالتالي فقد أثبتت هذه الدراسة وجود علاقة مباشرة بين القيادة الأخلاقية وأداء المهام والأدوار الوسيطة للكفاءة الذاتية والرضا الوظيفي.

كما اختتمت الدراسة بمجموعة من التوصيات من أهمها تحسين أداء مهام الموظف من خلال سلوك القائد الأخلاقي. تحتاج المنظمات إلى توظيف هؤلاء الموظفين وترقيتهم كقادة يقدمون القيم الأخلاقية ويلتزمون بهذه القيم. يقدم القادة الأخلاقيون الدعم والثقة والرعاية لأتباعهم.

الكلمات الرئيسية: القيادة الأخلاقية ، الكفاءة الذاتية ، الرضا الوظيفي ، أداء المهام، قطاع النفط والغاز، سلطنة عمان

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Chapter one

Introduction

1 Introduction

1.1 Background

Leaders in any organization are viewed as a symbol of primary influencers for ethical behavior and moral conduct of the employees of that organization. Leadership has been an important factor for firm's performance, and it has also been an important indicator of employee's work behavior consisting of job satisfaction, organizational commitment, turnover, and employee performance and also plays an important role in the personality development of employees like employee motivation, employee attitudes, self-efficacy of employees etc. Thus, to empower employees, it is necessary that they should listen to their leader or manager. But the main element is trust if the employees think of their leader as credible and pay respect to him because they perceive that their leader is right and will always work in the direction that will benefit the employees and the organization. So, here comes the role of ethical leadership. An ethical leader is considered to be more authentic, credible, and trustworthy. Followers or employees listen and follow an ethical leader because an ethical leader preaches and teaches ethics by practicing them in their own lives (Den Hartog, 2015). So, when employees see their leader doing the same things that he talks about, they follow him, and thus their behavior is also turned to be ethical.

The ethical leader works for the mutual interests of the employees and the organization to benefit (Slote, 2010). They teach people by giving them challenges and empowering them. The people are allowed to do their best and perform the work tasks with full potential by an ethical leader. Schaubroeck et al. (2012) claim that the responsibility of developing and sustaining a culture or environment in which the employees themselves involve in ethical behavior and avoid misbehavior in certain circumstances is wholly on the management or leadership of the organization. So it can be inferred from the argument that it's an important condition for ethical conduct in an organization that its top management is involved in ethical behavior enforcement but still it's not enough there are various other factors contributing to ethical behavior in addition to involvement of top management. But still there's a little research present on how and why ethical leadership affects the task performance of employees of an organization, what are the dimensions does task performance is influenced by ethical leadership. A study by Picolo et al. (2010) describing and analyzing what role does the importance of the task, autonomy of employees and their

efforts play in the relationship of ethical leadership and performance of task by employees. The results of the study suggest that the importance of task is enhanced by ethical leadership, which results into improved task performance (Picolo et al., 2010). In the same manner, the fundamental goal of the present research is to further extend the relationship of ethical leadership and task performance by employees by also incorporating the self-efficacy as a social educating program and job satisfaction as employee behavior at work. This research will further contribute for improved understanding of the impact of ethical leadership on task performance by testing the mediation of self-efficacy which is enhanced by ethical leadership and seen as a social learning process. In addition to self-efficacy, job satisfaction will also mediate the effect of ethical leadership on task performance. Leadership will be seen as the social exchange process indicator and it's also be seen from trust or credibility perspective as ethical leaders need to be trustworthy.

Through Vision 2040, the Sultanate of Oman aims to diversify sources of income, after its oil exports accounted for 37% of GDP, until the end of September 2018, as well as empowering the private sector, in addition to achieving balanced development between Omani regions and governorates. The volume of foreign direct investment exceeds 7 Billions of dollars, mostly in the oil sector

1.2 Problem Statement

The research was only about ethical leadership and task performance from an organizational perspective. However, this study will bring a new employee perspective to both the concepts and identify self-efficacy and job satisfaction as significant contributors to task performance. These two factors are a part of the employee perspective and influence the employee behavior to a greater extent as Walumba et al. (2011) claim that ethical leaders help the representatives to remain zeroed in on measures when playing out their undertakings; this encourages them by lessening tension and the occupation stress and improves their self-efficacy. Some research suggests that self-efficacy and job satisfaction are not independent influences. For example, Miao (2011) claims that there exists a relationship between ethical leadership and job satisfaction.

The addition of mediators in the relationship also has important implications. Suppose the study can identify that ethical leadership impacts employees' self-efficacy, which in turn

increases task performance. In that case, organizations can come up with such mechanisms that can enhance employees' self-efficacy to increase their task performances. Similarly, if there happens to be a significant relationship between job satisfaction and ethical leadership and also the job satisfaction is found to have a greater impact on task performance then organizations should develop such working environment, compensation mechanisms, that will increase employee's job satisfaction and can contribute to increase their task performance.

This study suggests that task performance of employees is likely to be influenced by the ethical leaders by greater job satisfaction as high job satisfaction means high job involvement and high organizational commitment which will lead the employee to exert extra efforts (Ahmad & Umrani, 2019) and perform in the best interests of the organization thus improving task performance and improved self-efficacy of employees results in improved skills and capabilities of employees which increases their productivity and thus improves their task performance (Lunenburg, 2011).

1.3 Research Questions

Based on the justifications above, this study aims to answer the following research question: *"Do self-efficacy and job satisfaction mediate the relationship between ethical leadership and task performance?"*

1.4 Research Objectives

The study aims at achieving the following research objectives:

1. Examine the impact of ethical leadership on task performance.
2. Examine the mediating role of job satisfaction in the relationship between ethical leadership and task performance.
3. Examine the mediating role of self-efficacy in the relationship between ethical leadership and task performance.

1.5 Significance of the Study

Ethical leadership is an important factor in the performance of the company, because of the strong influence on the psychological factor of employees and motivation to perform work with high efficiency.

Ethical leadership is a very important element in the good management of the public and private sector, and therefore the sustainability and success of units and institutions depends on the development and renewal of leaders that affect a high degree of effectiveness on job performance.

This research will also contribute to a better understanding of the impact of ethical leadership on task performance by examining the mediation of self-efficacy that is enhanced through ethical leadership and viewed as a social learning process. In addition to self-efficacy, job satisfaction will also mediate the impact of ethical leadership on task performance.

1.6 Theoretical Framework:

Ethical leadership is the independent variable and this study will observe the impact of ethical leadership on task performance with mediating effect of self-efficacy and task performance.

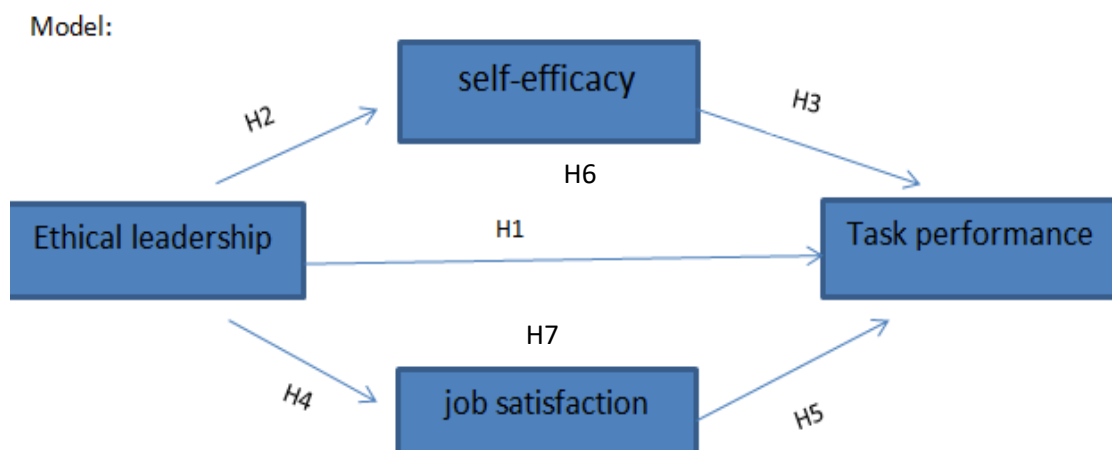


Figure 1: Research Framework

H1: Ethical Leadership has an impact on task performance of employees.

H2: Ethical Leadership has an impact on Self-efficacy.

H3: Self-efficacy impacts on task performance of employees.

H4: Ethical Leadership has an impact on Job Satisfaction

H5: Job Satisfaction significantly impacts of task performance.

H6: Self-efficacy mediates the relationship between Ethical Leadership and task performance.

H7: Job Satisfaction mediates the relationship between Ethical Leadership and task performance.

1.7 Operation Definitions

Ethical Leadership : “Ethical Leadership” can be defined as style of leadership in which ethics are of great concern, and the rights of other people are respected and provided timely. An ethical leader is concerned about others, helps others identify themselves and know themselves deeply, helps others to identify their strengths and teaches how one can utilize these strengths in an effective manner. An ethical leader provides people with an insight of how they have been living and how can their lives be much better.

Self-Efficacy : It refers to an individual's belief in his ability to carry out the behaviors necessary to produce specific performance accomplishments (Bandura, 1977, 1986, 1997). Self-efficacy reflects confidence in the ability to exercise control over an individual's impulses, behavior, and social environment.

Job Satisfaction: Aziri (2011) has defined job satisfaction as positive state of mind or positive feeling that comes as a result of evaluation of an employee’s job or performance.

Task Performance: Job performance can be defined as a metric or measuring tool utilized by organizations to assess the contributions of an employee towards the organizational goals (Kwon & Lee, 2016). Job performance describes the outcomes and success of

organizational efforts in achieving their goals and also explains how organizational mission and vision are consistently growing.

1.8 Dissertation structures

Chapter 1

in this chapter included introduction about the thesis and background problem statement also research questions, research objectives and the main significant of the study and finalize by the operation definitions and thesis structures.

Chapter 2

this part shows literature review that related to research topic, and discuss the study research variables. After that it investigates the relationship between study variables as per other researcher's views. This chapter finalize with draw study conceptual framework and research hypotheses.

Chapter 3

The methodology chapter explain the research design, research strategy, data collection, study population and sample, and questionnaire design to define the effect of research variable.

Chapter 4

This chapter present the results of the data collection and analytical methods implemented. first, the descriptive analysis of both personal demographics and the study's variables is described. It then checks the normality and reliability of the study samples. after that section tests the hypotheses and draws conclusions. Finally, the chapter presents the study's theoretical framework.

Chapter 5

This chapter discusses the findings of this thesis and draws conclusions. It follows by given recommendations for decision-makers and implementations. This chapter ends by showing the limitations of this dissertation and the guidelines for future studies.

Chapter Two

Literature Review

2 Literature Review

2.1 Ethical Leadership Style

The term “Ethical Leadership” can be defined as style of leadership in which ethics are of great concern, and the rights of other people are respected and provided timely. An ethical leader is concerned about others, helps others identify themselves and know themselves deeply, helps others to identify their strengths and teaches how one can utilize these strengths in an effective manner. An ethical leader provides people with an insight of how they have been living and how can their lives be much better.

Ethics has been derived from Greek word “ethos”, which means tradition, practices and character. Ethics is all about moral behaviors and differentiating right from wrong. Ethics helps to learn “what are the acceptable and unacceptable ways of doing things and what type of behavior is acceptable or unacceptable in a society or community”. According to Mihelic et al. (2010), a behavior exhibited in a given situation that seems to be good and right in contrast to morally bad or wrong behavior is called as ethical behavior. The moral principles and code of conduct that can direct oneself to depict or avoid a behavior that seems right or wrong, are known as ethics. Ethical behavior is the favorable behavior to be depicted in a society and is both morally and legally admissible. But in spite of the presence of ethics, society is suffering from ethical dilemmas that can arise due to many reasons like conflict of interest of stakeholders, differences in their values, beliefs and norms etc.

In organizational context, ethics can be defined as an open interactive communication of the values and norms that are of concern for the stakeholders and the organization itself. So, it’s a continuous process in which organizations always seek for better ethical code of conduct by discovering, reassuring and evaluating its own principles, beliefs and values. In the context of organizational setting, ethical behavior is mostly seen as the standards of ethical code of conduct defined by senior management and the culture which is significantly impacted by their actions.

Leadership can be defined as the art of convincing people to follow his or her leads regarding certain things and activities to achieve the goals and objectives pre-determined by the leader. Leaders play a significant role in directing and inclining people or followers

towards a goal or objective. Leaders are different as their personalities are different. There are some transformational leaders, who can engage people because of their charisma but some can be exerting authority or legitimate powers to get things done in their interests. Leaders are categorized according their values, beliefs, behaviors, attitudes, practices etc. and its also influenced by the culture of the organization or the institution in which the leader exists or the his or her nature of profession also have an impact on leadership style.

Leadership means a connection between a leader and his devotees inside a situational and hierarchical setting. Leadership can be defined as the power or a relationship of overloaded value among the leader and his or her followers or constituents who are working to bring actual changes that will be impactful in real sense and are also reflected by the goals and objectives of both the leader and the followers. In accordance to normative organizational context, the way in which people should behave in the organization is leadership, this entails hypothesizing the criteria which describes the characteristics of personality and decisions regarding to ethics and ethical behavior. Ethical leadership plays a significant role in directing the organization towards the fulfillment of its goals and objectives to achieve vision and mission of the organization. Ethical leadership is observed to be a key component in managing the reputation and image of the organization in external environment and also in front of the competitors of the organization. The moral health of the organization is dependent on merits and CEO's example. Senior leadership has two main duties; a) assuring the ethical decision making and b) develop an ethical organizational culture encouraging an ethical followers for conducting ethics.

Ethical leadership is an ambiguous terminology which consists of variety of components. Many authors argue that ethical leadership is about encouraging people for doing the right things instead of telling them to avoid doing wrong things. An ethical leader is an individual whose lives a life based on vital ethical principles. Being an ethical leader means one should adapt and cling to the moral behaviors that are universally acceptable. When it comes to lead ethically it means to argue, what is correct and what is incorrect, and mode of conduct, by exhibiting an ethical behavior the leader can inspire others by setting examples for them and help others to differentiate between right and wrong actions in particular situations.

Ethical leadership is all about recuperating and empowering forces of adoration, perceiving that this is an equal connection with devotees or followers. An ethical leader's central goal is to serve and support and his enthusiasm for driving comes from sympathy. That ethical leadership is beginning to get consideration is even appeared with an end goal to reduce moral administration down to adore.

2.2 Personality characteristics of ethical leaders

a. Traits

The character of the leader is a strong determinant of his or her ethical behavior but if one is not exhibiting ethical leadership does not mean that he or she has got a poor character there might be many other reasons behind it. But still it's true that to some extent character plays in when it comes to leading oneself and others. So, it's important for an ethical leader to listen his or her inner voice which guides better in ethical decisions.

Ethical conduct is observed to be a part of one's personal character and not an outcome of external learning or experiences. Ethical leadership is ascetic in a sense that the leader lives from within and is a self- controlled, goal oriented individual who acts by keeping in mind the outcomes of his or her actions. So, ethical leadership can be regarded as a personal quality or a built in characteristic and cannot be enhanced or manipulated by training programs. It is accepted that reliably moral conduct is the consequence of the interaction of socialization limitlessly more altogether than any training program offered by organizations.

The traits that are mostly assigned to ethical leaders by the senior management are integrity, honesty and reliability. Trust measures the reputation, dependability and consistency in relations and associations and Honesty is the fundamental basis of trustful relationship. Ethical leaders strive for fairness, treat people in a humble and appropriate manner and are on higher levels of ethics and moral development. If the leader is honest towards oneself and others as well, his or her followers will be inspired to take responsibility. How the honesty of leader is assessed by the employees? Is a major concern. The answer lies in the fact that the employees observe the behavior of the leader and repeated consistency of that behavior in particular situations. If the behavior of the leader is different and not consistent he or she is assumed to be unpredictable and unreliable. One

more important thing is that if the leader emphasizes certain set of values but does not practice those values, he or she is not trustworthy.

b. Values

Value based leadership emphasizes the ethical values in the organizations. Value based leadership is an association between among the leaders and followers or employees based on the internal and shared values of the organization that the leader also practices. The guiding principle for particular actions are called as values. Values cannot be regarded as actions, actually values are codes entailing the punishments and limitations for chosen behavior and also offer rewards for good actions and behavior. Many researchers from different sciences have been interested in values for a longer period of time and management researchers also started taking interest in values when they observed that growth of the businesses is stumbling. Thus researchers found out that the leader’s performance is significantly impacted by values. According to Den Hartog (2015), ethical values can be referred to as ways of conduct that are important to follow to achieve certain goal or outcome which can be thought of as a final value. The word “moral” is borrowed from Latin “mores” meaning customs.

The table 2 shows the values which can be attributed to ethical leaders;

Table 1: Different types of values of leaders

Different types of values of leaders	
Personal Values include important things in one’s life.	Happiness, Family, Friendship, status, personal success, love etc.
Ethical social values include what one wants to do for others.	Justice, Welfare, Peace etc.
Ethical-moral Values entails the favorable behavior one ought to exhibit to others.	Respect, dignity, honesty, loyalty, responsibility, etc.
Values of competition are necessary to compete the rivals.	Intellect, Finance, beauty, imaginativeness etc.

Yukl (2013) states that with the passage of time as a leader grows in his or her career he or she has to conduct complex ethical behavior than what he/she has learned in childhood or adolescence. He argues that morality is grey and not binary (black & white), so leaders need variety of complex code of ethics for different situations on hand. Thus, leaders ought to adopt a different yet unique set of human values and needs to consistently evaluate his or her basic values.

Five values have been derived for ethical leaders by Slote (2010) from virtue (value) theory, which are;

I. Pride:

Ethical leader should show some pride to receive esteem and respect from followers but does not deceive people. There is a thin boundary between healthy pride of ethical leaders and egotistic human behavior. Ethical leaders understand the fact that inherent self-esteem and self-love is immoral.

II. Patience:

The leader has to be patient because there arise many obstacles from external or internal environment of the organization when a leader goes for implementing strategies and plans to achieve certain goals and objectives. The followers might be hesitant, reluctant and less committed, so to overcome all these barriers the leader needs to be patient enough.

III. Prudence:

Prudence alludes to practicing savvy instinct practical issues and it's a virtue. It can be defined as a measure of moral virtues because it entails all good and ethical actions. An ethical leader who practices prudence will not stray from the path of good even in worse situations and will not indulge in unethical behavior.

IV. Persistence:

It means consistency with which the leader is striving to achieve his or her goals. It shows the motivation and commitment of the leader towards his or her goals. Persistence of the ethical leader lies in attempting to defeat the "practice" of supporting dishonest behaviors when one feels overpowered by mounting pressures, in light of a feeling of obligation to other people.

V. Perspective:

The capability of assessing the actually important stuff in different conditions is referred to as perspective.

c. Integrity

Integrity is one of the most important factor which today's executives should have. In the absence of integrity, leadership is like showing off. After deciding upon the values, it is the job of the leader to put in practice those values to make an influence (Yukl et al., 2013). A leader who exhibits integrity is honest not only to others but also to oneself. A good leader learns from mistakes and seeks to continuously improve oneself. Leaders with this quality of integrity assume the liability to be judgmental about significant decisions and endeavor to adjust contending interests during the period of achieving important organizational goals and objectives. An integrity centric approach combines abiding by the law with an accentuation on administrative duty regarding moral conduct for managing ethics. The strategies concerning the integrity define the values that will be directing the company, goals or aims, thought processes and patterns, and code of conduct.

2.3 Role of Leader in promoting Ethical Behavior in the Organizations

The ethical behavior in an organization is primarily influenced by the leaders of an organization. Leaders are also responsible for the norms and values of the organization that guide the ethical behavior of the employees. For Sandler, a leader should be concerned about three main tasks; recognizing, translating and creating reality; takes responsibility of the impacts of his or her decisions on other people; and is dutiful towards the fulfillment and accomplishment of the organizational goals (Sandler, 2013). Den Hartog is of the view that one can be motivated to be ethical if he or she determines to live his or her life in that particular way. If others decide to follow a leader, they will opt same behavior that is exhibited by their leaders that they have chosen to follow (Den Hartog, 2015). People follow what they see and observe, not what is told to them. Therefore, until or unless the leader exhibits the same behavior that he or she preaches others, he or she cannot bring an effective ethical code of conduct in practice. In reality, the conduct of a leader is dependent on situation on hand and what standards of the behavior demand from him or her. Mayer et al. (2012) even believes that in contrast to other professions, it is quite difficult for business

people to stick to an ethical mind the reason behind all this is that one needs no license to conduct ethical behavior. Thus, one can go astray from the path of ethical conduct. Organizations can take on CSR as a volunteering action. But if an organization does not want to volunteer for Corporate Social Responsibility there are no punishments.

Essential guidelines of conduct that ethical leaders ought to continue to be viewed as obvious pioneers are illustrated as follows (Lawton & Páez, 2015):

- **Leader Principle:** All the actions of the leader should be in accordance with the goals, mission and vision of the organization as a leader is a chief member of the organization and its employees.
- **Unit Principle:** Other people including employees, subordinates etc. are respected by leaders as they all work in coherence to achieve a common goal. Ethical leader does not reject the freedom or individuality of other people.
- **Output Principle:** A leader interfaces esteems to partner uphold just as cultural authenticity. Inside a comprehension of moral beliefs are illustrated the mission, vision, qualities and objectives (methodology and strategies) of the organization.
- **Abilities/ skills Principle:** The leader emphasizes on open and effective communication to have new ideas, views from other people. So, he or she fosters such environment in the organization that encourages such actions and practices.
- **Circumstance/ Settings Principle:** When ethical leaders make decisions or identify a need to cross the ethical boundaries they use moral judgements. The ethical leader is well aware of the territories and limitations of ethical values and principles of the society in which they live.
- **Ethics/ Moral Principle:** In ethical terms, Leadership and ethics are consolidated and unified processes and actions for ethical leaders.

2.4 Ethical Leadership & Contexts

Ethical leadership is affected greatly and significantly by the context or the setting in which it is practiced. The context can act as a moderator of effects of ethical leadership or mediator. For instance Eisenbeiss and Giessner (2012) claim that emergence and sustainability of ethical leadership at business organizations is influenced by the combined effect of three implanted impacts;

- i. Societal Characteristics consisting of ethical and cultural norms, the soul and execution of common freedom for general public
- ii. Industry Qualities, for instance, natural intricacy and the moral interests of partners
- iii. Intra-organizational or intra-hierarchical attributes for example, moral authority of top administration and friend gatherings or simply the ethical leadership of top management

Globe Research that is a cross-cultural research on leadership shows that albeit a few parts of ethical leadership are all around embraced, numerous initiative practices and assumptions of leadership change deliberately and extensively across cultural societies. A portion of the generally wanted qualities identify with moral administration or ethical leadership. For example, remarkable leaders are generally seen as dependable, just, and legitimate (Den Hartog, 2015). Ferriera (2017) used the data from Globe Study and claimed that the dimensions of ethical leadership like character/trustworthiness, charitableness, aggregate inspiration, and consolation were embraced across societies but the extent to which they were embraced is different in different societies. Additionally, Mihelic et al. (2010) observed that the culture of community and the organization both ((as far as institutional cooperation, execution direction, or vulnerability shirking) can give context oriented signs molding convictions about the significance of moral initiative for being successful an ethical leader.

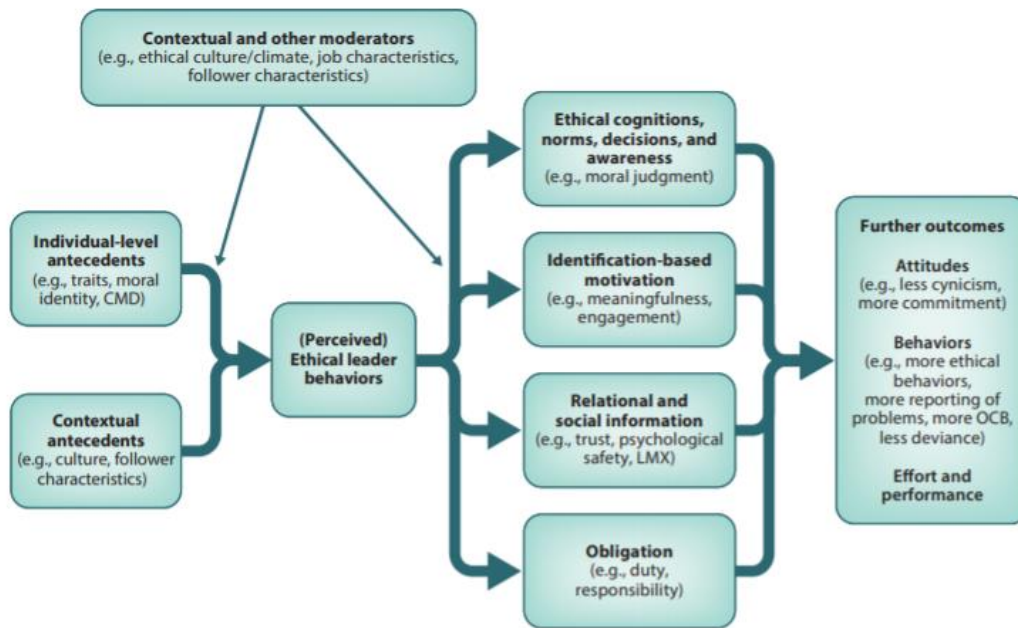


Figure 1
 A summary of ethical leadership research to date. Abbreviations: CMD, cognitive moral development; LMX, leader-member exchange; OCB, organizational citizenship behavior.

Figure 1 Ethical Leadership

2.5 Self-Efficacy

According to the social learning viewpoint of Bandura (2010) about ethical leadership he recommends that the self-efficacy of the followers is prone to be influenced by the ethical leaders since they are alluring and real good examples that try to help representatives to accomplish their goals at work. Walumbwa et al. (2011) categorizes the methods by which self-efficacy can be enhanced, as follows;

1. Indirect Experience or demonstrating
2. Verbally Inducing or Influencing
3. Affective or physically exciting
4. enactive dominance or individual fulfillments

Each one of the four can be influenced by ethical leadership with social learning. According to social learning theory (Maddux and Gosselin, 2012), humans learn the benchmarks of behavior by watching others and also through direct experience or verbal influences, thus employees can get motivated and feel more confident and strengthened in

their skills and abilities. Lunenburg (2011) claim that in addition to emphasizing the moral values and standards in making a decision, ethical leaders also explain the employees that how their individual efforts and tasks will contribute to the overall organizational goals and objectives. When ethical leaders keep asking the employees about what is right in ethical decision making? The employees thinking process improves as they begin thinking in a strategic way and this phenomenon improves the self-efficacy of employees. When an ethical leader helps employees to make decisions by considering the ethics as an important factor, the skills of employees in decision making is enhanced and helps them when they make decisions on their own, this freedom and independency of employees enhances their self-efficacy.

Maddux and Gosselin (2012) assert that as ethical leaders have altruistic conduct and think of the formative necessities of the employees, they should also place workers in circumstances that encourage development and trust in their work related abilities, subsequently upgrading their degrees of self-efficacy. From social cognitive theory (in context of agents) and keeping in view the self-regulatory nature of people, Stouten et al. (2012) states that social factors like ethical leadership play an important role in developing and enhancing the self-efficacy of employees, if the leader is credible, his or her mode of conduct is ethical.

These claims and perspectives are supported by empirical evidence. For Instance, Tu and Lu (2016) propose that if the leader provides credible feedback as he or she is expected to, because of being an ethical leader, self-efficacy of employees is improved. It has also been observed in various studies that employees learn in an improved manner of how to do a task by watching their seniors or managers thus their perceptions of self-efficacy are improved.

Self-efficacy of employees will be improved if the ethical leader verbally influences the employees or through enactive mastery. For ethical leaders, the results or outcomes are important but the processes are also equally significant. Ethical leaders aids the employees to stay focused on processes when performing their tasks, this helps them by reducing anxiety and job stress and improves their self-efficacy. Ethical leaders are also concerned about employee's accomplishments, thus they think for the eventual benefits of employees

and also want them to put all their efforts into work and perform with their best potential and sustain it (Schwarzer, 2014). This kind of leadership creates an ethical environment in the organization which the employees perceive to be psychologically safer and they are likely to provide honest feedback about personal accomplishments and inactive dominance.

Self-efficacy has found to be positively associated with task performance (Bandura, 2010; Schwarzer, 2014). Self-efficacy of employees play an important role when there comes some challenges in performing the task or job, if self-efficacy is high the employee would perform the task with confidence and his productivity would be higher and if self-efficacy is low the employee would not have confidence in oneself and think that he or she does not have the appropriate skills, knowledge and capabilities to perform such task and would be demotivated and his performance will be negative or low (Schaubroeck et al., 2012). Employees with higher self-efficacy would choose challenging goals for themselves, they will take the challenge as learning opportunity and will contribute to organizational performance, even if the employee fails the challenge his or her higher self-efficacy will help him/her in recovering faster from disappointment and setbacks as compared to employees with lower self-efficacy, as they will attribute the failures with knowledge inadequacy or insufficient efforts (Mihelic et al., 2010). It has been found through research that employees with higher self-efficacy have more patience and perseverance and continue performing their tasks for longer period of time as compared to the ones with lower self-efficacy, they also exert extra efforts if there comes any hindrance or challenge during the job. The physiological stress is also influenced by ones beliefs of self-efficacy, employees who have higher levels of self-efficacy experience less physiological stress in contrast to the employees with lower level of self-efficacy. Thus, superior task performance is shown by employees with improved or high self-efficacy (Lawton & Páez, 2015). Employees believes of self-efficacy significantly impact their job engagement, motivation, consistency of efforts and task performance. Thus, it's quite important for organizations to try to improve the self-efficacy of their employees to improve their task performance significantly.

2.6 Job Satisfaction

Aziri (2011) has defined job satisfaction as positive state of mind or positive feeling that comes as a result of evaluation of an employee's job or performance. Past literature describes a significant impact of Ethical leadership on job satisfaction such as; after extensive literature review Miao (2011) claims that there exists a relationship between ethical leadership and job satisfaction. Other leadership styles in addition to ethical leadership like charismatic leadership are found to have a significant positive impact on job satisfaction because they also contain an element of ethics (Stouten et al., 2012). Job satisfaction has captured the attention of many researchers since its emergence because it's always an updating construct. Job satisfaction is the center of attention when it comes to measuring or assessing an employee's job performance.

In the present situation, keeping the employees satisfied is one of the main concerns of the organizations but it's getting difficult to satisfy them, hence job dissatisfaction is increasing. The reasons for job dissatisfaction can be job stress, demotivated employees, poor compensation management mechanisms, lack of opportunities etc. (Maddux & Gosselin, 2012). With dynamic work environments and always changing job requirements and job descriptions with this fast paced technology, to make the employees satisfied with their jobs and to increase their commitment and task performance organizations and organizational leaders are striving for new mechanisms for the development and sustainability of employee job satisfaction.

Using the social exchange theory, it is emphasized that ethical leaders should treat employees decently as ethical leaders are supposed to be reasonable, good and certifiable. Ethical leaders should also develop a mechanism for rewarding to encourage promote ethical behavior of employees at work place (Kim & Brymer, 2011). Ethical leaders create an organizational culture for open communication to influence the job attitudes of the employees. Ethical leaders can show their concerns for such practices by incorporating appropriate compensation management systems, good work conditions, career opportunities for everyone without discrimination, guaranteeing wellbeing and security of employees and choices of advancements on merit, and so on (Okan & Akyüz, 2015). If employees are treated in such a fair manner, then this will act as a privilege for them in

addition to job appraisals. Thus, their beliefs in their ethical leaders will deepen and they will accept the fact that their manager is fulfilling his commitment leading to positive feelings towards their job environment.

It has been found that when employees feel that their executives or supervisors are encouraging, trustworthy and committed, employee's job satisfaction increases which in turn results into higher internal motivation towards performing their job tasks and thus, also increases task performance of the employees of an organization. Celik et al. (2015) argue that the employee's job satisfaction is positively linked to the leader's commitment towards quality and the leader's ethical conduct. Ahmad and Umrani (2019) state that there is a direct link between employee attitudes and ethical leadership, they proposed that organizational commitment of employees is created as a result of ethical leadership. And the employees would only be committed when they trust their leader and they are satisfied with their job in terms of compensation, work environment, employee treatment etc. Nasir et al. (2011) also emphasize that the more an employee's satisfaction is the more he or she will be willing to put extra efforts into their jobs because they are aware that their leaders are credible, responsible and ethical so their job performance would also be high and they will yield good results for the organization in future.

Sandler (2013) suggests that it's a cycle, good performance if rewarded results into job satisfaction of the employee and in turn he or she will strive for improved performance. He views that employees feel satisfied when they perceive their productivity and output to be rewarded and acknowledged and fair treatment of employees is also important. Even it was also found in the study that sometimes the employees themselves feel good after performing a task and find it self-rewarding or self-satisfying. This thus improves the self-efficacy of employees and they will perform with their full potential.

Many studies have tried to find the relationship between job satisfaction and performance of tasks by employees and it has been found that a satisfied employee's productivity and performance were higher than a dissatisfied employee (Kim & Brymer, 2011; Lunenburg, 2011). Researchers have tried to explain this relationship of job satisfaction with many theories and rationale like the social cognitive theory which states that job behaviors of employees within an organization are influenced by the attitudes employees have towards

their jobs. Expectancy Theory also states that employee's job attitudes affect the employee's behavior at workplace. As Aziri (2011) suggest that a satisfied worker is a happy employee (positive attitude) and more productive employee too. Thus, the satisfied employee will have a positive attitude towards his or her job and this positivity will result into improved task performance of the employees and by conducting this study, the relationship of job satisfaction and job performance or task performance would be clearly known.

2.7 Task Performance

Job performance is emphasized in every organization and for every individual no matter what role he or she is playing in the organization. Job performance can be defined as a metric or measuring tool utilized by organizations to assess the contributions of an employee towards the organizational goals (Kwon & Lee, 2016). Job performance describes the outcomes and success of organizational efforts in achieving their goals and also explains how organizational mission and vision are consistently growing.

2.7.1 Types of Job Performance:

Job performance can be divided into two types;

- a. Task Performance
- b. Contextual Performance

a. Task Performance

Task performance can be defined as the job responsibilities of an employee which are essential. It is also called in role prescribed behavior. The employee's success in task performance is assessed through evaluation of outcomes and his or her deliverables, in addition quality and quantity are also assessed and evaluated (Schmidt & DeShon, 2010). All the tasks that are a part of the employee's job description are evaluated for task performance assessment of an employee.

b. Contextual Performance:

Contextual performance is a construct beyond the core job responsibilities. It is also called the extra role behavior of employees (Bello, 2012). It can be described in terms of training the employees, improving the organizational networks (inside organization communication as well as links outside the organization) etc. The employee's success in contextual

performance is observed by his behavior and activities of involvement in networking, communication, organizational commitment etc.

Both types of job performance are important for the organization and contribute equally to overall organizational performance. Because of the dynamic working environment organizations are more concerned about both types of employee performance. The quality of human resource management and the organizational culture both are influenced to a same extent by both types of job performance. Job performance is important for not only HR but also considered crucial by recruitment and selection of employees as well as employee performance management, training etc.

2.8 Task Performance: An Overview

Task performance can be called as job role or role performance. The employee's task performance can be defined as his or her fulfillment of job activities and requirements. The organization's technical core is served by task performance of the employees. If viewed in perspective of job specific and non-specific tasks related to a job, task performance can be thought of as performing the job specific tasks that are essential for the organization (Mo & Shi, 2017).

2.9 Types of Task Performance:

There are basically four types of task performance (Ahmad & Umrani, 2019);

- a. Proficient Task Performance
- b. Adaptive Task Performance
- c. Proactive Task Performance
- d. Routine Task Performance

a. Proficient Task Performance

It means achieving the tasks appropriately, in an efficient and effective manner. For example, doing the assigned work properly, before due date and productively (which means that the quality of work done has not been compromised because of doing it ahead of time).

b. Adaptive Task Performance

This involves changing the employee behavior and way of performing tasks with changing dynamic environment to remain competitive and productive. It can be thought of an employee's ability to modify and accept changes with time that are necessary to meet requirements of changing workplace environment.

c. Proactive/Creative Task Performance:

It involves an employee's interest in innovation, how eager an employee is to introduce new working patterns and new ways of doing the tasks with reduction in time and effort to perform the task, thus benefiting the organization by improving the efficiency, effectiveness and productivity. It involves that an employee should think of going out of the box. Being proactive means the employee has to modify his own behavior, behavior of colleagues and work environment for achieving what seems best for the organization in the future (Celik et al., 2015).

d. Routine Task Performance:

It involves employee responses to routine tasks as depicted by the name, it entails responding to changing demand conditions which can be normal or unpredictable due to some uncertain conditions.

2.10 Theory of Task Performance

In Murphy's framework, he has discussed task behaviors which if seen can be thought of as task performance, in a similar discussion Bello (2012) has also stated that his two dimensions of core job tasks what he called as job task proficiency and other non-specific job tasks that he labelled as non-specific job task proficiency are actually two dimensions of task performance. The three dimensional model (job knowledge, quality of work and productivity of employee) of Schmidt and DeShon (2010) can also be viewed as task performance. Renn and Fedor's framework had some exception because it divided the task performance into two dimensions of quality and quantity of work done by an employee at a particular job.

The job tasks are vary with the nature of job. In contrast to frameworks discussed above which are generic in nature the job specific frameworks describe task performance by using multiple dimensions but of specific nature such as task performance of a clerk can be

defined by dimensions of appropriate work, timely performing tasks and accurate planning (Kwon & Lee, 2016); The task performance of public accountants consists of understanding, careful planning and reviewing as a control measure (Liang et al., 2011); if task performance of a manager is viewed it entails the tasks of decision orientation, leadership, planning, executing, judging the decisions and situations, taking measures to control and avoid risks and uncertainties etc. (Farooqui & Nagendra, 2014); in a similar study Khong et al. (2017) categorized task performance of managers as primary functions (traditional tasks of planning etc.) and concerns related to occupation like emotional intelligence, communication, self-development, personal orientation etc.

The research provides sufficient evidence suggesting that an employee's ability of performing tasks by adapting to new technologies like internet and evolving software (Celik et al., 2015), also the ability to respond to changes in job demands and customer demands as well, his or her capabilities to innovate and be creative at the workplace by generating and utilizing new ideas to improve the productivity function, to learn new skills, expertise, and knowledge (Liu et al., 2013), and finally to perform best as a team player, depends upon the self-efficacy of the employee (Walumbwa et al., 2011).

Research suggests that Task performance can be improved and enhanced by strong ethical leadership as when the leader help employees to break down and prioritize work tasks and also empowers them by his own time management practices (Jo & Sung, 2018), the employees are influenced positively and significantly by the ethical behavior of their leader and they start following him by meeting the tasks on time and by following all the ethical standards that their leader has set for them (Okan & Akyüz, 2015). Thus, employee task performance is improved by ethical leader's help.

The researchers have had an interest in the relationship of job performance of employees and ethical leadership of the organization for a long time. Many studies depict that job performance of employees is positively related to ethical leadership. Task performance component of job performance is considered more crucial than its second component i.e. contextual performance because if an organization wants to survive in this dynamic business environment it has to focus on the primary job tasks (Locke & Latham, 2013). Thus, primarily the focus of ethical leadership should be on employee's task performance.

However, this relationship is not much studied by researchers, most of the research has been done by focusing the second component of job performance i.e. contextual performance and ethical leadership. But the fact is that there is a difference between job performance as an independent construct and task performance because job performance measure both the contextual performance and task performance components together. Thus, there is a need to independently study and explore the relationship of task performance of employees and ethical leadership of an organization. Therefore, the task performance is taken as a dependent variable in this study to explore that is there a relationship between ethical leadership and task performance and how significant is the relationship. One more interesting fact that this study will disclose is that does ethical leadership has a positive or a negative impact on employee task performance.

Another purpose of the study is to look how job satisfaction is related to task performance and does ethical leadership has an impact on job satisfaction. In which way does job satisfaction mediates the relationship of task performance of employees and ethical leadership in an organizational setting.

The third purpose is to identify that how does self-efficacy strengthens or weakens the relationship of ethical leadership and employee task performance.

2.11 previous studies

2.11.1 Introduction

This chapter collects and examines a number of previous studies and research that dealt with the impact of ethical leadership on the performance of tasks and the various factors that affected ethical leadership in various fields. A comparison was made in many previous studies in order to obtain the different aspects of congruence and contrast between this study and other studies. Other benefits of the literature review were the identification of problems and problems faced by other studies, the best methodology to use, the variables studied to avoid duplication, access to validated questions that would help measure the variables of this study and many other benefits. Reviewing previous studies, the researcher drew a broader picture of the efforts made so far to understand the impact of ethical leadership on task performance in the oil and gas sector in the Sultanate of Oman, and the effect of self-efficacy and job satisfaction. The appropriate study variables were also selected and hypotheses were developed.

2.11.2 List of Relevant Previous Studies

- 1- **(Martin *et al.*, 2022): Keeping teams together: How ethical leadership moderates the effects of performance on team efficacy and social integration.**

In this article, through the social knowledge base of ethical leadership theory is discussed ethical leadership modifies the relationship between team performance and perceptions of team effectiveness, and between team performance and social integration, so that these important team attitudes are isolated versus negative. Performance increases when leaders act ethically. Instead, when leaders act less ethically, team effectiveness and social integration collapse after poor performance. Hypotheses are tested in a field study of U.S. military teams actively participating in competition. Ethical leadership reflects the relationships between team performance, team effectiveness, and social integration, respectively, so that ethical leaders maintain team effectiveness and social integration when their teams are not performing well.

2- (Nemteanu and Dabija, 2021): The influence of internal marketing and job satisfaction on task performance and counterproductive work behavior in an emerging market during the COVID-19 pandemic.

This paper highlights the effects of internal marketing orientation on job satisfaction, the effects of job satisfaction on job performance and counterproductive work behaviors. Data collected from 850 employees, shows that internal marketing strongly and significantly affects job satisfaction, while it has little effect on task performance and unproductive work behavior. Job satisfaction increases the performance of tasks in an important and positive way, which leads to a decrease in work behaviors that lead to unsatisfactory results. Remote work has become the “new normal” for many organizations, creating more challenges for employees, who have begun to Feelings of anxiety, technological stress caused by digitalization and lack of social contact, frustration, workload, unproductive work behavior, and burnout. All these factors, supported by prolonged restrictions, contributed to lower employee satisfaction, reduced performance, and generated counterproductive behavior. Based on social exchange theory, this research aims to investigate the effect of internal marketing on job satisfaction, task performance and unproductive work behavior in the context of the COVID-19 pandemic in an emerging market, namely Romania.

3- (Ilyas, Abid and Ashfaq , 2020)Ethical leadership in sustainable organizations: The moderating role of general self-efficacy and the mediating role of organizational trust.

The aim of the study is to examine the mechanism underlying the relationship between ethical leadership and employee engagement. Drawing on social exchange theory, this study investigates the mediating role of organizational trust and the moderating effect of general self-sufficiency on this relationship. Data were collected by designing a three-wave time-delayed study of 212 employees working in public and private organizations. The results of this study found that ethical leadership affects the organizational confidence of employees, which in turn improves their participation in the workplace. In addition, the

impact of ethical leadership on employee engagement was found to be stronger for individuals with low general self-efficacy rather than high self-efficacy.

4- (Muhammad and Qing, 2020) How ethical leadership influence employee creativity: A parallelmultiple mediation model.

The aim of this research is to investigate the relationships between ethical leadership, emotional commitment, work engagement, and employee creativity. Data was collected from 233 Chinese public sector employees in three separate waves. A structural equation model was used, and they found a positive and significant relationship between ethical leadership and job creativity. In addition, they found evidence of parallel mediation, in which emotional commitment and work engagement mediate the relationship between moral leadership and employee creativity. To be precise, they find that ethical leadership influences effective commitment and engagement in work which subsequently drives followers to show creativity in their work. The results of this study reveal that both emotional commitment and work engagement play a major role in which the creative behaviors of their followers can be enhanced.

5- (Imran , Masood and Tassadduq, 2020) Examining the impact of ethical leadership on safety and task performance: a safety-critical context.

This study explores the impact of ethical leadership on safety and task performance under the contingent influences of safety fundamentals (ie, the likelihood of accidents and exposure to perceived hazards). Data were collected from 397 workers from ten organizations that produce chemical products. Multiple hierarchical regression was performed to test the putative relationships. The study shows that ethical leadership has a positive relationship to worker safety performance, safety behavior and task performance. Moreover, the probability of a perceived accident mitigated the impact of ethical leadership on worker safety performance and attitude so that the association is strong when the probability of accidents is high. Perceived exposure to risk mitigated the association between ethical leadership and task performance so that exposure to higher risks reduces the effectiveness of ethical leadership. The study suggests that ethical leadership can prove

to be an important tool for improving the occupational safety of workers, which in turn helps them improve their health and general well-being.

6- (Ayşe , 2020) Ethical Leadership and School Effectiveness: The Mediating Roles of Affective Commitment and Job Satisfaction.

The aim of this study is to investigate how ethical leadership affects school effectiveness through the mediating role of emotional commitment and job satisfaction. For this purpose, data were collected from 306 teachers on measures of moral leadership, emotional commitment, job satisfaction, and school effectiveness. The study found that the putative positive associations of ethical leadership with emotional commitment, job satisfaction, and school effectiveness. The results also found that work attitudes namely emotional commitment and job satisfaction partially mediated the relationship between ethical leadership and school effectiveness, indicating the direct and indirect effects of ethical leadership on school effectiveness.

**7- (Ifzal and Waheed, 2019)The impact of ethical leadership style on job satisfaction
Mediating role of perception of Green HRM and psychological safety**

The objective of this paper is to investigate the effect of ethical leadership style on employee satisfaction with the mediating role of green human resource management and psychological safety in health sector institutions. A quantitative methodology was adopted to achieve the objectives of this study. Data were collected through paper questionnaires from respondents (177) working in a public sector health care organization in Pakistan. Contrary to the first hypothesis, no evidence was found for the direct effect of ethical leadership style on employees. However, the mediating roles of green HRM and psychological safety were supported by the findings.

**8- (Narges, Beni and Timothy , 2019) Ethical leadership and employee in-role performance
The mediating roles of organisational identification, customer orientation, service climate, and ethical climate.**

The objective of this study is to investigate the mediating effects of organizational identity, customer-oriented behavior, service climate and ethical climate on the relationship between

ethical leadership and employee performance in the role. Hypotheses were tested using data collection from 233 bank employees in Australia. Evidence from the study indicated that organizational definition, service climate, and ethical climate mediate the relationship between ethical leadership and employee performance on the job. Ethical leadership has been positively correlated with customer-oriented behavior among employees. Study limitations include data collection at two time points, making the study cross-sectional. The employee's performance in the role was a subjective measure. This study demonstrated that ethical leadership is critical to improving employees' perceptions and experiences of the organization's service climate, ethical climate, organizational identification, customer-oriented behavior, and employee performance in the role. The authors raise a number of HRM implications for developing and empowering ethical leaders in the banking context.

9- (Miao and Muhammad....., 2019) Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: the mediating role of psychological empowerment.

The aim of the study is to investigate the effect of ethical leadership on employee attitudes (emotional commitment and job satisfaction) and to examine the role of psychological empowerment as a mediator of these relationships. Data was collected from 467 Chinese public sector employee questionnaires across three separate waves. Inhibiting factor analysis and structural equation model were used to test the hypotheses. The paper found a positive relationship between moral leadership and each of the employees' attitudes and further reveals that psychological empowerment fully mediates the relationship between moral leadership and emotional commitment while it mediates the relationship between moral leadership and job satisfaction.

10- (Shafique and Ahmad, 2018) The nexus of ethical leadership, job performance, and turnover intention: The mediating role of job satisfaction.

The aim of the study is to understand the effect of ethical leadership on employees' job satisfaction, performance, and turnover intention. A conceptual framework has been developed that explicitly incorporates job satisfaction as a mediating mechanism in

explaining the relationship between moral leadership, job performance, and turnover intention. Data from a sample (n = 114) of tourism companies in Lahore, Pakistan were used for frame analysis. The results reveal that ethical leadership has a positive effect on employees' job satisfaction and performance and has a negative effect on their turnover intentions. Moreover, job satisfaction positively mediates the effect of ethical leadership on employees' job performance and turnover intentions. The findings recommend that demonstrating ethical leadership behaviors by managers in the workplace enhances employees' job satisfaction and performance, and reduces employees' intent to leave the job. The main narrative of this study includes the imperative role of ethical leadership in the workplace as it acts as a factor that enhances employees' job satisfaction and performance and reduces intent to change. This research clearly shows that in the Pakistani tourism sector, ethical leadership plays a vital role in achieving performance objectives. Future research could analyze said relationship across different sectors and cultures, and may also consider other measures of individual performance. Considering job satisfaction as a mediating variable in investigating and analyzing the links between ethical leadership, job performance and intent to turn in the context of the workplace in Pakistan is novel.

11- (Kappagoda, 2018) Self-efficacy, task performance and contextual performance: A Sri Lankan experience

The aim of this study is to examine the effect of self-efficacy on task performance and contextual performance of employees in the banking sector in Sri Lanka. Data were collected randomly from a sample of 176 managers and 357 non-managerial employees in the banking sector in Sri Lanka. A questionnaire was collected for employees to measure their self-efficacy, task performance, and contextual performance. Pooled data were analyzed using correlation coefficient and regression analysis.

After analyzing the data, it was concluded that self-efficacy was significantly and positively associated with task performance and contextual performance. According to findings, employees' confidence in their abilities to organize and implement the courses of action required to accomplish the task was significantly and positively associated with

behaviors that are directly related to job completion and with the additional role that supports behaviors that are not directly related to the job.

12- (Yang and Wei , 2017) Ethical leadership and employee task performance: examining moderated mediation process

The performance of the employee's mission is critical to the company's competitive advantage. This paper explains the relationship between ethical leadership and employee performance and contributes to effective management. The goal of this paper is to know the impact of ethical leadership on the performance of employee tasks, especially the mechanisms through which ethical leadership affects the performance of employee tasks and the mediating role of the employee's proactive personality. Data were collected from middle management team members and subordinates in Chinese companies. Researchers use multiple regression analysis to test hypotheses.

13- (Seokhwa, Jaehyung and Soojin, 2016) Leaders' Core Self-evaluation, Ethical Leadership, and Employees' Job Performance: The Moderating Role of Employees' Exchange Ideology.

The objective of this study is to investigate the effect of leaders' basic self-evaluation on moral leadership presentation and the mediating role of employee exchange ideology in the relationship between ethical leadership and employee job performance, in line with the hypotheses. The Essential Self for Leaders and Ethical Leadership. The results showed that ethical leadership mediates the effects of leaders' baseline self-evaluation on employees' job performance. Finally, they found that the ideology of employee exchange facilitates the relationship between ethical leadership and job performance.

14- (Shenjiang and Junqi , 2016) The Voice Link: A Moderated Mediation Model of How Ethical Leadership Affects Individual Task Performance.

This study empirically examines the suggestion that ethical leadership may influence the mission of individuals by enhancing the promotional voice of employees. The theoretical model was tested using data collected from employees and supervisors of a high-tech company in southern China. Analyzes of multi-source triple-data from 37 team supervisors and 176 employees show that ethical leadership can clearly influence the performance of non-demanding individuals through a reinforcing voice. Also, they found the relationship between ethical leadership and the catalytic exchange between the two leaders. Especially, ethical leadership may greatly improve the promotional voice of employees when the exchange between leader and leader is low.

2.11.3 Summary of Previous Studies

Table 2: Summary of Previous Studies

No	Study Citation	Independent Variables	Dependent Variables	Findings
1	(Martin, S.R., Emich, K.J., McClean, E.J. and Woodruff, C., 2022)	ethical leaders performance	social integration team efficacy	Poor performance leads to lower team efficiency. That ethical leaders can help teams maintain positive team competency beliefs in the face of failure. Ethical leadership can likewise protect followers from the effects of poor performance
2	(Nemteanu, Dabija.2021)	internal marketing job satisfaction	task performance counterproductive work behavior	Marketing contributes to reducing unwanted behaviors, attitudes and negativity. There is an indirect role of internal marketing in reducing unproductive work behaviors by increasing job satisfaction, a situation that has direct and significant implications for organizations, in improving task performance, and in reducing counterproductive work behavior.

3	(Ilyas, Abid, Ashfaq. 2020)	Ethical leadership employee engagement	self-efficacy organizational trust	Ethical leadership produces employee engagement via organizational trust. Ethical leadership promotes the participation of employees with low self-efficacy.
4	(Asif1,Q.Miao, A.Jamee, F.Manzoor, A.Hussain, 2020)	ethical leadership employees' creativity	affective commitment work engagement	Ethical leadership influences emotional commitment and engagement in action which subsequently leads followers to show creativity in their work. Emotional commitment and engagement play an ethically pivotal role through which leaders can foster the creative behaviors of their followers.
5	(I. Shafique, M. Na. Kalyar, T. Rani.2020)	ethical leadership task performance	under contingent safety	The results show that ethical leadership has a positive relationship with worker safety performance, safety attitude and task performance.
6	(Ayşe Negiş Işık.2020)	ethical leadership school effectiveness	affective commitment job satisfaction	that moral leadership is highly correlated with school effectiveness, and that job satisfaction and teacher emotional commitment are partly correlated with this relationship.

7	(Ifzal Ahmad, Waheed Ali Umrani, 2019)	ethical leadership style job satisfaction	psychological safety Green HRM	No evidence was found for a direct impact of ethical leadership on employee job satisfaction.
8	(Narges Kia, Beni Halvorsen, Timothy Bartram.2019)	ethical leadership employee in-role performance.	organisational identification customer orientated behavior service climate ethical climate	Ethical leadership positively correlates with customer-oriented behavior among employees
9	(Miao Qing, Muhammad Asif, Abid Hussain ,Arif Jamee. 2019)	ethical leadership employee attitudes (affective commitment and job satisfaction)	psychological empowerment	The paper found a positive relationship between moral leadership and both employee attitudes and further shows that psychological empowerment fully mediates the relationship between moral leadership and emotional commitment while partially mediating the relationship between moral leadership and job satisfaction.
10	(Shafique, I., N Kalyar, M. and	ethical leadership	job satisfaction	Ethical leadership has a positive effect on employees' job satisfaction and job performance

	Ahmad, B., 2018)	job performance turnover intention		and a negative effect on employee turnover intentions. Also, job satisfaction mediates the effect of ethical leadership on employees' job performance and turnover intentions.
	(Kappagoda, U.W.M.R., 2018)	self-efficacy task performance contextual performance of the employees		Employee confidence in their abilities to organize and implement the courses of action required to accomplish the task has been significantly and positively associated with behaviors that are directly related to job completion and with the additional role that supports behaviors not directly related to the job.
12	(Yang, Q. and Wei, H. 2017)	Ethical leadership task performance	Social identity social learning self-concordance	Ethical leadership positively influences employee performance
13	(Seokhwa Yun, Jaehyung Ahn, Soojin Lee. 2016)	Leaders' Core Self-Evaluation Ethical Leadership	Employees' Exchange Ideology Task Performance Organizational	Ethical leadership mediates the effects of leaders' baseline self-evaluation on employees' job performance. The ideology of employee exchange modifies the

			Citizenship Behavior	relationship between ethical leadership and job performance.
14	(Shenjiang Mo,Junqi Shi.2016)	Ethical leadership Task performance	Leader–leader exchange Promotive voice	Ethical leadership can greatly influence people's task performance through a reinforcing voice. Moreover, it was found that the relationship between moral leadership and the reinforcement voice was managed through the leader-leader exchange.

2.11.4 Commenting on Previous Studies

After reviewing a number of previous studies that dealt with study topics similar to the current study, this section will clarify the researcher's comments on previous studies by addressing the different aspects of matching as well as the differences between the current study and previous studies.

2.11.5 Matching and consistency with previous studies

This section focuses on the different compatibility between this study and previous studies in terms of the study environment, study variables, the methodology used, and the main data analysis tools used to analyze the primary data of the study.

2.11.6 Study Environment

The current study was conducted in the oil and gas sector, as the gas sector contributes to providing job opportunities and developing the skills of its workers. This environment is not compatible with any of the environments of previous studies conducted in various private and public sector institutions.

2.11.7 Study Variables

This study agreed with many previous studies in examining the impact of ethical leadership on employees, leaders and institutions in various sectors. This study examined the effect of ethical leadership on task performance and this was consistent with (Martin, Emich, McClean, Woodruff. 2022) Which studies the effect of ethical leadership on team performance. (I. Shafique, M. N. Kalyar, T. Rani. 2020) that dealt with other effects that ethical leadership can prove to be an important tool for improving the occupational safety of workers, which in turn helps them improve their health and general well-being. (N. Kia, B. Halvorsen, T. Bartram. 2019) Similarly, this study examined the effect of the mediating effects of organizational identity, customer-oriented behavior, service climate and ethical climate on the relationship between ethical leadership and employee performance, which is in agreement with several previous studies that focused on the same effect. (M. Qing, M. Asif, A. Hussain, A. Jamee. 2019) In the impact of ethical leadership on employee attitudes (emotional commitment and job satisfaction) and examining the role of psychological empowerment as a mediator of these relationships. Furthermore, this study investigated the effect of self-efficacy on task performance (Kappagoda, U.W.M.R.,

2018).The effect of ethical leadership on employees' job satisfaction, performance, and intent to turn. (Shafique, I., N Kalyar, M. and Ahmad, B., 2018)

2.11.8 Methodology and Study Tools

This study followed the descriptive analytical approach, where the members of the target sample were surveyed using a self-developed quantitative questionnaire. This methodology dominated other previous studies that used the quantitative questionnaire to survey the target population and collect primary study data. For example, all of the following studies used a quantitative questionnaire to collect primary data for their studies(Ilyas, Abid, Ashfaq. 2020), (Asif1,Q.Miao, A.Jamee, F.Manzoor, A.Hussain, 2020), (I. Shafique, M. Na. Kalyar, T. Rani.2020),(Ayşe Negiş Işık.2020),(Ifzal Ahmad, Waheed Ali Umrani, 2019),(Narges Kia, Beni Halvorsen, Timothy Bartram.2019), (Shafique, I., N Kalyar, M. and Ahmad, B., 2018),(Kappagoda, U.W.M.R., 2018),(Seokhwa Yun, Jaehyung Ahn, Soojin Lee. 2016),(Shenjiang Mo,Junqi Shi.2016).

2.11.9 Data Analysis Methods

This study took advantage of the analysis of the collected data using correlation coefficient and regression analysis to analyze the collected data and address the research hypotheses. It has been coordinated with several previous studies that used the same method to analyze their data. All of the following studies, for example, used structural equation modeling through various analysis software applications such as spss to test their study models and hypotheses.) ,(Narges Kia, Beni Halvorsen, Timothy Bartram.2019), (Shafique, I., N Kalyar, M. and Ahmad, B., 2018),(Kappagoda, U.W.M.R., 2018),(Seokhwa Yun, Jaehyung Ahn, Soojin Lee. 2016),(Shenjiang Mo,Junqi Shi.2016).

2.12 Discrepancy and Differences from Previous Studies

This section focuses on the different differences between this study and previous studies in terms of the study environment, study variables, the methodology used, and the main data analysis tools used to analyze the primary data of the study.

2.12.1 Study Environment

The current study was conducted in the oil and gas sector in the Sultanate of Oman, after reviewing the literature, the researchers stopped at some previous studies that had a

different study environment while continuing to address similar topics and dealing with similar variables, some of which hypotheses were tested in a field study of American military teams (Martin). , S.R., Emich, K.J., McClean, E.J. and Woodruff, C., 2022). Also, (I. Shafique, M. Na. Kalyar, T. Rani.2020)Data were collected from 397 workers from ten organizations that produce chemical products.

2.12.2 Study Variables

The study focused on the impact of ethical leadership on task performance in the oil and gas sector in the Sultanate of Oman. It also seeks to explore the mediating roles of self-efficacy and job satisfaction in this relationship.

Some previous studies showed a discrepancy in the study variables by discussing the factors that were not included in this research.

(Nemteanu, Dabija.2021) For example, job satisfaction was considered to significantly and positively increase task performance, leading to a decrease in work behaviors leading to unsatisfactory outcomes. (Ilyas, Abid, Ashfaq. 2020) Examine the impact of ethical leadership on organizational confidence of employees, which in turn improves their participation in the workplace, Added (I. Shafique, M. Na. Kalyar, T. Rani.2020) study the effect of ethical leadership on safety and task performance under the accidental effects of safety fundamentals.

2.12.3 Methodology and Study Tools

The current study followed a quantitative approach along with a questionnaire as a data collection tool. The descriptive analytical approach was also followed to describe the attitudes of the respondents, to analyze data and test hypotheses. Previous studies did not show any discrepancy in the study methodology compared to the methodology used in this study.

2.12.4 Data Analysis Methods

The current study used descriptive analysis to describe the study sample, spss was used to analyze the collected data and address the research hypotheses. Several previous studies were consistent with this current study in terms of the methods used for data analysis and hypothesis testing.

2.13 Benefits Grasped from Previous Studies

The literature review and previous studies contribute significantly to a broader understanding of the different contexts and scenarios to study the impact of ethical leadership on job performance in the oil sector, and shed light on the importance of job satisfaction and self-efficacy in performing tasks.

Most of the previous studies showed that researchers built study models on different socio-technical theories and continued to modify these models by adding and removing variables or by merging multiple models together to reach a clearer understanding of the impact of ethical leadership on different aspects of all organizations and to identify the factors that affect the performance of mission.

Previous studies also helped identify the variables that researchers often use and the tools used to measure these variables, which in turn helped the researcher choose the variables of the current study and provided reliable measurement tools that researchers can rely on to build the current study model and test the study's variables.

Another benefit is having a broader understanding of the different study designs and touching on the prevailing methodologies used by other researchers to choose the study design and methodology that best fit the nature of the current study.

Furthermore, data collection tools are a very vital benefit of reviewing previous studies as the researcher can stand on the different data collection tools, identify the dominant tools and select the one that best suits the design and context of this study.

Previous studies also suggest a set of proposed future studies in which the researcher can select and declare a number of limitations that the researcher must work to overcome.

One of the most valuable benefits of previous studies is to compare the study results with the conclusions of other similar studies to ensure the validity and rationale of the study findings.

2.14 Chapter Summary

This chapter has cited a number of previous studies that dealt with the impact of ethical leadership on job performance. It also covered many aspects of congruence and mismatch between the current study and other studies in terms of environment, methodology, studied variables, and data analysis tools used to test the collected data. The lessons learned from previous studies were also highlighted by standing on the benefits of literature review.

Chapter three

Methodology

3 Methodology

3.1 Introduction

Chapter three will describe the implemented methodology in this research. This chapter will include research design, research strategy, research framework, data collection, study population and sample, and questioner design. Finally, the validity and reliability subjects will be covered at the end.

3.2 Research Design and Approach

The design of the research is more important because it provides as a research framework that provides suitable answers to research questions. The research design will discuss research strategies, research choices, and time horizons. In other words, it turns the research questions and objectives into a research project (Saunders et al., 2009).

The research design was explained by Saunders et al. (2009) as a general overview of how research questions will be addressed by the researcher. Moreover, the way that is selected to answer the research questions will influence the research philosophy and approach. Furthermore, the way of answering the research questions will determine the research strategy, type of samples and data collection methods, measuring variables methods, analysis ways of concepts and variables, and the time horizon required for the project.

This dissertation aims to define The Impact of Ethical Leadership with a mediating effect of Self-efficacy, Job satisfaction on Task Performance. The research strategy, study population and sample, data collection, measures of study variables, and other activities of the research are discussed in the following sections.

3.3 Research Strategy

The research strategies are chosen based on the research questions. The research strategy will also be driven by research goals, present information, time zone, and resources available. Moreover, the research strategy could be used for any kind of research exploratory, descriptive, and explanatory. According to that, it could belong to the deductive approach or inductive approach (Saunders et al., 2009).

Also, Saunders et al. (2009) said that the research strategy has different types, such as case study, action research, experiment, survey, archival research, ethnography, or grounded theoretical research. Moreover, a study can have more than one strategic type, such as case study strategy and survey strategy.

Research has two main types, either basic research or applied research. This study is essential research because it aims to generate and expand a body of knowledge that can help society and the country at large (Saunders et al., 2009). In another meaning, this dissertation will try to enhance the understanding of The Impact of Ethical Leadership with a mediating effect of Self-efficacy, Job satisfaction on Task Performance.

According to Saunders et al (2009), there are two main methods of analysis in research, either inductive or deductive. This study follows the deductive approach because this thesis will develop the current theory and hypotheses as well as design the research strategy to test the hypothesis (Saunders, et al., 2009).

Researches have different approaches such as positivism, explanatory or mixed approaches (Saunders et al., 2009). This thesis follows the positivist assumption as it follows quantitative methods and tests the hypothesis.

The search strategy can be used for any type of exploratory, descriptive and explanatory research. Accordingly, it can belong to the deductive approach or the inductive approach. A descriptive study seeks to describe the characteristics of a population or phenomenon (Saunders et al., 2009).

This study follows a descriptive approach since it seeks to describe characteristics of the leadership population which are leadership in Oman and study their Self-efficacy and Job satisfaction that effected on the on Task Performance.

Researchers use either the quantitative method, the qualitative method, or both depending on the requirements of the study.

This research will use a quantitative method through distribution questionnaires to employees which are work in oil and gas sactor in Oman.

3.4 Data Collection

Broad methods of collecting information data for research are categorized as primary and secondary data. Secondary sources such as books, papers, statistics and archives related to the study are used to collect secondary data. Furthermore, primary data can be collected using interviews, observation, questionnaire administration, or experiments (Uma Sekaran, 2016)

Accordingly, this message used two data collection methods; Secondary data through the use of books and literature as well as primary data through the distribution of questionnaires. Using the raw data method, The questionnaire was distributed electronically to a group of employees in the oil sector companies

3.5 Study Population and Sample

This study examines the variables that affect ethical leadership. The main variables covered in the study are job satisfaction, self-efficacy, and task performance. The target population for this study is the oil sector employees in the concession areas in the Sultanate of Oman. The study population is concentrated all the employees who work in the oil companies in the Sultanate of Oman. Therefore, the population in this study is almost large, from different companies, so it is difficult to access information and data for all workers, therefore, the study uses the non-probability sampling method. The non-probability sampling technique has certain advantages such as cost, efficiency and time. It is easy to use. Non-probability sampling technique has different types like; Quota sampling, appropriate judgment sampling. This study uses convenience sampling, which is non-random sampling, and in the other world the most easy-to-recruit personnel are selected to reach the target number of students.

3.6 Questionnaire Design

The study includes four main variables and two independent variables: ethical leadership and task performance. There are also two mediating variables, job satisfaction and self-efficacy. The questionnaire consists of two main parts; Part one covers demographic information, which relates to a student's personal information such as gender and their study information. The second part of the questionnaire is about questions of other

variables. The answers use a 5-point Likert scale for all variables in the study. According to Pimentel (2010), the Likert scale is most commonly used for questionnaires and is more used in social science research questionnaires. The 5-point Likert scale measures five levels of agreement, 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree (Fajias, 2006).

The measuring scale was defined for each factor as per the below:

4.6.1 Ethical leadership

Ethical leadership is an independent variable in this study. “The ethical leader works for mutual interests of the employees and the organization so both can get benefitted” (Slote, 2010). Measured by ten items (items shown in the below table) it was adopted from (Brown et al., 2005)

Table 3: Ethical leadership measures

Ethical leadership	
Reference	Modified Question
(Brown et al., 2005)	1. My head of department can be trusted
	2. My head of department listens to what employees have to say
	3. My head of department defines success not just by results but also the way that they are obtained
	4. When making decisions, my head of department asks “what is the right thing to do?”
	5. My head of department disciplines employees who violate ethical standards
	6. My head of department conducts his/her personal life in an ethical manner
	7. My head of department has the best interests of employees in mind
	8. My head of department makes fair and balanced decisions
	9. My head of department discusses business ethics or values with employees
	10. My head of department sets an example of how to do things the right way in terms of ethics

3.6.2 self-efficacy

self-efficacy is mediator variable in this study. According to the social learning viewpoint of Bandura (2010) about ethical leadership he recommends that the self-efficacy of the

followers is prone to be influenced by the ethical leaders since they are alluring and real good examples that try to help representatives to accomplish their goals at work. There are eight items (items shown in the below table) used to measure the self-efficacy. It was adopted from (Gilad et al., 2001)

Table 4: self-efficacy measures

self-efficacy	
Reference	Modified Question
(Gilad et al., 2001)	1. I will be able to achieve most of the goals that I set for myself.
	2. When facing difficult tasks, I am certain that I will accomplish them.
	3. In general, I think that I can obtain outcomes that are important to me.
	4. I believe I can succeed at most any endeavor to which I set my mind.
	5. I will be able to successfully overcome many challenges.
	6. I am confident that I can perform effectively on many different tasks.
	7. Compared to other people, I can do most tasks very well.
	8. Even when things are tough, I can perform quite well.

3.6.3 Job satisfaction

Aziri (2011) has defined job satisfaction as positive state of mind or positive feeling that comes as a result of evaluation of an employee’s job or performance. Job satisfaction is mediator variable. Measured by six items (items shown in the below table 3.3) it was adopted from (**Brayfield & Rothe 1951**)

Table 5: Job satisfaction measures

Job satisfaction	
Reference	Modified Question
(Brayfield & Rothe 1951)	1-I am completely satisfied and satisfied with my current job/job
	2-Most of the time, I go to work with an open chest
	3-I feel happier at my job than most of the other employees
	4-I love my job more than other employees
	5-My job offers me more than I expect
	6-I definitely love my job

3.6.4 Task Performance

Job performance can be defined as a metric or measuring tool utilized by organizations to assess the contributions of an employee towards the organizational goals (Kwon & Lee, 2016).task performance is dependent variable. Measured by eight items (items shown in the below table) it was adopted from (Griffin et al., 2007)

Table 6: Task performance measures

Task performance	
Reference	Modified Question
(Griffin et al., 2007)	1. Carried out the core parts of your job well
	2. Completed your core tasks well using the standard procedures
	3. Ensured your tasks were completed properly
	4. Adapted well to changes in core tasks
	5. Coped with changes to the way you have to do your core tasks
	6. Learned new skills to help you adapt to changes in your core tasks
	7. Initiated better ways of doing your core tasks
	8. Come up with ideas to improve the way in which your core tasks are done
	9. Made changes to the way your core tasks are done

3.7 Questionnaire Validity and Reliability

Instrument validity refers to the degree to which the instrument measures what it is supposed to measure. Whereas, tool reliability refers to consistency in the results obtained if the same measures were used on different occasions or applied to different participants (Easterby-Smith, Thorpe, & Lowe, 2002).

There are several tools that can be used to evaluate the study tool; In this study, the validity of the study content and statistical validity were used to assess the validity of the tool.

The questionnaire was validated through several steps:

1 - After completing the questionnaire, it was reviewed and filtered by the supervisor and modified according to his comment.

2 - A questionnaire form was distributed with a summary of the study to a number of well-informed employees from both administrators and academics from the Eastern University for review and comment. This helps to modify the questionnaire.

3. While distributing the questionnaire, the researcher collects the students' notes and comments to make sure that the questionnaire is understandable and clear to them.

On the other hand, after validating the questionnaire and collecting data for the pilot study, a reliability test should be performed. Reliability testing can be performed by calculating Cronbach's alpha for each factor in the survey separately and is the most common method for checking reliability based on several items in each variable (Hinton et al., 2004). Cronbach's alpha must be more than 0.6 and less than 1. SPSS is used to perform the reliability test.

Table 7: Questionnaire Validity and Reliability

Variables	Number of Items (NoI)	Number of Respondents (NoR)	Cronbach's Alpha
Ethical Leadership	10	250	0.846
Self-Efficacy	8	250	0.728
Job Satisfaction	6	250	0.847
Task Performance	9	250	0.849

Chapter four

Data Analysis and

Findings

4 Analysis and Results

4.1 Introduction

In this chapter, results of data analysis will be discussed. This chapter comprises of finding missing values in data, descriptive analysis of variables like standard deviation, mean, maximum and minimum values, correlation analysis, separate regression analysis for every hypothesis including mediations. Summary providing details of rejecting or accepting of hypothesis is also included in this chapter.

4.2 Descriptive Analysis

Descriptive statistics is a part of any survey. In this study 6 descriptive questions have been collected from the respondents. Those include gender, educational level, age, years of work experience, current position held and nationality. The analysis of the data is given below.

4.2.1 Gender

Gender is the first descriptive question that has been asked to the respondents. The table 8 shows the distribution of male and female respondents.

Table 8:Descriptive Analysis "Gender"

Gender	Number of respondents	Percentage
Male	229	91.6
Female	21	8.4
Total	250	100

الجنس gender
250 responses

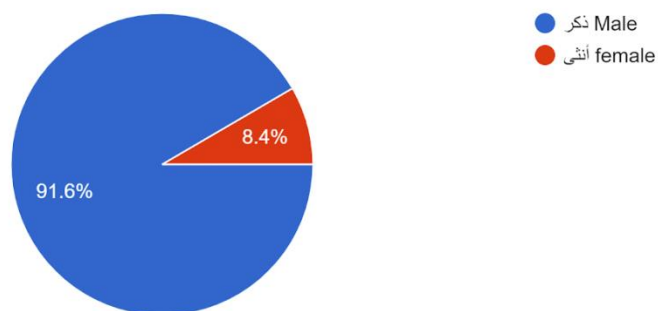


Figure 2: Gender

The table 8 and chart displays the number of male and female respondents. There were 229 male respondents accounting to 91.6% and 21 female respondents accounting to 8.4% who have answered the survey questions.

4.2.2 Educational Level

The second descriptive study factor is educational qualification of the respondents. The categories given were diploma, bachelor, master's and PHD level.

Table 9: Descriptive Analysis "Educational level"

Educational level	Number of respondents	Percentage
Diploma	46	18.4
Bachelor	164	65.6
Master's	39	15.6
PHD	1	0.4
Total	250	100

المستوى التعليمي Educational level
250 responses

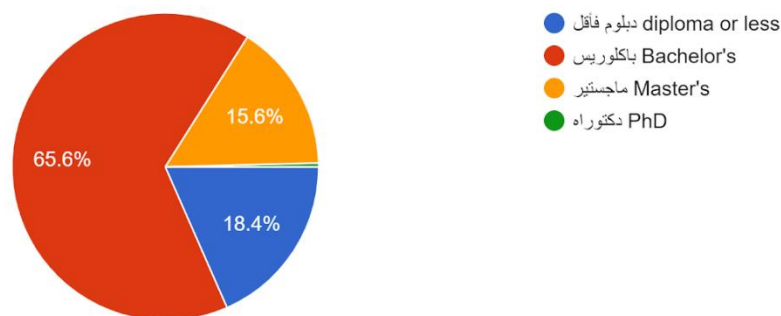


Figure 3: Educational level

The table 9 and chart shows the number of respondents at different educational level. Out of 250 respondents 164 of them had bachelor level of education while 46 and 39 respondents were at diploma and master's level education respectively.

4.2.3 Age

The third descriptive study factor is the age of the respondents. For the study purpose age has been categorized into less than 30 years, from 30 to 45 years and above 45 years.

Table 10: Descriptive Analysis "Age"

Age	Number of respondents	Percentage
Less than 30 years	47	18.8
30 to 45 years	157	62.8
Above 45 years	46	18.4
Total	250	100

العمر Age
250 responses

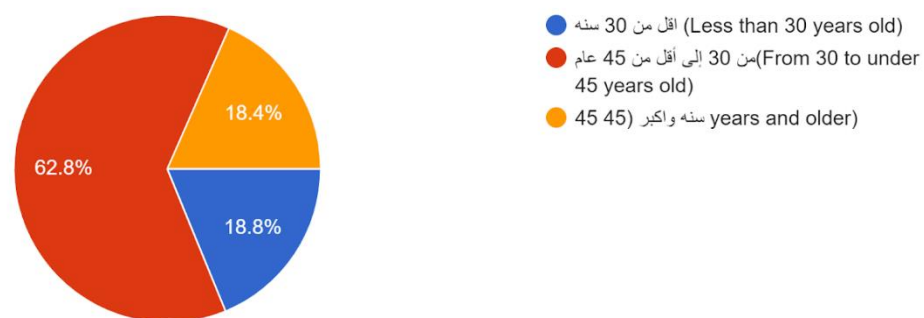


Figure 4: Age

The table 10 and chart indicates the age group of the respondents. Out of 250 respondents 157 of them were from 30 to 45 years old which accounted to a maximum of 62.8% while 47 of the them were less than 30 years of age and 46 of them were above 45 years of age.

4.2.4 Years of experience

The fourth descriptive data being years of experience of the respondents has been asked and categorized into less than 5 years of experience and 5 to 10 years and more than 10 years.

Table 11: Descriptive Analysis "years of experience"

Experience	Number of respondents	Percentage
Less than 5 years	42	16.8
From 5 to 10 years	117	46.8
Above 10 years	91	36.4
Total	250	100

سنوات الخبرة (Years of experience)

250 responses

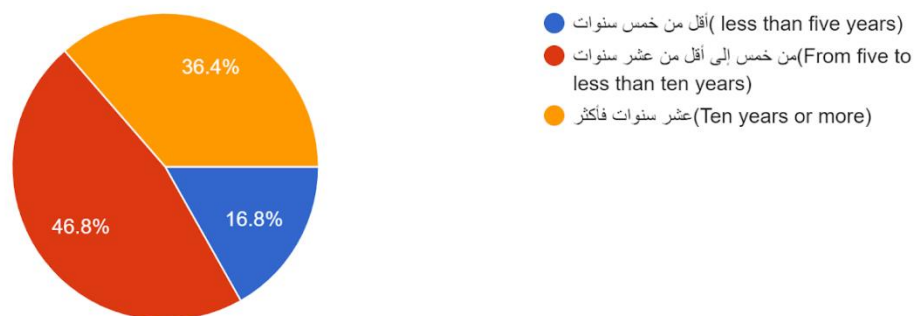


Figure 5: years of experience

The above table and chart indicates the years of experience of the respondents. The data collected shows that 46.8% of the respondents are of the experience class of 5 to 10 years while 36.4% of them are in less than 5 years' experience category and 16.8% were having more than 10 years' experience.

4.2.5 Current Position

The fifth descriptive question was on the current position held by the respondents has been studied using the categories of general/assistant general manager, director/assistant manager, administrative position, head of the department, technician/engineer and others.

Table 12: Descriptive Analysis "current position"

Current position	Number of respondents	Percentage
General/assistant general manager	10	4
Director/assistant manager	48	19.2
Administrative position	42	16.8
Head of the department	48	19.2
Technician/Engineer	73	29.2
others	29	11.6
Total	250	100

الوظيفة الحالية(Current Position)

250 responses



Figure 6: current position

The above table and chart shows the current employment position of the respondents. There were around 29.2% of the respondents belonging to engineer/technician category while a minimum of 4% of the respondents at general manager and assistant general manager level. There were also 11.6% of respondents who do not belong to any of the categories listed in the survey.

4.2.6 Nationality

The sixth descriptive question was about the nationality of the respondents has been studied using two categories Omani national and Non-Omani nationals.

Table 13:Descriptive Analysis "nationality"

Age	Number of respondents	Percentage
Omani	198	79.2
Non- Omani	52	20.8
Total	250	100

الجنسية (Nationality)
250 responses

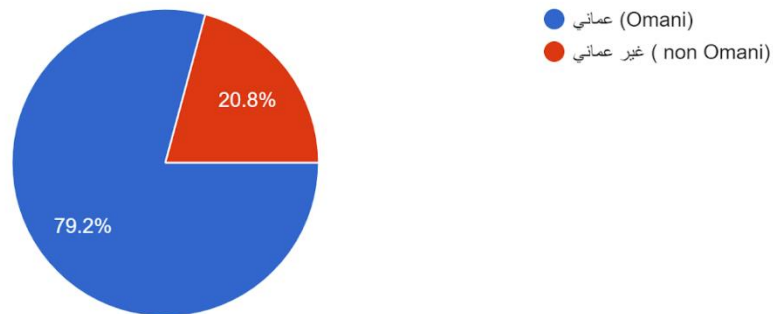


Figure 7: nationality

The above table and chart shows the nationality of the respondents which has been divided into two categories namely Omani nationals who accounted to 79.2% and Non-Omani nationals who were of 20.8% out of 250 respondents who have filled the study questionnaire.

All the study variables are described in meaningful manner with descriptive statistics. Total number of responses, the standards deviation values, maximum and minimum values and mean values for each variable are discussed in this section. The value of standard deviation of describes the variation in responses around their mean value for a given variable and mean value of every given variable indicates the average of responses. A seven point Likert Scale ranging from “1 Strongly Disagree to 7 Strongly Agree” was used to measure variables of this study. Descriptive analysis provides the statistical summary of data and significant statistical points of data. Table of Descriptive Statistics shows numerical figures representing data.

Table 14:Demographic variables descriptive Analysis

	N	Mean	Standard Deviation	Min	Max
Gender	250	1.08	0.28	1	2
Age	250	2	0.61	1	3
Education	250	1.98	0.60	1	4
Work Experience	250	2.20	0.70	1	3
Current position	250	3.85	1.43	1	6
Nationality	250	1.21	0.41	1	2

The table 14 for descriptive analysis shows six columns, first column for variable names, second column for number of responses (N), third column for mean values of data, fourth column for standard deviation values of data, fifth and sixth columns show the minimum and maximum values for each variable, respectively. Description analysis was performed on total number of responses N= 250, acquired from the data collection process aimed for data analysis. Standard deviation value is 0.28 and 1.08 is the mean value for gender. Standard deviation value is 0.61 and the mean value is 2 for age. The mean value is 1.98 and standard deviation value is 0.60 for education. Standard deviation value is 0.70 and 2.20 is the mean value for work experience. and standard deviation value is 1.43 and 3.85 is the mean value for current job position. Standard deviation value is 0.41 and 1.21 is mean value for nationality of the respondents. Gender ranges from maximum 2 to minimum 1 value. Age ranges from maximum 3 to minimum 1 value. Education ranges from maximum 4 to minimum 1 value. Work experience ranges from maximum 3 to minimum 1 values. Current job position ranges from maximum 6 to minimum 1 value. Nationality ranges from maximum 2 to minimum 1 value.

Table 15: Study variables descriptive statistics

	N	Mean	Standard Deviation	Min	Max
Ethical Leader	250	4.60	1.45	1	7
Self-Efficacy	250	5.06	1.38	1.5	7
Task Performance	250	5.06	1.40	1.11	7
Job Satisfaction	250	4.87	1.47	1	7

The column 1 contains the variables of study (both independent and dependent), the number of respondents or sample size are present in second column, the mean values for all variables are shown in third column, the standard deviation values of all variables is present in fourth column, the minimum and maximum values for all variables are indicated in fifth and sixth column in the data, respectively. Ethical leadership has mean value =4.60 and standard deviation value=1.45. Self-efficacy has a mean value= 5.06 and standard deviation value=1.38. The mean value and standard deviation value for Task Performance are 5.06 and 1.40, respectively. The standard deviation and mean values for job satisfaction are 4.87 and 1.47. The ethical leadership, the independent variable of the study ranged from maximum 7 to minimum 1 values. Self-efficacy, mediating variable ranges from maximum 7 to minimum 1.5 values in current study. Task Performance, dependent variable ranges from maximum 7 to minimum 1.11 values. Job satisfaction, mediating variable of the study ranges from maximum 7 to minimum 1 values. This descriptive analysis was performed on all the responses gathered during data collection process. To perform analysis total responses N=250 were selected.

4.3 Correlation Analysis

The analysis which represents strength and relationship among variables as well as determines the direction of this relationship is referred to as correlation analysis. Correlation analysis is performed to assess the extent to which the study variables are influenced by each other. Positive correlation depicts that the related variables increase or decrease together and have a direct or parallel relation. While negative correlation depicts that if one variable decreases, the other increases or vice versa. The variables do not have a parallel relationship. Pearson's correlation is mostly used for evaluating correlation

coefficient (r) and assess the relationship among variables. The coefficient has a range of -1.0 to +1.0, all the correlation coefficients either positive or negative lie in this range. If correlation is +1 it is said to be positive and if it is -1 it is said to be negative. There is said to be a high/strong correlation for values ranging from +0.5 to +1. The correlation values ranging from 0.5 to 0.3 either positive or negative depict a moderate correlation while correlation value of 0.1 to 0.3 both positive and negative show very weak correlation among variables. There exists no correlation between the variables if correlation value is zero.

Table 16: Correlation Analysis

	Ethical Leadership	Self-efficacy	Task Performance
Self-Efficacy	0.63**		
Task Performance	0.59**	0.86**	
Job Satisfaction	0.66**	0.65**	0.74**
Note: p<0.01 is indicated by **			

Table 16 shows the correlation between all study variables. There exists a positive relationship between ethical leadership (Independent variable) and the dependent variable, Task Performance (r=0.59, p<0.01). A positive relationship of ethical leadership with self-efficacy and job satisfaction is presented by r=0.63 and r=0.66 (p<0.01), respectively in table 3. Self-efficacy and job satisfaction also have a positive relationship with Task Performance, indicated by r=0.86 and r=0.65 (p<0.01) respectively.

4.4 Hypothesis Testing

4.4.1 H1: Ethical Leadership has an impact on task performance of employees.

Mediation Analysis is used to interpret the process by which independent and dependent variable are linked by the intervening/mediating variables. SPSS software was used to run mediation analysis and A.F. Hayes method was implemented for analysis. In this study, there exist two mediating variables i.e., self-efficacy and job satisfaction intervening the

relationship of Ethical Leadership, independent variable and dependent variable, Task Performance.

Table 17 shows the regression results for hypotheses 1 concerning Ethical leadership, independent variable and dependent variable, Task Performance. Results indicate significant $\beta=0.56$ with t-value of 11.365 at $p=0.000$, showing a significant positive association of Task performance and ethical leadership. Both the lower and upper bounds of class interval also have same positive signs, emphasizing this positive association. Thus, Hypothesis 1 is supported.

Table 17:Regression Between Ethical Leadership and Task Performance

Dependent variable: Task Performance						
Model Summary						
R	R²	F	MSE	Df1	Df2	p
0.585	0.342	129.167	1.289	1	249	.0000
Model						
	β	se	t	p	LL CI	UL CI
Constant	2.475	0.238	10.378	.000	1.828	3.125
Ethical Leadership	0.562	0.049	11.365	.000	0.441	0.681

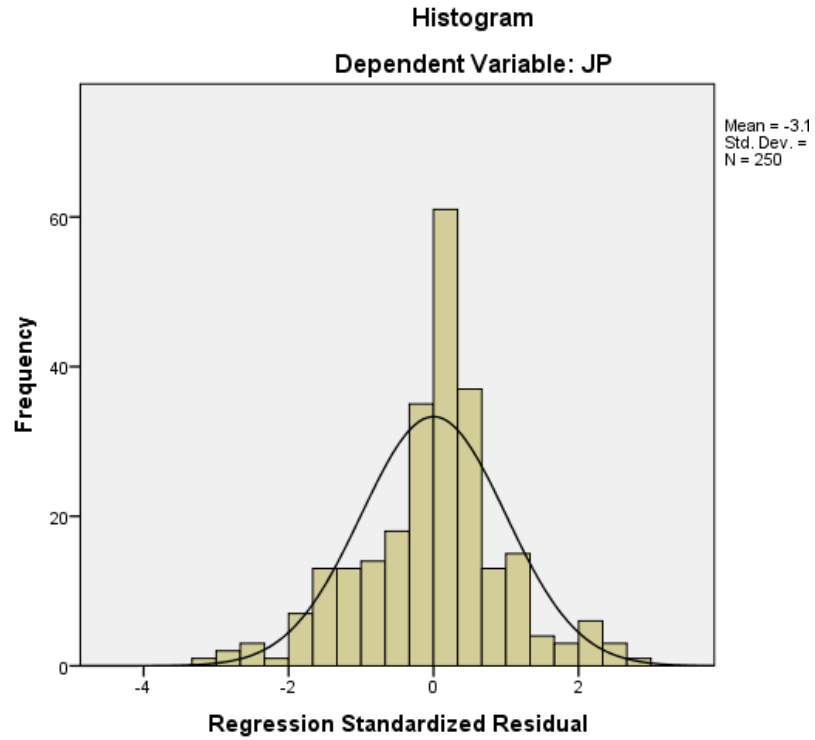


Figure 8: Standardized Residual of Regression

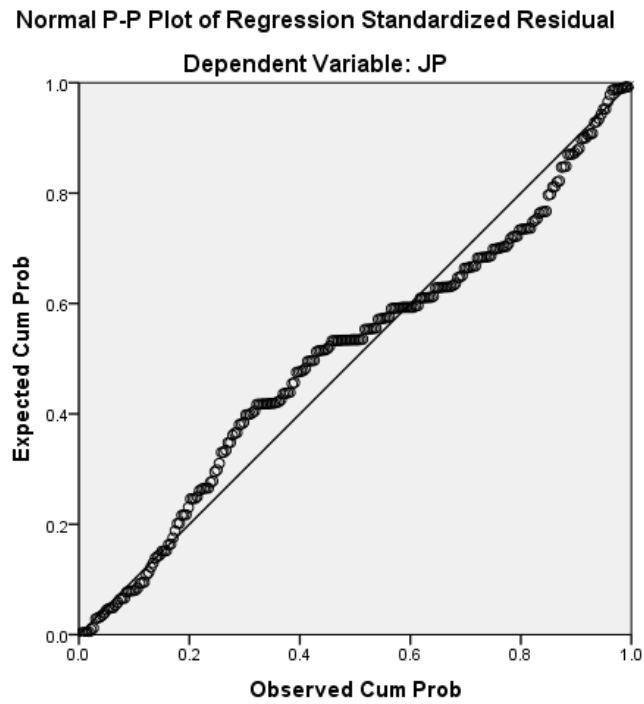


Figure 9: P-plot or Residual Regression

4.4.2 H2: Ethical Leadership has an impact on Self-efficacy.

Table 18 shows the regression results for relationship between mediating variable i.e., Self-efficacy and Ethical leadership i.e., independent variable. Results indicate significant $\beta=0.601$ with t-value of 12.916 at $p=0.000$, showing a significant positive relationship between self-efficacy and ethical leadership.

Table 18:Regression Between Self-efficacy and Ethical Leadership

Dependent variable: Self-efficacy						
Model Summary						
R	R ²	F	MSE	Df1	Df2	p
0.634	0.402	166.832	1.14	1	249	.0000
Model						
	β	se	t	p	LL CI	UL CI
Constant	2.301	0.224	10.263	.0000	1.720	2.943
Ethical Leadership	0.601	0.047	12.916	.0000	0.484	0.709

Both the lower and upper bounds of class interval also have same positive signs, emphasizing this positive association. Thus, Hypothesis 4 is supported.

4.4.3 H3: Self-efficacy impacts on task performance of employees.

Table 19:Regression between Self-efficacy and Task Performance

Dependent variable: Task Performance						
Model Summary						
R	R ²	F	MSE	Df1	Df2	p
0.855	0.731	673.244	0.528	1	249	.000
Model						
	β	se	t	p	LL CI	UL CI
Constant	0.670	0.175	3.822	.000	0.266	1.207
Self-efficacy	0.867	0.033	25.947	.000	0.773	0.941

Table 19 shows the regression results for relationship between mediating variable (self-efficacy) and dependent variable (Task Performance). Results indicate significant $\beta=0.867$ with t-value of 25.947 at $p=0.000$, showing a significant positive relationship between task performance and self-efficacy. Both the lower and upper bounds of class interval also have same positive signs, emphasizing this positive association. Thus, Hypothesis 2 is supported.

4.4.4 H4: Ethical Leadership has an impact on Job Satisfaction

Table 20: Regression of Job Satisfaction and Ethical Leadership

Dependent Variable: Job Satisfaction						
Model Summary						
R	R²	F	MSE	Df1	Df2	p
0.660	0.435	191.024	1.22	1	249	.0000
Model						
	β	se	t	p	LL CI	UL CI
Constant	1.805	0.232	7.776	.000	1.316	2.404
Ethical Leadership	0.67	0.048	13.821	.000	0.544	0.767

Table 20 shows the regression results for association between independent variable (Ethical Leadership) and mediating variable (Job Satisfaction). Results indicate significant $\beta=0.67$ with t-value of 13.821 at $p=0.000$, showing a significant positive relationship between job satisfaction and ethical leadership. Both the lower and upper bounds of class interval also have same positive signs, emphasizing this positive association. Thus, Hypothesis 5 is supported.

4.4.5 H5: Job Satisfaction significantly impacts of task performance.

Table 21 shows the regression results for relationship between mediating variable (job satisfaction) and dependent variable (Task Performance). Results indicate significant $\beta=0.703$ with t-value of 17.256 at $p=0.000$, showing a significant positive relationship

between Task performance and job satisfaction. Both the lower and upper bounds of class interval also have same positive signs, emphasizing this positive association. Thus, Hypothesis 3 is supported.

Table 21:Regression of Task Performance with Job Satisfaction

Dependent variable: Task Performance						
Model Summary						
R	R ²	F	MSE	Df1	Df2	p
0.739	0.546	297.765	0.891	1	249	.000
Model						
	β	se	t	p	LL CI	UL CI
Constant	1.638	0.207	7.911	.000	1.052	2.289
Job Satisfaction	0.703	0.041	17.256	.000	0.590	0.806

4.4.6 Mediation Analysis (H6 & H7):

The following analysis is provided to test H6 and H7:

H6: Self-efficacy mediates the relationship between Ethical Leadership and task performance

H7: Job Satisfaction mediates the relationship between Ethical Leadership and task performance.

Table 22 represents the mediation analysis results by using Hayes macro process 4 and tests the intervening effect of mediators on the relationship of Task Performance and Ethical Leadership. Mediators are Job satisfaction and self-efficacy and job satisfaction 0-0.07% is the relationship effect influencing Task Performance through Ethical leadership, there exists no relationship between task performance and ethical leadership indicated by insignificant $\beta = -0.07$ and $t = -1.178$ ($p = 0.000$). The upper and lower class limits are opposite at $p < 0.076$ showing no direct association. Both mediators significantly influence association of task performance and ethical leadership, hence it is a case of full mediation.

Table 22: Mediation Analysis

Dependent Variable: Task Performance						
Model Summary						
R	R²	F	MSE	Df1	Df2	p
0.8902	0.7924	312.9628	0.4104	3	246	.0000
Model						
	β	se	t	p	LL CI	UL CI
Constant	0.2981	0.1643	1.8147	.0708	-0.0255	0.6217
Ethical Leadership	-0.0708	0.0398	-1.7786	.0765	-0.1493	0.0076
Self-efficacy	0.6843	0.0415	16.5011	.000	0.6027	0.7660
Job Satisfaction	0.3334	0.0401	8.3244	.000	0.2545	0.4123

The first mediator is self-efficacy and table 22 shows the positive relationship with significant $\beta = 0.68$ and $t=16.50$. Task Performance is 68% influenced by self-efficacy. Both ULCI and LLCI have same positive signs ($p<0.05$), indicating a positive mediation of self-efficacy. Thus, accepting the mediation effect of self-efficacy on the relationship of ethical leadership and Task Performance.

Table 23: Direct effect of ethical leadership on Task Performance

Effect	se	t	p	LL CI	UL CI
-0.0708	0.0398	-1.7786	0.0765	-0.1493	0.0076

Table 22 also exhibits the how job satisfaction intervenes between task performance and ethical leadership. The second mediator is job satisfaction and its $\beta=0.33$ is positive and significant with $t=8.32$. Job satisfaction influence Task Performance by 33%. This mediation hypothesis is also emphasized by the same positive signs of both ULCI and LLCI ($p<0.05$). Thus, accepting the hypothesis that job satisfaction mediates, the

relationship between ethical leadership (independent variable) and dependent variable, Task Performance.

Table 24: indirect Effect of Ethical leadership on Task Performance

Indirect Effect of Ethical Leadership on Task Performance				
	Effect	se	LL CI	ULCI
Total	0.6330	0.0677	0.5111	0.7751
Self-efficacy	0.4111	0.0525	0.3120	0.5151
Job satisfaction	0.2219	0.0563	0.1216	0.3428

4.4 Summary of Hypotheses Testing

Table 25 exhibits the summary of all hypotheses of this study and their decision or acceptance/rejecting based on results.

Table 25: Summary of all hypotheses

H	Hypotheses	Result
H1	Ethical Leadership has a significant positive association with Task Performance.	Supported
H2	Self-efficacy has a significant positive association with Task Performance.	Supported
H3	Job Satisfaction has a significant positive association with Task Performance.	Supported
H4	Ethical Leadership has a significant positive association with Self-efficacy.	Supported
H5	Ethical Leadership has a significant positive association with Job Satisfaction.	Supported
H6	Self-efficacy mediates between Ethical Leadership and Task Performance.	Supported
H7	Job Satisfaction mediates between Ethical Leadership and Task Performance.	Supported

Chapter five

Conclusion and Recommendation

5 Conclusion and Recommendation

5.4 Introduction

In this chapter, the results of data analysis will be discussed and conclusion will be summarized. The chapter will focus on significant findings of this study covering main results extracted from the literature and confirmed from data analysis via SPSS. Furthermore, The theoretical and practical implications of this study will be discussed. At the end, some study limitations will be realized and recommendations for future research will be explained.

5.5 Results Discussion

This investigation was aimed to investigate the literature gap regarding the relationship of ethical leadership and task performance as well as the mediating role of self-efficacy and job satisfaction. Data to test hypotheses for this study has been collected from to employees which are work in oil and gas sactor in Oman.

Hypothese H1 stating a positive significant relationship between ethical leadership and task performance has been supported. Employees are the key indicators of performance of a business, employees imitate their leaders when leaders perform their jobs with full responsibility employees also do it and their task performance is enhanced because the subordinates become able to understand their true job obligations, performance targets and organizational expectations(Yang and Wei, 2017). They work with more honesty, integrity, confidentiality, loyalty towards the organizations. Therefore, their task performance is improved.

Hypothesis 2 suggests a positive relationship between self-efficacy and task performance, was also supported. Kappagoda (2018) argue that self-efficacy can serve as a motivational tool. When employees feel confident about their job and the way they perform it, they get motivated to complete the job tasks efficiently and effectively. Thus, their task performance is enhanced due to increased self-efficacy.

Hypotheses 3 has also been supported by results. Results suggest a positive relationship between job satisfaction and task performance. This is consistent with findings of previous research, when employees will be satisfied from their jobs they will be more committed to

their jobs and their task performance will be enhanced (Nemteanue and Dabija, 2021). Both task performance and job satisfaction are focused on job-related tasks. Therefore, when employees will feel satisfied with their job and enjoy performing job tasks their job performance is improved.

This study also found a significant positive relationship between ethical leadership and self-efficacy (Hypotheses 4 supported). This finding implies that an ethical leader is able to enhance self-efficacy of employees in an organization. The employee behavior is influenced by their relationship with their leader, which is an external cue (Ilyas et al., 2020). When the external cue i.e., the influence of ethical leadership would be higher the employees self-efficacy would be higher. Employees will follow the leader's directions to achieve organization tasks.

Results support the hypotheses 5, which implies that ethical leadership has a significant positive relationship with job satisfaction. Ethical leader can influence the job attitudes and behaviors of employees. Employees when observe that their supervisor is an ethical leader and punishes the wrong doers, believes in fair treatment of employees and is honest towards his responsibilities, their job satisfaction is enhanced. Shafique et al. (2018) have reported similar results while investigating job satisfaction due to ethical leader.

Hypothesis 6 states that self-efficacy mediates the relationship of ethical leadership and task performance and it is accepted. When the ethical leader supports the employees and they are treated fair their self-efficacy is enhanced as they feel more confident and due their increased confidence on their competence their task performance is optimized (Martin et al., 2022). Their efficiency and effectiveness of task performance is enhanced. The mechanism is best explained as self-efficacy is an inner feeling, it is one's belief about themselves and ethical leaders by exhibiting ethical behavior makes employees feel better about themselves and have faith in their abilities. These strengthened believes of workers then contribute to increased task performance of the workers.

Hypothesis 7 was supported by the results. Thus, it is accepted that job satisfaction significantly mediates the relationship between ethical leadership and task performance. As shafiqu et al. (2018 suggested job satisfaction of employees is enhanced because of ethical

leadership style, as the employees feel inspired from ethical leaders. When employees feel inspired, their job satisfaction gets higher and they perform their jobs more committedly and devotedly. Hence, their job performance is also enhanced. This can be explained better by viewing that satisfied employees put all their efforts into performing their jobs and their task performance is enhanced due ethical and fair treatment of ethical leader.

5.6 Conclusion

This study aimed to identify why and how task performance is influenced by ethical leadership among young to employees which are work in oil and gas sactor in Oman and how potential mediators like self-efficacy and job satisfaction influence task performance. Ethical leadership was found to be positively correlated with self-efficacy, job satisfaction and task performance. The data collected from surveys revealed that ethical leaders enhance the task performance of leadership by boosting their self-efficacy and enhancing their job satisfaction. An online survey was developed and administered in the beginning of this research study and 250 samples were collected. This collected data was analyzed using SPSS and A.F. Hayes Macro process for mediation analysis. All the research hypothesis were accepted. The justification for acceptance of hypothesis have also been discussed previously. This study proved a direct association between ethical leadership and task performance as well as mediators like self-efficacy and job satisfaction.

5.7 Theoretical Implication

This study has numerous contributions in field of ethical leadership and task performance. This study contributes to the understanding of mechanism through which ethical leadership can enhance the self-efficacy and job satisfaction of leadership leading to improvement in their task performance. Firstly, this study conceptualized the direct effect of ethical leadership on task performance. This study fills the research gap by contributing to existing literature on ethical leadership and its effectiveness on task performance of leadership. Secondly, this study tested how ethical leadership influences task performance in the presence of mediators like self-efficacy and job satisfaction. This relationship was missing in existing studies and results of this study contribute by providing evidence for the existence of positive relationship between these variables. Thirdly, this study measured how study mediators i.e., self-efficacy and job satisfaction influence task performance of

leadership. The results were found consistent with previous studies findings. These hypotheses were tested to be applicable for to employees which are work in oil and gas sactor in Oman. Finally, there exists a dispute in literature, some studies suggest that there exists a significant positive relationship between ethical leadership and task performance of employees but some have found this relationship to be unstable. This study has tried to dissolve this conflict by showing that self-efficacy and job satisfaction completely mediate this relationship and make is stronger.

5.8 Practical and Managerial Implications

In addition to theoretical implications, this study also has some practical implications. Firstly, task performance of employees can be enhanced by an ethical leader. It is very important that organizations hire and promote those employees as leaders which present ethical values and committed to these values. Ethical leaders provide support, trust and care for their followers. Employee's willingness to show more concern and provide creative ideas in the supervision of an ethical leader. The findings of this study suggest that ethical leadership behavior should be exhibited by the supervisors and organizations should provide training to supervisors to become a participant of team development in addition to encouraging employees. Ethical leader can enhance the self-efficacy of employees by different techniques like enactive mastery, vicarious experience, affective arousal and verbal persuasion. Enhanced self-efficacy boosts confidence of employees they feel more competent and their productivity/task performance is improved. Thus, organizations supervisors should try to boost employee confidence and self-efficacy, is they want to enhance their task performance. Furthermore, it has been proved by thid study that ethical leadership influences job satisfaction. Thus, it is important that employees feel satisfied from their jobs which can be achieved by the help of ethical leadership. Moreover, this study also indicates that job satisfaction is also a potential mediator influencing the relationship between ethical leadership and task performance. Therefore, it is important that supervisors by exhibiting ethical behavior cultivate employee job satisfaction so that task performance of employees can be enhanced.

5.9 Limitations and Future Direction

Some limitations of this study are: First, this study is cross-sectional in nature thus unable to explain the causal relationship between task performance and ethical leadership. Future studies can consider using experimental or longitudinal studies. Second, this study did not capture the entire mediating mechanism existing between ethical leadership and task performance. Future studies should focus on some more mediating variables in addition to self-efficacy and job satisfaction. Third, the research sample was based to employees which are work in oil and gas sector in Oman which limits generalizability of findings of this study. This study context has its own culture and values which vary from region to region and country to country to country. Future studies can investigate implications of current study upon different cultural contexts. Fourth, other forms of positive leadership like charismatic leadership and transformational leadership have not been treated as control variables in this study. Future studies should control for these.

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Appendices

استبيان

تأثير القيادة الأخلاقية على الاداء الوظيفي من خلال الرضا الوظيفي و الكفاءة الذاتية في مناطق النفط والغاز سلطنة عمان

أخي المشارك / أختي المشاركة تحية طيبة وبعد ...

يعتبر هذا الاستبيان ضمن متطلبات أطروحة الماجستير في إدارة الأعمال من جامعة الشرقية، حيث تجري بحث بعنوان: تأثير القيادة الأخلاقية على الاداء الوظيفي من خلال الرضا الوظيفي و الكفاءة الذاتية في مناطق النفط والغاز سلطنة عمان. لا يوجد إجابات صحيحة أو خاطئة ما دمت تفعل ذلك بكل أمانة، حيث سوف يتم التعامل مع إجاباتك على هذا الاستبيان بمنتهى من السرية. سيتم تحليل نتيجة الاستطلاع للأغراض الأكاديمية والعلمية فقط. ستساهم ردودك بشكل فعال جداً في هذا البحث الأكاديمي. لا تستغرق مشاركتك في هذا الاستبيان أكثر من 3 دقائق فقط، ونتقدم لك بالشكر الجزيل على تعاونك في إجراء هذه الدراسة.

القسم الأول: البيانات الشخصية

	<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
1. الجنس		
	<input type="checkbox"/> أعزب	<input type="checkbox"/> متزوج
2. الحالة الاجتماعية		<input type="checkbox"/> مطلق
	<input type="checkbox"/> دكتوراه أو أعلى	<input type="checkbox"/> ماجستير
3. المستوى التعليمي	<input type="checkbox"/> دبلوم	<input type="checkbox"/> بكالوريوس
	<input type="checkbox"/> ثانوية عامة فأقل	
	<input type="checkbox"/> أقل من 25 عام	<input type="checkbox"/> من 25 إلى أقل من 35 عام
4. العمر	<input type="checkbox"/> من 35 إلى أقل من 45 عام	<input type="checkbox"/> 45 عام فأكثر
	<input type="checkbox"/> أقل من سنة	<input type="checkbox"/> من سنة إلى أقل من خمس سنوات
5. سنوات الخبرة في المؤسسة	<input type="checkbox"/> من خمس إلى أقل من عشر سنوات	<input type="checkbox"/> عشر سنوات فأكثر
	<input type="checkbox"/> الوظيفة الحالية فقط	<input type="checkbox"/> وظيفتين فقط
6. عدد الوظائف التي شغلناها في المؤسسة	<input type="checkbox"/> ثلاث وظائف فقط	<input type="checkbox"/> أكثر من ثلاث وظائف
	<input type="checkbox"/> مدير عام / مساعد مدير عام	<input type="checkbox"/> مدير / مساعد مدير
7. الوظيفة الحالية	<input type="checkbox"/> رئيس قسم	<input type="checkbox"/> فني / مهندس
	<input type="checkbox"/> غير ذلك,.....	<input type="checkbox"/> إداري

القسم الثاني: تصف العناصر التالية القيادة الأخلاقية ، يرجى الإشارة إلى مدى موافقتك على العبارة التالية من خلال تدوير الرقم المناسب على مقياس التصنيف المقدم.

7	←					1	البند
A. القيادة الأخلاقية: (Brown et al., 2005)							
7	6	5	4	3	2	1	1. يمكن الوثوق برئيس القسم الخاص بي
7	6	5	4	3	2	1	2. يستمع رئيس قسمي إلى ما يقوله الموظفون
7	6	5	4	3	2	1	3. يعرّف رئيس القسم الخاص بي النجاح ليس فقط بالنتائج ولكن أيضًا بطريقة الحصول عليها
7	6	5	4	3	2	1	4. عند اتخاذ القرارات ، يسألني رئيس القسم "ما هو الشيء الصحيح الذي يجب عمله؟"
7	6	5	4	3	2	1	5. رئيس القسم يقوم بتأديب الموظفين الذين يخالفون المعايير الأخلاقية
7	6	5	4	3	2	1	6. يدير رئيس القسم حياته الشخصية بأسلوب أخلاقي
7	6	5	4	3	2	1	7. يراعي رئيس القسم مصلحة الموظفين
7	6	5	4	3	2	1	8. يتخذ رئيس القسم قرارات عادلة ومتوازنة
7	6	5	4	3	2	1	9. يناقش رئيس القسم الخاص بي أخلاقيات العمل أو القيم مع الموظفين
7	6	5	4	3	2	1	10. يقدم رئيس القسم الخاص بي مثالاً على كيفية القيام بالأشياء بالطريقة الصحيحة من حيث الأخلاق

القسم الثالث: تصف العناصر التالية الكفاءة الذاتية ، يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم: 7-موافق بشدة، 1-غير موافق بشدة.

B. الكفاءة الذاتية (Gilad et al., 2001)

7	6	5	4	3	2	1	1. سأكون قادرًا على تحقيق معظم الأهداف التي حددتها لنفسي.
7	6	5	4	3	2	1	2. عند مواجهة مهام صعبة ، أنا متأكد من أنني سأحققها.
7	6	5	4	3	2	1	3. بشكل عام ، أعتقد أنه يمكنني الحصول على نتائج مهمة بالنسبة لي.
7	6	5	4	3	2	1	4. أعتقد أنني أستطيع أن أنجح على الأكثر في أي مسعى أضعه في ذهني.
7	6	5	4	3	2	1	5. سأكون قادرة على التغلب بنجاح على العديد من التحديات.
7	6	5	4	3	2	1	6. أنا واثق من أنني أستطيع الأداء بفعالية في العديد من المهام المختلفة.
7	6	5	4	3	2	1	7. بالمقارنة مع الآخرين ، يمكنني القيام بمعظم المهام بشكل جيد للغاية.
7	6	5	4	3	2	1	8. حتى عندما تكون الأمور صعبة ، يمكنني أن أؤدي أداءً جيدًا.

القسم الرابع: تصف البنود التالية الاداء الوظيفي ، يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم: 7-موافق بشدة، 1-غير موافق بشدة.

C. الاداء الوظيفي: (Griffin et al., 2007)

							1	البند
7	←						1	
7	6	5	4	3	2	1	1. نفذت الأجزاء الأساسية من عملك بشكل جيد	
7	6	5	4	3	2	1	2. أتممت مهامك الأساسية بشكل جيد باستخدام الإجراءات القياسية	
7	6	5	4	3	2	1	3. التأكد من إتمام مهامك بشكل صحيح	
7	6	5	4	3	2	1	4. تتكيف بشكل جيد مع التغييرات في المهام الأساسية	
7	6	5	4	3	2	1	5. التعامل مع التغييرات التي طرأت على الطريقة التي يجب أن تقوم بها بمهامك الأساسية	
7	6	5	4	3	2	1	6. تعلمت مهارات جديدة لمساعدتك على التكيف مع التغييرات في مهامك الأساسية	
7	6	5	4	3	2	1	7. ابتكر طرقاً أفضل للقيام بمهامك الأساسية	
7	6	5	4	3	2	1	8. ابتكر أفكاراً لتحسين الطريقة التي يتم بها إنجاز مهامك الأساسية	
7	6	5	4	3	2	1	9. إجراء تغييرات على الطريقة التي تتم بها مهامك الأساسية	

القسم الخامس: تصف العناصر التالية الرضا الوظيفي، يرجى الإشارة إلى مدى موافقتك على البيان التالي من خلال اختيار الدرجة وفق المقياس: 7-موافق بشدة، 1-غير موافق بشدة.

D. الرضا الوظيفي: (Brayfield & Rothe 1951)

7	6	5	4	3	2	1	1. أنا راضٍ ومرتاح تماماً في عملي/وظيفتي الحالية
7	6	5	4	3	2	1	2. في أغلب الأحيان، أذهب الى عملي منشراح الصدر
7	6	5	4	3	2	1	3. أشعر بأنني أكثر سعادة في عملي من معظم الموظفين الاخرين
7	6	5	4	3	2	1	4. أحب عملي أكثر من غيري من الموظفين
7	6	5	4	3	2	1	5. تقدم لي وظيفتي أكثر مما أتوقع
7	6	5	4	3	2	1	6. أنا بالتأكيد أحب عملي