Workplace Ethics And The Factors Affecting Employees Work Efficiency Of Higher Education Institutions Of Karachi, Pakistan

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Abstract

This research workplace ethics is used as a dependent variable and this study is done in education sector of Karachi, Pakistan. Moreover, Cross sectional data is used for identifying these variables. This research will encourage employees to maintain ethical climate and enhance employee's performances and values their contributions and cares for well-being of institution. In today's business world, there is huge competition among education sectors providing services in Pakistan because it is most dynamic area which is providing services to the country. T[l]here are number of a areas of higher education and as well as different areas of business to explore. There are certain rules for the ethics of the organizations if employees break the rules, it is necessary to find the cause of violation. An experiential investigation to measure the relationship impact of ethical leadership deviant behaviors, organizational commitment, ethical climate, and employee's task performance on workplace ethics and result of this research has been recommended that higher education institutions working in Pakistan should focus on following factors because they have positively significant effect on workplace ethics.

Keywords: Workplace Ethics, Deviant Behavior, Ethical Leadership, Ethical Climate.

Introduction

Employee's behavior is the core concern of all the organizations in today's world. The behavior of employee affects and represents the particular organization. Behaviors and actions cause either negative or positive impact on individuals, groups or an institution. The management needs to be more concentrated on the behaviors of the employees within the organization.

Managers desire not to be restrained by ethical obligations especially because of their short-term focus on goals, which is incongruent with the long-term business perspective. As the high performance companies create favorable conditions for wrong doing because the high performance push necessitates an aggressive employee behavior that is many times ethically questionable. The assumption that the performance contributes to increased confidence in an appropriateness of any means to achieve the goals. In another study, the authors assume that in

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their effort to attain these important group goals, leaders feel more justified than those in non-leading roles to engage in what is conventionally considered to be unethical behavior.

Many researchers go through the studies related to the workplace ethics and behavior of employees and performances within the organization, but no rules and regulations are strictly followed by the organizations. The focus of the research is on the behaviors of employees with the employer and the role of institution to encourage the employees. The rewards are the essential part of employee's motivation and it affects the performance effectively. A leaders role is to motivate employees and make them sure that all are treated fairly and appreciate them their efforts through financially or non financial rewards. In the organizations, there are different factors that keep employees be motivated and goal oriented, if employees having intrinsic motivation factor for the work and are more energized to do the tasks then extrinsic factors also play their role to get more output and positivity at workplace attitude is significant for the development and creating the better workplace in the organization.

The research is done to identify causes and effects of ethical behaviors in particular institutions, negative and unethical behavior causes loss and avoidance of work, lack of motivation, and inefficiency. Employees involve lesser efforts to work always come across poor results and affect the productivity as well. Moreover, the negative performance impacts monetary strength and value of the organization. It increases fiscal risks and cost due to these company loss it faces low productivity and low profits. The eccentric behavior affects the work performance, quality of work and the productivity. In future, negative impression caused by disrespectful behavior influences the competitive power of the organization. Moreover, unethical behavior affects each employee's performance, work efficacy in a negative way, undoubtedly. It causes poor performance, less worth of work, wastage of working hours, and establishes negative image of organization.

There are different types of unexpected behavior for example abusive behavior, wastage and misuse of working hours, violation of rules of the organization, sleeping during working hours, and many other unethical behaviors cause and poor performance concept, unpleasant behavior, organizational disobedience. Unacceptable and insulting work behavior is different phrases are being used to dishonorable workplace. These unethical activities have significant impact on organization's performance and pattern of behavior and it goes against the rules and regulations of organization.

Organizational climate is another area that may be a main reason of worthless behavior that affects performance of employees as well as institution culture. Furthermore, if organizations climate appreciative and courteous it will create positive impact on employees feeling and he/she will be more concerned towards the work and also feel that institution pledge for the betterment of employees benefits and organizations' work objective it also helps in lessen ineffective behaviors'. A good leader is essential resource for guiding ethical principle to the workers and is also answerable for the ethical improvement of the organization. A leader will largely establish the culture and moral values in the organization. This research is conducted in higher education institutions of Pakistan. The work environment and the deviant behavior of the employees, is discussed in this study and it affects the performance of the employees and it causes low interest in work and discouragement. The higher education institutions of Pakistan or most of the higher education institutions are facing the issues mentioned in the study.

This research discussed how workplace ethics and the work environment influences employee performance and estimates the workplace ethics effects on employees 'performance that cause of losing confidence. However, through strong workplace ethics and rewards can encourage the employee and can get better outcome effectively on the other hand either rewards in terms of financial or non-financial both can upgrade the work performance and satisfaction.

The securitization of factors are affecting employee's behavior are the issues that may exist in public sector institution of Pakistan. The organizations found to be different according

to the culture, values and in structural perspective. In this context that Pakistan is a country that has a large market of services sectors like banking and telecom and education since many years Ahmad, (2018). However, like different other service industry like banking and telecom, public sector higher education institutions employees face various unethical activities like other services sector in Pakistan.

This study makes various key contributions to the workplace ethics and help to make better and manner-able working environment. We widen assumption for the unethical behavior that impact badly on working teams and individuals' attention to ethical management workplace, this theory of deviant behavior was uttered by Brown et al., (2005). The researcher proclaims that deviant behavior derives because of dissatisfaction, employees start violating organizational or institutional rules. The main focus of the research is the human resource management of higher education institution sector of Pakistan, mainly focused on employees hiring, salaries, compensation and benefits, employees grooming, and work related issues like employees' behavior, employees' performances measured through the performance appraisals, and also working environment and organizational cultures. Human resource management is the core part of every sector whether it belongs to service industry or the manufacturing industry.

Literature Reviews

Social Exchange Theory

In this research, two theories were applied for describing the employees 'values and the organizational ethics and values. The first theory applied is social exchange theory proposed by researcher Blau, (1964). The social exchange theory is suggested that how the behavior of individuals and the team leaders impacts the group learning. The fair and moral behavior of supervisors and fair treatment motivates employees and keep them involved in work tasks. The social learning theory described that group learning is enhanced by ethical leadership. Furthermore, according to social exchange theory, employees and their institution both are concerned in forming a mutually dependent correlation, because one the behavior of employees and institution influences each other. The study purposes that sociability and preciseness differentially influence behavior of the organization along with the benefit with diverse exchange associate such as leaders, people with similar interests and institutions/organizations.

LMX (Leader Member Exchange) Theory

The leader-member (LMX) exchange theory applied which suggest that employees engaged in their job tasks by encouraging them to act upon at high standards. On the basis of social exchange theory, it is said that good relation with the immediate officer may lead towards the better performance. Norms of reciprocity centralized the concepts of relation that favorable treatment creates strong emotional bonding with the institution (Harvey, 2016). A positive relationship between LMX and innovative behavior is found in the earlier studies (Haynie, 2017). These findings are very important because it shows that LMX helps in affecting the behavior of employees at work place (Zhou, 2018). It can be seen in a way that LMX play its role as a mediator that molds the employees' service innovative behavior through ethical leadership.

LMX theory is an un-comparable theory in the dimension of relation with the leader it focus on the relation with the subordinates or the follower and with the leader, it also focuses on the importance of the leader's communication skills. Communication is a life blood between the leader and employees or followers through which both create, enhance and flourish the focus oriented relation between them, and it leads to a strong bond when leader and subordinate have combined convergent goals (S M Zia., et. al 2019).

According to the theory, model explained that ethical leadership has positive impact on its sub ordinates because leader has quality to maintain the ethical climate in the institution and maintain discipline within the team members which affect the performance of the employees and commitment of employees towards their job tasks and commitment with the institution (Hanaysha, 2004). There are many conflicts found education sectors which causes loss, lack of understanding core job tasks, employees getting confused how to work well to perform specific job task, therefore, the LMX theory is perfectly suitable for the framework discussed in this research.

Attribution Theory

Attribution theory Guay (2004) theorizes that employees make remarks to external components while facing circumstances in which the result seems to be inequitable. Mostly, power can deviate employees' concern and direction. Employees working in the organizations have typically extraordinary abilities (Chung, 2017).

However, employee task performance is affected by workplace ethics, working environment, lack of support of co-works and behaviors of colleagues, the workers are the best supporters for each others. The performance of employees is affected by the negative behavior and frustrated working environment which becomes reason for reduction in job performance (Aryati 2018).

Ethical Leadership

Positive work attitude is the key factor at the back of the organization's accomplishment and effectiveness (Di Stefano, 2017). Whenever, employees are working with positive efforts and shows willingness towards the work then employees make best and better performances together as a team (Ahmad, 2018). Leader's faithfulness is important because it upgrades effective communication between the leaders and team members.

The research aim is to explore the influence of leader honesty and ethical leadership on faith in the leader and work engagement. Though, results of ethical leadership were trust in the leader and work engagement also considered (Aryati, 2018). In addition, ethical leaders are devoted to behave morally in their personal and professional life and perform leadership that is based upon ethical verdict rules. Work engagement is a positive motivational and emotional work-related condition with strength to put efforts in work, devotion satisfaction, passion, motivation, and provocation from work and interest refers to uniqueness of being concentrated and completely engaged in work.

Ethical leadership has accumulated and surrounded by leader's understanding and the organizations and its plan that assure responsibilities linked with ethical behavior. Furthermore, existing research specify that the selective interest for supporting ethical leadership and make sure that it is necessary because ethical leadership upgrades employees' capability to clarify difference of opinion of the employees and mitigate employee misconduct. The moral initiative had no important impact on relational and hierarchical collapse conduct. Moreover, there was an exploration that revealed if moral initiative has no immediate impact on unexpected conduct as on account of moral authority with representative offense moderated by moral atmosphere and the impact of moral control toward good conduct intervened with moral environment.

A good leader with positive attitude has recognition. The subordinates also act vigilantly, show overall potential, and help each other by learning and repetition in the presence of good leader. Moreover, Kalshoven (2016), research shows that ethical leader let the group understand what is required for their action by clearing up assignments and targets.

According to the study of Brown et al. (2005), ethical leaders pursue a right leadership approach which develops surroundings that improve the thoughts and conduct of people. The good and the fair leaders are considered as a person having high moral values represented by

responsibility, sincerity, enthusiasm, veracity and fairness, consequently, the other one is a moral administrator who affects the mind-set (Dhar, 2016).

H1: Ethical leadership has significant relationship with Workplace Ethics

Ethical climate
Organizational ethical climate is defined as the ethical work environment and the level of moral values practiced within a group. Prominent, concerned, law and order, policies, and autonomy are the five types of ethical climate that can be in an organization.

Yang (2017) described the ethical climate represent employees thorough mind-set about the organizational environment and actions that ethically satisfied and concerned. Ethical climate encourages and execute the employees to give in to suitable ethical behavior within the institution and ethical behavior of the employees is the key factor for the organization's success and performance.

Ethical climates based on rational, sociological and intellectual theory that represents how the ethical systems are concerned and resulting to interest. Engelbrecht (2017) model consists of nine hypothetical proportions of ethical climate which are one's own interest, company revenue, work competence, companionship, group interest, group responsibility, personal integrity, regulations, laws and standard operating procedures. As a result range of analysis studies, agreed the existence of five out of nine climate types caring, law and code, rules, instrumental, and independence.

Thus, Yahaya (2016) statement defined the organizational performance is the performance of a company related to organizational goals. Work performance as the actual results of an institution against that organization's planned productivity, The organization's efficiency consists of competitive strength of each individual in general employee performance can be managed by using the factors on which depends.

Nevertheless, Employee performance and leadership capabilities are the primary factors that contribute to organizational performance. The research Valle (2018) shows that, skilled leaders influence their group. The leaders take part in the accomplishment of organizational goals by manipulating environment that impacts employees' behaviors, beliefs, and satisfaction and need. On the other hand, as Vatankhah (2018) discussed, competent leadership permit employees to engage in work and get better performance results. The researchers affirmed that leadership competency complete organizational success.

The Kalemci (2019) demonstrated factors that stimulate unethical behavior in organization. The ethical interactions include the growth of organizations systems and procedures that work against unethical behavior, such as bullying, and misbehave. Though, Golparvar (2015) said that, ethical framework divided into formal and informal ethical systems. Formal ethical systems are the defined policy and rules, while informal systems obscure and unethical manners. Consequently, according to the research of Shoaib (2017) ethics training strengthen positive work attitude like job satisfaction and in Ethics training also strengthen employees' knowledge of suitable business behavior.
H2: Ethical Climate has significant relationship with Workplace Ethics
Organizational commitment
Leader in an institution is a catalyst for the employees, ethical climate represents the culture that is accepted by the management. Organizational dedication is the relationship between employee's abilities, skills, work performance and institution (Kashif et al., 2016). Employees who are faithful to their institutions are concerned with their organization, and be aware of the objectives of the organization.

Organizational commitment is a variable getting huge attention. Furthermore, Kim (2016) stated that organizational commitment has constantly been recognized as an important

factor that identifies the employees work behavior in organizations and commitment is the future that relates employees with the organization and assists the organization to achieve success. Commitment causes positive organizational end results like job performance, employee satisfaction and turnover (Peng A, 2016).

According to the Sabiu, (2019), organizational commitment structure is extremely essential for all organizations, because people are the most important sources for the performance and sustains accomplishment. Additionally, Kim W (2017) stated that employees' commitment is assign of superior trustworthiness and improved performance.

As per researcher Itzkovich (2016), faithful people also engaged to attain organizational objectives and have a tendency to acknowledge morals completely. Moreover, the research of Lee (2017) shows that set of circumstances numerous enviable behavioral outcomes can be associated with employee dedication like senior employee retention, commitment, efficiency, job superiority, and enthusiasm to forgo for the reason to intensify organizational reputation and performance.

The previous studies Joe (2018), assured that leadership styles have an influence on the subordinates and organizational commitment. According to Hsieh (2016), organizational commitment is a key factor in accepting the employees work behavior.

According to the research of Duane (2015), organizational commitment is an important variable to grab concentration from researchers. Furthermore, organizational commitment acknowledged as an important factor that stimulates the employees work behavior in organizations (Diamantidis, 2019). This study states that organizational commitment is the issue which connects staff with the institution and its growth and success.

H3: Organizational commitment has significant relationship with Workplace Ethics

Deviant Workplace Behavior (DWB)

Deviant workplace behavior reflects the behavior of an employee that violates the organization's rules, and it affect the organization, for example, misbehavior, spreading rumors, insulting age group, theft and so on. This behavior causes discourage, low interest towards work and tilted towards less outcome. It is essential for employees to get response on their behavior and their performance, if it is deficient, employees should look into his /her prior performance and responsibility they had carried out and how much effort employees has to make to achieve the job task, to what extent they identified and corrected mistakes (Tuna, 2016)

Organizational status highly influences all the shareholders. The workplace deviant behavior is divided in to two categories named as organizational deviance and interpersonal deviance. Deviant behavior in the workplace includes employees arriving after the expected time; lack of involvement in work considered as organizational deviance. In addition, when an employee shows pessimism towards his subordinates or junior this conduct is supposed as an interpersonal deviant behavior (Smith 2018).

In the same way, the researcher Nedkovski (2017) explained that according to social exchange theory, employees and their institution both are concerned in forming a mutually dependent correlation, because the behavior of employees and institution influences each other. As indicated and acknowledged by others researchers that it is crucial to human need that has to be transformed (Sloan, 2017).

H4: Deviant Workplace Behavior has significant relationship with Workplace Ethics

Employee task performance

Employee task performance is the behavior of the employees while performing a specific job and tasks' performance which is most important feature of employees work-related behavior it shows the overall performance of an employee within an organization. Employee's performance is measured through performance appraisals.

Additionally, according to the LMX theory people receive interpersonal treatment and actions that are executed by employee task performance and innovative performance. Certainly, many researches show that LMX has a positive impact on employee task performance. The theory suggests that leaders give employees key information about their job tasks with quality assignments and objectives and valuable performance response. Moreover, the leader-member (LMX) exchange theory engaged employees in their job tasks by encouraging them to act upon at high standards. The employees who are doing high standard and quality work are the innovative performers with high skills and abilities.

The leader-member exchange theory assists innovative performances by boosting employee's efforts and maximizes authority and makes them feel commitment to the job task and it also encourages employees' personal judgments. In addition, interpersonal treatment temperate the mediated belongings of interactional fairness on employee task performance. Itzkovich (2016) state that interactional justice show a series of intermittent social relation between a boss and the employees. The relationship between leaders and the employees is describing the social exchange theory's norm of reciprocity (Ayu, 2019). If the employees of the institutions are treated fairly and equally, while performing the routine job tasks, that makes them loyal and trustworthy over a certain period of time (Peng J, 2016).

H5: Employee task performance has significant relationship with workplace ethics

Workplace Ethics:

It refers to the ethical values that influence employees' or co-worker's behavior and activities in the workplace (Lasakova, 2019). Ethical principles can differ from business to business and from position to position within an industry (Naiyananont, 2017). Workplace ethics is about the moral values that a person or an employee applies while doing their jobs. People who have power over strong workplace ethics and represent positive morality towards work performance, motivates them to stay on pathway. For example: Honesty, reliability, equality, authority, accountability, faithfulness, values and concerned.

Workplace ethics has been used as a dependent variable and ethical leadership, deviant behavior in the workplace; organizational commitment, ethical climate and employee task performance are used as the independent variables. If a particular firm is failed to understand the employee's behavior and their requirements that affects the performance and as well as mental health of the employees that organization much find out the factor and their relation in finding out the cause of these kind of mis-understanding (Michel, 2016).

Research Methodology

Explanatory research method is used in this research and it refers to diverse ideas and to understand different causes and their effects. This research is about to know the relationship of workplace ethics and the factors affecting employees work efficiency either positively or negatively. The quantitative method is used which includes sampling. Measurement, empirical study, and statistical analysis, data gathered through questionnaire filled by the targeted population.

For this research, non-probability convenience sampling technique is taken and data collected from higher education institutions of Karachi, Pakistan. The reason for choosing convenience sampling design is to gather information quickly and without difficulty. The data is gathered by manually distributing questionnaires to the employees of an organization.

The target audience selected for this research is employees from the different departments of the higher educational institutions of Karachi, Pakistan.

Sample size is collected for research consists of 250 questionnaires.

AMOS SEM is used to evaluate the size and structural model. The AMOS stands for (Analysis of Moment Structure) method and it describes the relationship between latent

variables. In addition, this study based on the items of the variables which are formed on the instrument called Likert scale.

The data are collected by means of a questionnaire which wa s based on a 5-point Likert scale from strongly disagree (1) to strongly disagree (5).

Data Analysis

Employees who are working in higher education institutions of Karachi Pakistan, data have been collected form chosen institutions and its departments comprises of 250 participants.

Table 1: Profile of Respondents

Demographic items	Frequency	Percentage
Gender		
Male	140	55%
Female	110	45%
Age		
18 years – 23 years	16	7%
24 years – 29 years	116	46%
30 years – 34 years	56	22%
35 years – 39 years	32	13%
40 years – above	30	12%
Experience		
1 years – 5 years	147	58%
6 years – 10 years	62	25%
More than 10 years	41	17%
Qualification		
Graduate	111	44%
Post-graduate	131	52%
Under-graduate	8	4%

The feedback of 250 questionnaires was received from the employees. The table of demographics is based on males and females' respondents. The number of female respondents in percentage is 45% and the male respondents are 55%. The data is gathered from the employee of the institution and its departments. The age limit of the employees who filled questionnaires around 7% is 18-23 years, the age group of 46% participants is of 24-29 years, and the age group of 22% participants is between 30-34 years, 13% participants is between the age group of 35-39 years, and in the end 12% participants age starts from 40 years and above. The Experience of the 58% participants having 1-5 years 'work experience and 25% participants have 6-10 years' job experience and 17% participants have more than 10 years of work experience. The qualification of the participants is from graduate, postgraduate and

undergraduate from which 44% are graduates, 52% are post graduates, and 4% are undergraduates.

- **Data Analysis and Results**

The aim of the study is to explore the research model through data analysis. In addition, in this research the method applied pm sampling of 250 questionnaires is SPSS, secondly AMOS is used to evaluate the size and structural model. The AMOS describes the relationship between potential or latent variables. In addition, this study based on the items of the variables which are formed on the instrument called Likert scale. The study based on the evaluation of each item's reliability, standardized loadings and also relationship of reliability and standardized loadings is to investigated as well. As per the study of the researcher Tabachnick and Fidell (2007), to check the reliability of the items the Cronbach Alpha's value should be 0.55.

Convergent Validity

Convergent validity defined as the extent to which two procedures of constructs that hypothetically be associated in reality.

Table 2: Measurement Model Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
DWB	0.750	0.787	0.501
EC	0.731	0.829	0.606
EL	0.709	0.825	0.521
ETP	0.824	0.860	0.641
OC	0.813	0.863	0.645
WPE	0.735	0.853	0.571

Two methods suggest by Fornell and Larcker (1981) to form convergent validity. The first one is Cronbach's alpha and composite reliability and the second one is the average variance extracted (AVE). The above table shows that all the examined variables are to be consistent and meets the standard set by the Tabachnick and Fidell (2007). However, all the variables meet the benchmark of composite reliability which is greater than 0.7. Moreover; according to the (Forner and Larcker, 1981) AVE should be greater than 0.5 for the investigation of convergent validity and fulfills the condition of all the variables of the model. Consequently, discriminant validity is scrutinized by the square root of the AVE, Cross loadings, and Heterotrait-Monotrait Ratio (HTMT).

- **Reliability Analysis**

The necessity for doing pilot study is just to ensure that likert scale items were consistent and authenticate for the data collection. The pilot study was conducted and is based on sample size of 70 questionnaires. The reliability of data is confirmed through cronbach Alpha's Value.

Table 3: Reliability Analysis

Constructs	Number of items	Cronbach's alpha
Workplace Ethics	5 Items	0.950
Ethical Leadership	5 Items	0.663
Deviant behavior in the workplace	5 Items	0.645

Ethical climate	5 Items	0.675
Organizational Commitment	5 Items	0.650
Employee task performance	5 Items	0.640

In table 3, the data based on 250 questionnaires and data gathered from participants from the different departments of the institution because of the education, qualification and experience of the employees, all employees belongs to the relevant fields of human resource management have different profiles and work experience and designations in the institution. The demographics of the participant's are given. The research model has been, measured through the tables named as convergent validity, discriminant validity and content validity.

Discriminant validity
It is the processes to test the measurements that are not pretend to be related are essentially dissimilar. The concept of discriminant validity is given by Campbell after the argument on estimating test validity.

Table 4: Fornell-Larcker Criterion

	DWB	EC	EL	ETP	OC	WPE
DWB	**0.709**					
EC	0.124	**0.826**				
EL	-0.101	0.219	**0.718**			
ETP	0.033	0.221	0.550	**0.742**		
OC	0.140	0.309	0.423	0.509	**0.732**	
WPE	0.130	0.810	0.222	0.216	0.323	**0.803**

The table 4, shows that the correlation matrix in the square root of AVE by overall value of correlation of constructs in columns and rows as well and it meets the standards set by (Fornelland Larcker, 1981). Discriminant validity shows their values in bold fonts Therefore, discriminant validity confirmed.

Factors Analysis:
Factor analysis is a numerical technique used to explain inconsistency between experiential, interrelated variables refers as a potentially lesser number of unnoticed factors.

Table 5: Loadings and Cross Loadings

	DWB	EC	EL	ETP	OC	WPE
DBW2	**0.530**	0.030	0.312	-0.201	-0.234	0.133
DBW3	**0.670**	-0.005	-0.030	-0.158	-0.250	0.109
DBW4	**0.880**	0.140	-0.175	-0.143	-0.139	0.232
DBW5	**0.715**	0.079	-0.053	-0.128	-0.061	0.016
EC1	0.076	**0.850**	0.180	0.325	0.338	0.817
EC2	0.070	**0.870**	0.190	0.232	0.230	0.710

EC3	0.188	**0.730**	0.169	0.242	0.210	0.713
EL1	-0.050	0.140	**0.710**	0.245	0.290	0.160
EL2	-0.113	0.110	**0.698**	0.317	0.389	0.225
EL3	-0.075	0.201	**0.881**	0.483	0.357	0.190
EL4	0.009	0.311	**0.705**	0.360	0.325	0.219
ETP1	0.010	0.280	0.298	**0.778**	0.312	0.235
ETP2	-0.052	0.005	0.393	**0.759**	0.346	0.118
ETP3	-0.003	0.193	0.335	**0.739**	0.344	0.101
ETP4	-0.040	0.275	0.398	**0.792**	0.378	0.170
ETP5	-0.070	0.367	0.404	**0.770**	0.325	0.173
OC1	-0.114	0.119	0.261	0.322	**0.702**	0.234
OC2	-0.110	0.283	0.326	0.331	**0.764**	0.190
OC3	-0.070	0.149	0.211	0.459	**0.775**	0.276
OC4	-0.080	0.134	0.265	0.378	**0.784**	0.234
OC5	-0.159	0.370	0.301	0.345	**0.773**	0.265
WPE1	0.069	0.830	0.190	0.389	0.358	**0.840**
WPE2	0.053	0.865	0.201	0.234	0.235	**0.890**
WPE3	0.222	0.720	0.180	0.346	0.319	**0.730**

The table 5 , shows the cross loadings of each item of the all the variables. Moreover, for the process of factors loading the value of each item of the variable should be more than the value of the relative set up which is greater than 0.1. The benchmark for the factor loadings is given by the (Gefen and Straub 2005).

Table 6: Heterotrait-Monotrait Ratio (HTMT) Results

	DBW	EC	EL	ETP	OC	WPE
DBW						
EC	**0.130**					
EL	0.113	**0.290**				
ETP	0.080	0.246	**0.751**			
OC	0.129	0.234	0.473	**0.701**		
WPE	0.126	0.234	0.394	0.350	**0.389**	

In table 6, the requirement of the discriminant validity is fulfilled through HTMT ratio. It shows the relationship of all the variables. Furthermore, according to the Henseler et al. (2015) values of entire variables should not be greater than 0.85 then it fulfills the criteria of discriminant validity.

• **Path Analysis:**
To evaluate the data of study AMOS-SEM was Chosen as it manages difficult structures in a simple way. Moreover, AMOS utilizes bootstrapping to compute the constitutional model.

Table 7: Standard Regression Weights for the Research Model

Hypothesis	Regression Path	Effect Type	SRW	P-value	Remarks
H1	EL -> WPE	Direct Effect	0.190	0.000	Supported
H2	BC -> WPE	Direct Effect	0.189	0.005	Supported
H3	OC -> WPE	Direct Effect	0.021	0.004	Supported
H4	DWB -> WPE	Direct Effect	0.026	0.043	Supported
H5	ETP -> WPE	Direct Effect	0.206	0.000	Supported

Note: SRE=Standardized regressrion weight
***$p < 0.01$, **$p < 0.05$, *$p < 0.10$

The table 7 represents the hypothesis testing with the support of t- Statistics value, as it is therefore; all the hypothesis is significant and is accepted as per the p-value and other four hypotheses and none of the hypothesis is insignificant and rejected according to the association of their p-values.

	R Square Adjusted
WPE	0.937

• **Discussion**

The hypothesis 1, the values ($\beta =0.190$, $P < 0.000$) ethical leadership has positive relationship with workplace ethics but as per p value hypothesis is supported and is significant.
H 1Ethical Leadership has significant impact on workplace ethics.

In the hypothesis 2, ($\beta =0.189$, $P < 0.005$) ethical climate has a positive relationship with workplace ethics and hypothesis is supported and is significant because of its p-value.
H2 Ethical climate has significant impact on workplace ethics.

In hypothesis 3, ($\beta =0.021$, $P < 0.004$) organizational commitment has positive relationship with workplace ethics and as per p value hypothesis is also supported and is significant.
H3 Organizational commitment has insignificant impact on workplace ethics'

In hypothesis 4, deviant behavior in the workplace (DWB) as per results of the data is ($\beta = 0.026$, $P< 0.043$) and has a positive relationship with workplace ethics but as per p value hypothesis is supported and is significant because of its p-value.
H4 Deviant behavior in the workplace has a significant impact on workplace ethics

In hypothesis 5, ($\beta = 0.206$, $P< 0.000$) Employee task performance has a positive relationship with workplace ethics and as per p value hypothesis is supported and significant because of its value.
H5 Employee task performance has significant impact on workplace ethics

Conclusion

This research is based on the understanding of the development of human resource management and its policies to provide better work environment to the employees along with the facilities and incentives which keep them motivated and emphasis more on work. While managing the employees establishes certain rules and policies which are strictly followed by

all the employees of the institution at all levels of hierarchy. Some of the rights of the employee's are another issue to describe which directly affect the employees of the organization or the institutions like late sitting but organizations are not paying for extended working hours, low salary packages. In this research the impact of independent variables on dependent variable is tested and it is specific to the higher education sector of the Pakistan.

In this study, Result of all the determinants are significantly impacting the workplace ethics. Moreover, the consequence of ethical leadership, deviant behavior in the workplace, organizational commitment, ethical climate and employee task performance apply to reduce workplace uncertainties which were analyzed.

The consequences from this research can be helpful for decision makers in recognizing how to improve employee's creativity through authentic, positive and leadership as our findings reveal that employees' creative behavior can be linked in minimizing the deviant behavior of employees with strong ethical leadership while changing the positive workplace behavior in the institutions positively. A leader must know himself in terms of his own strengths and weaknesses in order to understand that how it effects his followers and sub-ordinates.

Consequently, It also suggests that institutions which aspire to increase employee creativity should focus on selecting leaders with positivity and authentic features and put into practice appropriate training activities that aim to increase leader's capability, employee's rights and benefits according their job task appreciate the performances of the employees, it causes improvement and institution grows because of excellent work commitments and productivity. However, all the factors directly affect the employee's performance and workplace ethics.

Furthermore, employees are affected by the ethical climate of the institution because culture of the workplace pertains to the rules and regulations and is a major concern in the education sector of Pakistan it creates disadvantageous environment and in employees perspective employee's work less, worthless that are not recognized by any institution. Institution should focus more on the ethical environment because ethics are the important part to keep motivated the employees and environments reflects positively on the performance, commitment and leadership goals.

Future Recommendations

The employee behavior is workplace ethics and the working environment, organizations should improve working condition equal rules for all. This research recommends that research should focus on determining employees' rights, their extra work should be appreciated and awarded too for it, make policies for the institution and is strictly followed by each of the employee working in an institution. Financial and non-financial rewards both are affecting the performance of employee in a valuable manner. This research is only limited to the higher education institutions of Pakistan which are operating the Karachi, the research done in the future should cover all the higher education institutions working in the Pakistan.

If the education sector of Pakistan improves their working environment and keep employees motivated by giving them better working environment then employees will work better and perform well to achieve the task.

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