

Ethical, visionary Leadership and Organization Performance: Moderating Role of Emotional Intelligence

***Kalimullah Khan**

Assistant Professor, Kardan University Kabul Afghanistan
Kaleembangash@gmail.com

Qaisar Khan

Media Studies, Bahria University, Islamabad Pakistan

Habib Gul

Assistant Professor, Kardan University Kabul Afghanistan

Sher Akbar Khan

Assistant Professor, Comsats University, Islamabad Pakistan

ABSTRACT

Drawing upon Social exchange theory, it is argued that followers reciprocate their leaders' behaviors when they think and realize that their leader cares and take ethical and visionary decisions for the best interests of all stakeholders, they are likely to reward themselves by improving tasks. This study aimed to examine ethical and visionary leadership relationship to organization performance. Furthermore, this study also provide insights on emotional intelligence as a moderating factor of ethical, visionary leadership and organization performance. To investigate the aforementioned purpose, Quantitative methodology (Cross-sectional design) of partial least square structure equation modelling (PLS-SEM) is employed. Data collection is carried out at one point of time through online platform by using Google forms. A total of 183 responses were received and analyzed for the said relationship. This study found and concluded that emotional intelligence play significant role between ethical leadership and organization performance. However, emotional intelligence as a moderating factor between visionary leadership and organization performance was found vice versa of the proposed relationship. Limitations and future research directions are presented in a rational and progressive way.

Keywords: *Ethical leadership, Visionary leadership, Emotional Intelligence, organization Performance.*

INTRODUCTION

Organization performance has been studied enormously in the academic literature and has been considered the ultimate goal of every type of organizations, be it is private or public. However, the concept of organizations' performance vary for each organization based on its nature, size, product and services (De Waal, 2019). Organization performance is multidimensional phenomenon in the management and business literature (Blackman et al. 2017). Organizational performance encompasses the outcomes of an institutions which can be measured against projected outcomes, aims and purposes. These outcomes are measured through various ways of objective and subjective measurement (Ali, & Anwar, 2021; Jeong, & Shin, 2019; Danford et al., 2004). In regard to factors effecting organizational performance, previous studies have concluded internal and external factors with direct relation to organizational performance. (Blackman et al, 2012; Cooke et al., 2019). In regard to organizational performance from organizational internal perspective, organizations try to develop employees' behaviour. Literature in this regard, suggests the significance of leaders and employees inner life (Ebrahimi, 2017). Human Inner life paly crucial role in success or failure of organizations (Sarif, 2017). Moreover, the more importance in the academic literature is placed on the role of leadership performance through their personality traits. According to Nadeem and Kayani (2017), unethical practices and behaviours of leaders effect employees performance as demonstrated in the form of disloyalty, dishonesty, selfishness, illegal decisions, injustice, apathy, favouritism and sexual harassment in the organisation which affect its long-term organization performance (Asrar-ul-Haq, Kuchinke, & Iqbal, 2017; Shaheen, Bashir, & Khan, 2017). To address the problem of organization performance, studies in the past have concluded direct relationship of various types of leadership styles like ethical leadership, visionary leadership, charismatic leadership, shared leadership with organizational performance (Salim, & Safitri, 2020; Romano, & Fiorilli, 2020; Vidic et al. 2016; Brackett, Rivers, & Salovey, 2011). Similarly, Studies like (Burton, et al. 2017; Chakravorty, & Singh, 2020) in the past have also concluded individual level constructs with direct relation to leadership and employee performance e.g. ethical and visionary leadership with employee performance, employee commitment, satisfaction, ostracism, organization citizenship behavior, employees' emotional intelligence (Shafique, & Ahmad, 2018; Abdullahi, & Anyigba, 2020; Chakravorty, & Singh, 2020). Overall, different types of psychological constructs of individual level has been directly linked with ethical and visionary leadership to address organizational performance. However,

studies in the past have reported weak or inconsistent relationship. Moreover, relatively emotional intelligence as a moderating factor between ethical, visionary leadership and organizational performance has been studied very less in the context of developing countries and more specifically in the war ravaged countries like Afghanistan. Therefore, addressing the issue of organization performance. It is argued that it is the lack of ethical leadership and lack of visionary leadership which make organizations' fail. Moreover, it is also justified to claim that the ethical and visionary leadership effect employees' emotions as employees reciprocate their actions as per leaders' behaviors. Therefore, emotional intelligence is conceivably playing moderating role. In this regard, this study is an endeavor to study the indirect role of emotional intelligence as a moderating construct between ethical leadership, visionary leadership with relation to organization performance. Therefore, the problem addressed in this study is organization performance. The following section in this regard, present literature, theoretical background, methodology, findings and lastly, this paper present, limitation, conclusion and future research recommendations in progressive way.

Underpinning Theory

This study is grounded on social exchange theory to examine ethical and visionary leadership relationship to organization performance with moderating role of emotional intelligence in telecomm sector of Afghanistan. Brown and colleagues (2005) believe that followers of a leader are more likely to think that they are in a social relationship with the leader because they are treated ethically and because they feel trust. When employees realize that their leader cares about the best interests, and care about and make decisions for the best interests of all stakeholders, they are likely to reward themselves by improving tasks. Therefore, in this study, we believe that the moral and foresight characteristics of leaders will use emotional intelligence to understand and recognize leaders' feelings and emotions and respond accordingly, so that employees' behaviors can be rewarded, thereby improving the organization's work Performance. Therefore, we argued that ethical and visionary leadership affect emotional intelligence of employees which in return lead to improved performance of the organizations. In relation to underpinning theory, following section discusses literature and hypotheses

LITERATURE REVIEW AND HYPOTHESES

Along the similar lines of above framework, the previous studies are referred in below section with relation to hypotheses of current study.

Ethical leadership and organization performance

Ethical leaders are considered as truthful, caring, honest, helpful, righteous persons who takes balanced and fair decision based on rationality and spirituality (Trevino & Brown; 2006; Brown et al. 2005). Ethical leadership also regularly connect with their subordinates about ethics, set clear, rich ethical standards and use recompenses and punishments to see that those standards are followed. Lastly, ethical leaders do not only exchange a good game—they exercise what they speak and are proactive role models for ethical behavior. Many studies in the past have concluded positive relationship between ethical leadership and organization performance, studies like (Saha, & Dahiya, 2020; Zaim, & Budur, 2021; Ahmad, & Kaleem, 2021; Martin, & Woodruff, 2021; Shafique, & Ahmad, 2018; Demirtas, 2015; Amiri & Khadimfar, 2013; Riggio et al. 2010, Waldman & House 2001).

Visional leadership and organization performance

House and Aditya (1997) demonstrate visionary leadership is induced under the neo-charismatic theories of leadership. Mascareño, et al., 2020; House and Shamir (1993) present outcomes and findings that shows visionary leadership is influential in organizations for employees and overall organizational performance and also aligned with charismatic leadership. The studies (e.g. see Ubaidillah, & Sahrandi, 2019; Dhammika, 2016; Taylor, & Colvin, 2014; Ponnu & Tennakoon, 2009) reported that this type of leadership results in improved performance of the organizations particularly under the situations of crisis and uncertainty. It is worth to mention that the positive relationship between visionary leadership and organizations' performance has already been established in the past in developing countries. However, we argue that emotional intelligence as a moderating factor can lead to more improved performance of the organizations.

Emotional intelligence and organization performance

The first attempt which was psychologically focused on the concept of emotional intelligence was raised in 1995 by Daniel Goleman. According to him, emotional intelligence in the individual ability to know emotions of self, others' emotions, understand and then regulate himself based on situations and in fact by doing this, one apply power of emotions which lead can lead to creativity. In regard to empirical studies on emotional intelligence, research in managerial psychology have found emotional intelligence as an influential factor of employees' performance and organizations' performance.

The emotional intelligence has been recognized as a key competency for successful performance in life as well as in the work place. People with high level of emotional intelligence lead to best performances in the organizations and vice versa is the case with people of low emotional intelligence (Goleman, 1995). Employees get engage in deviant workplace behaviors, when they are stressed, frustrated or angry (Robinson, 2019; Ali, & Anwar, 2021; Salim, & Safitri, 2020). In recent decades in the field of management, Emotional Intelligence (EI) has achieved many elevations. Its effects are seen in the areas of overcoming stress, managerial effectiveness, leadership traits Studies like (Othman, & Syed Muhsin, 2020; Lipson, 2020; Amiri & Khadimfar, 2013; Riggio et al. 2010) have reported that there is dearth of empirical studies on emotional intelligence specifically in developing countries and therefore, they posits the view that there is a need to investigate more about its relationship with different aspects in organizations

Ethical & Visionary leadership and organization performance: moderating role of emotional intelligence

Previous Literature has concluded relationship between ethical leadership, visionary leadership with organizational performance (Shafique, & Ahmad, 2018; Chakravorty, & Singh, 2020; Romano, & Fiorilli, 2020; Dhammika, 2016; Dinc & Aydemir, 2014; Aslan & Sendogdu, 2012; Yates, 2011). Likewise, previous studies have also established relationship of ethical and visionary leadership to organization performance. In the same vein, emotional intelligence has also been established in earlier studies (Lipson, 2020; Mascareño, et al., 2020; Ahmad, & Kaleem, 2021; Jain, 2018; Hwa & Amin, 2016; Dinc & Aydemir, 2014; Aslan & Sendogdu, 2012). However, to best of author knowledge based on literature review relatively no research has been found in the

literature with moderating role of Emotional intelligence between ethical, visionary leadership and organization performance. The study argue that though ethical and visionary leadership positively effect organization performance, however, this performance is effected through emotional intelligence. Therefore, it is expected and argued that employees who have high level of emotional intelligence will enhance the positive relationship of ethical, visionary leadership and organization performance. Hence, two hypotheses of the study are:

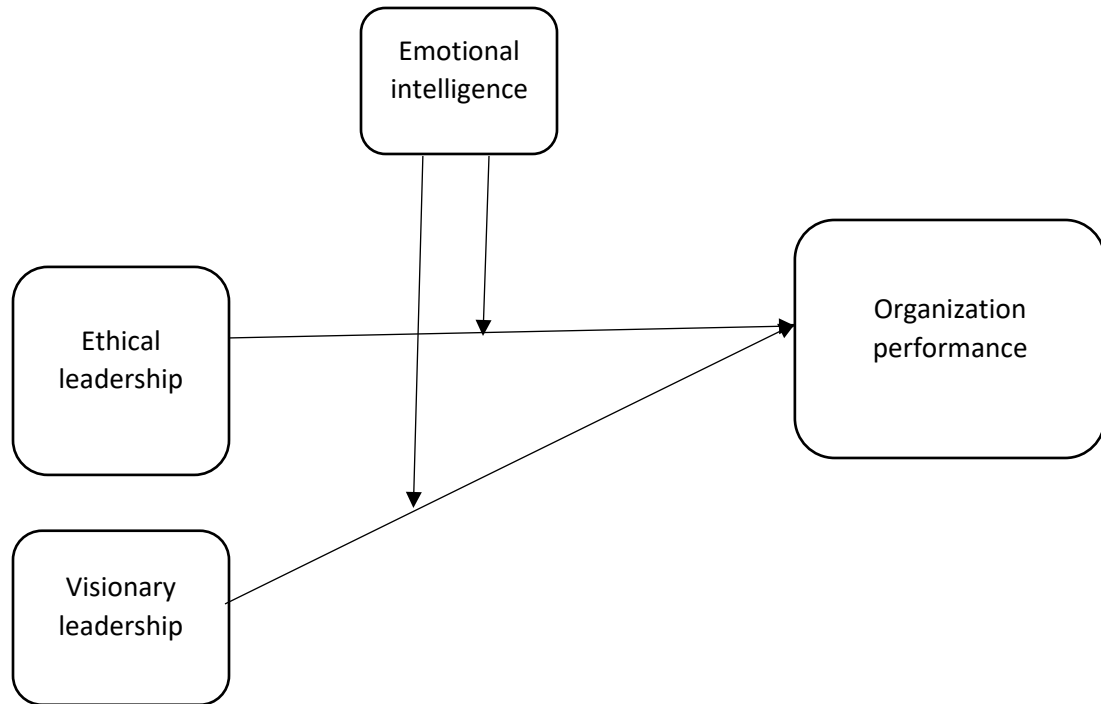
H1: The higher the employees' emotional intelligence, the stronger will be the relationship of ethical leadership and organization performance.

H2: The higher the employees' emotional intelligence, the stronger will be the relationship of visionary leadership and organization performance

Theoretical Framework

Grounded on social exchange theory, the below figure 1 depict the conceptual framework of current research study. The figure depicts Ethical leadership and Visionary leadership as predicators of the current study while organization performance is criterion variable of the study. This shows hypothesize relationship of predicators' direct influence on organization performance. The figure 1 also depict emotional intelligence as moderating variable. It is argued in this study, that though, ethical and visionary leadership effect organization performance, however, this effect or relationship will become stronger when emotional intelligence of employees as a moderating variable will be high. This way it will lead to improved performance of the organizations and hence lead to stakeholders' satisfaction. We believe that the moral and foresight characteristics of leaders will use emotional intelligence to understand and recognize leaders' feelings and emotions and respond accordingly, so that employees' behaviors can be rewarded, thereby improving the organization's work Performance. Therefore, we argued that ethical and visionary leadership affect emotional intelligence of employees. This emotional intelligence help employees to exhibit organically required behavior and this behavior ultimately lead to improved performance of the organizations. The following figure depict the framework of current study.

Figure 1: Schematic diagram of the study model



Research framework

In regard to test the hypotheses of study, below section discusses its methodology in a rational way.

METHODOLOGY

The philosophical stance of this research fall under positivist paradigm with deductive approach (grounded on social exchange theory) and quantitative methodology to deduce and test hypotheses within the context of telecom sector in Afghanistan. Therefore, quantitative methodology has been used with following details.

Data collection method and responses

Data collection is carried out through online data collection method by using Google forms. This method of data collection was preferred as it is the fastest way to collect data through personal Gmail account. The link was shared with respondents who were identified during MBA classes at

kardan university Kabul Afghanistan. It is to mention that the respondents were employees and were students at the same time at Kardan University. Therefore, they were properly briefed in the classes and two weeks' time was given to respond. Complete responses were received with 56% response rate within two weeks' time. There was no missing data as all the responses were received online and online data collection need complete responses before submission.

Sampling and sample size

Current study has utilized convenience method of non-probability sampling approach. As mentioned earlier, MBA students who were working in telecom sector of Afghanistan were identified during classes and were completely briefed about the study. Moreover, for minimum sample size, Faul, Erdfelder, Buchner, & Lang, (2009) proposed G-power software was used. The effect size medium 0.15, statistical power 0.80, and five number of predictors were selected which resulted minimum sample size of 92 subjects. Five predictors were selected based on two independent variables, one moderating and two interaction effects which make total five predictors of the current study for sample calculation in G-power software. The sample profile is presented in Table 1 which shows gender, age, experience and name of organization. To ensure the representation of sample and homogeneity of variance, we applied leven's test based on gender, age and experience through IBM-SPSS-24. Leven's test result for gender, experience and age were found as Gender Leven statistic .027, $P > .871$, Age Leven statistic 2.024, $P > .112$, experience leven statistic 2.465, $P > .068$. Overall, the equal variances are assumed and hence it was concluded that there is homogeneity and sample is representative of population.

Table 1 Respondents' Profile

Gender	Male	140
	Female	43
Age(in years)	20-25	26
	26-30	44
	31-35	97
	36-40	16
Experience	1-3	41
	4-6	48
	7-10	74
	11-15	20
Organization	MTN	23
	Etisalat	48
	Roshan	68
	Salam	44
Total		183

Measurement

Brown et al. (2005) developed items were adapted to measure ethical leadership having 10 items. Likewise, Visionary leadership (Hanges and Dickson, 2004), 6-items instrument is used. Moreover, emotional intelligence was measured with items adopted from Wong & Law, (2002), Example items are “I really understand what I feel”, “I am a good observer of others’ emotions”, “I always tell myself I am a competent person”, and “I have good control of my own emotions”. Moreover, dependent variable was measured with six items adopted form prior researches (Pitts, 2009; Choi and Rainey, 2010). It is worth mentioning that all the predictors are measured with five point likert response as such (1 = strongly disagree, 5 = strongly agree) while organization performance was measured with 7-point scale to reduce biasness level based on data collection from single source.

Data Analysis

For data analysis, this study has used SmartPLS3.3.9 (Ringle et al., 2005) software of partial least squares (PLS) structure equation modelling to analyze measurement and structure model. It is worth mentioning that it does not need normal data and as per Chin et al, (2003) survey research is normally non-normally distributed in practice. Therefore, based on suggestion of Chin et al, (2003), this study has employed SmartPLS3.3.9 (Ringle et al., 2005) due to non-normal data. Data normality was assessed by following suggestions of Hair et al. (2017). By following their guidelines, this study therefore, applied Mardia's multivariate skewness and kurtosis by using web power and we concluded non-normal data in current study. Mardia's skewness ($\beta = 2.770535$, $p < 0.01$) and Mardia's kurtosis ($\beta = 28.135804$, $p < 0.01$). In regard to further analysis, following section present study results as following.

Common method Variance

As the data is collected from a single source, therefore, this study proceed to analyze biasness caused by common method of single source data collection. First, in the data collection stage, all independent variables' data were collected with five point lickert scale while dependent variable data collection was carried out through 7-point lickert scale. Secondly, this study also consider the guidelines of Kock and Lynn (2012), and Kock (2015) for applying full collinearity-horizontal and lateral collinearity. Full collinearity VIF is ensure below or equal to ≤ 3.3 and it mean that single source bias is not an issue. Therefore, in the current study the issue of common method bias is addressed by applying full collinearity and all the values are well below 3 as shown in Table 2 below.

Table 2
Full Collinearity Testing

EL	VL	EI	OP
1.007	1.070	1.035	1.016

Measurement model

After testing for common method bias, this study follow the Anderson and Gerbing (1988) guidelines for testing model by adopting a 2-step approach of measurement and structure model assessment. According to Hair et al. (2019) and Ramayah et al. (2018), convergent and discriminant validity must be ensured for measurement model. Convergent validity ensure whether construct items are correlated to each other while discriminant validity was applied to ensure that items of two different construct are uncorrelated (Hair et. 2019). We checked items loadings, average variance extracted (AVE) and composite reliability (CR). The loadings should be equal or greater than .05, AVE should be also equal or greater than.05 while CR should be equal or greater than .07. As presented in Table 3, loadings, AVE and CR of all items are more than the required threshold and fulfill the criteria of convergent validity of measurement model. It is to mention that only one item (EI3) was deleted due to low loadings.

Table 3

Measurement model

Construct		EI	CR	AVE
Emotional Intelligence	EI1	0.824	0.774	0.535
	EI2	0.693		
	EI4	0.666		
Ethical Leadership	ELP1	0.742	0.949	0.653
	ELP10	0.897		
	ELP2	0.648		
	ELP3	0.762		
	ELP4	0.881		
	ELP5	0.888		
	ELP6	0.812		
	ELP7	0.779		
	ELP8	0.743		
	ELP9	0.886		
Organization performance	OP1	0.916	0.975	0.867

	OP2	0.939		
	OP3	0.962		
	OP4	0.953		
	OP5	0.938		
	OP6	0.875		
Visionary leadership	VN4	0.895		
	VN5	0.878		
	VNL1	0.83	0.945	0.742
	VNL2	0.782		
	VNL3	0.868		
	VNL6	0.909		

After the first step, Henseler et al. (2015) and Franke and Sarstedt (2019), proposed criteria of HTMT for measuring discriminant validity was used. HTMT criterion of values less than or equal to 0.85 considered strict criteria while less than or equal to .90 is considered lenient threshold of ensuring discriminant validity. All the values are shown in Table 4, showing all values of constructs are less than 0.5 and it suggest that respondents understand the construct and hence it is concluded that measurement items are both valid and reliable.

Table 4: Discriminant validity (Hetrotrait- monotrait)

	1	2	3	4
1.EI	0.731			
2.Ethical leadership	-0.006	0.608		
3.OP	0.137	0.109	0.731	
4.Visionary leadership	-0.139	0.01	0.075	0.742

Structural Model

To report path coefficients, the standard errors, t-values and p-values of structure model, this study has followed Hair et al. (2019) and (Ramayah et al. (2018) guidelines by applying 1000 re-sample Bootstrapping procedure. Moreover, this study also consider the criticism Hahn and Ang (2017) on reporting only p-value for significance. As criticized, p-vales are not sufficient criterion for testing the hypotheses. They propose, P-values along with confidence intervals and effect size.

Therefore, this study also reported the same criteria for testing the hypotheses. In a first step, this study tested the effect of two predictors on organization performance and on second step interaction effects were added. The R^2 value was .040 suggesting 4% of the variance explain by independent variables in dependent variable. After entering interaction terms, the R^2 value increased to .120 suggesting 12% variance including both interaction effect of ethical and visionary leadership with emotional intelligence as shown in Figure 2 and figure4.

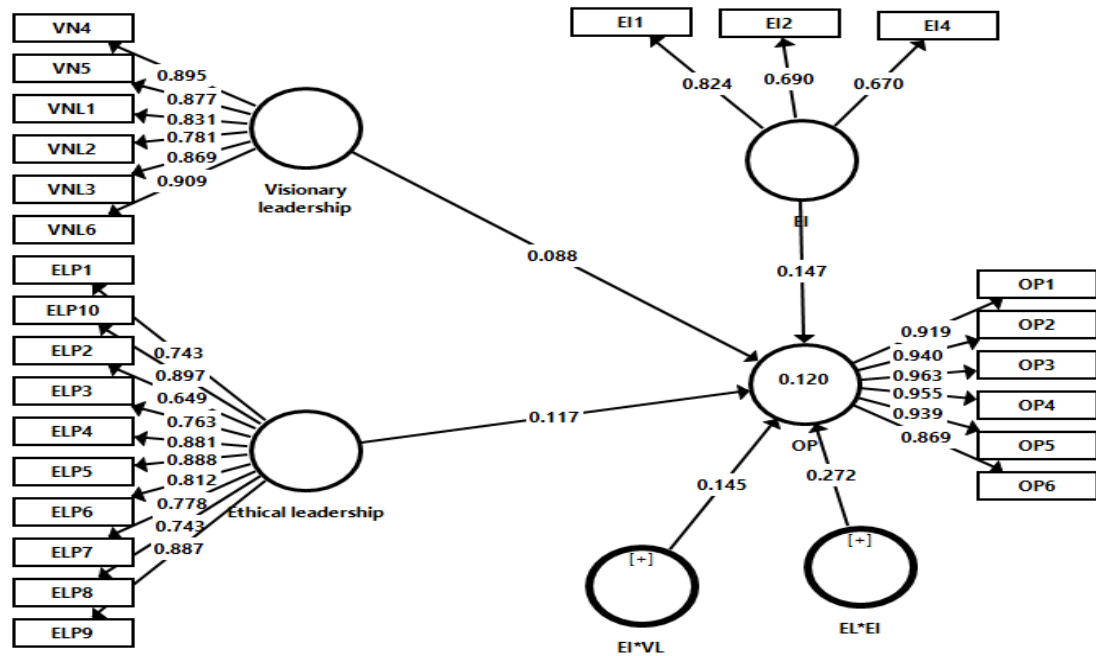
Table 5

Hypotheses testing

Hypotheses	Relationship	Beta	Standard error	T-value	P Values	BCLL	BCUL	f2
H1	EL*EI -> OP	0.272	0.075	3.628	0.000	0.132	0.365	0.072
H2	EI*VL -> OP	0.145	0.181	0.8	0.212	-0.189	0.315	0.022

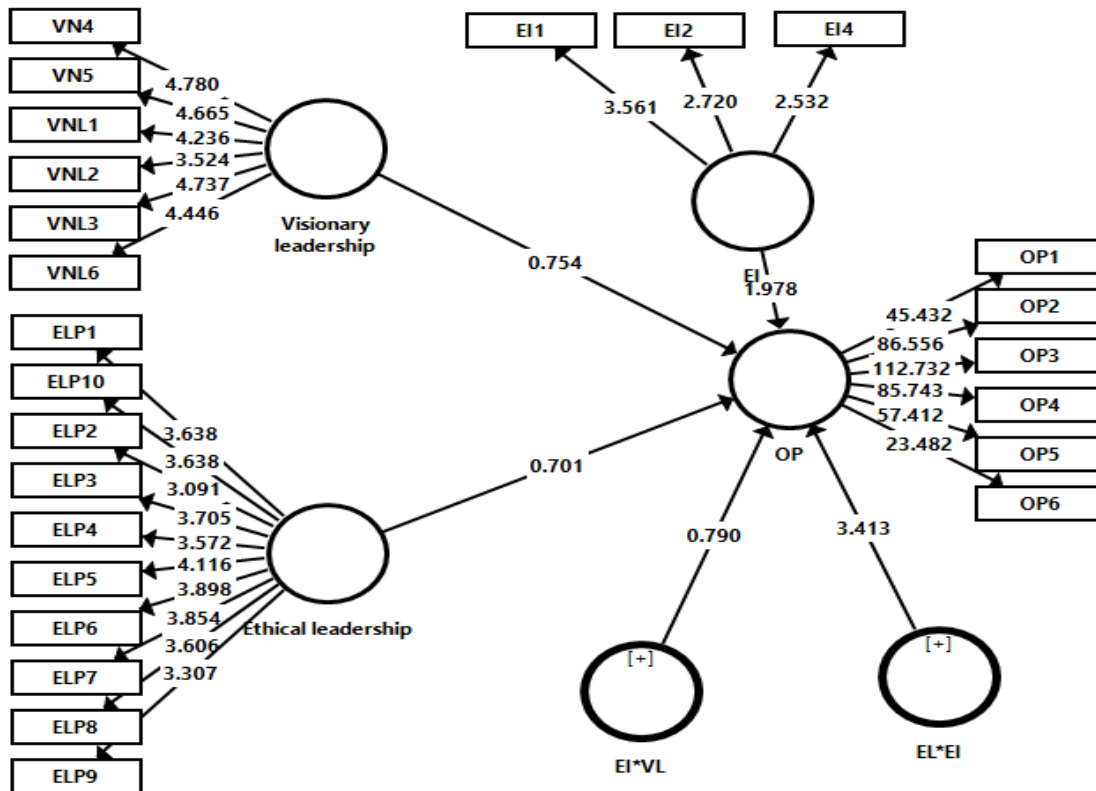
It suggest that almost 8% variance is explain by moderating variables. However, this study found that the interaction effect of Visionary leadership and emotional intelligence was insignificant. Therefore, in the next step, only one interaction effect was added in the model to identify the contribution of only one interaction effect that was found significant (Ethical leadership* Emotional intelligence) and the R^2 value resulted .10, suggesting 10% . Therefore, by doing this, we identified 2% R^2 value of insignificant interaction effect. In conclusion, The R^2 value increased from 4% to 12 % in this study. The climax of the current study results are that H1 ($\beta = 0.272$, $p < 0.000$) is supported while H2 ($\beta = 0.145$, $p < 0.212$) is not supported in this study.

Figure 2: Measurement model (loadings)



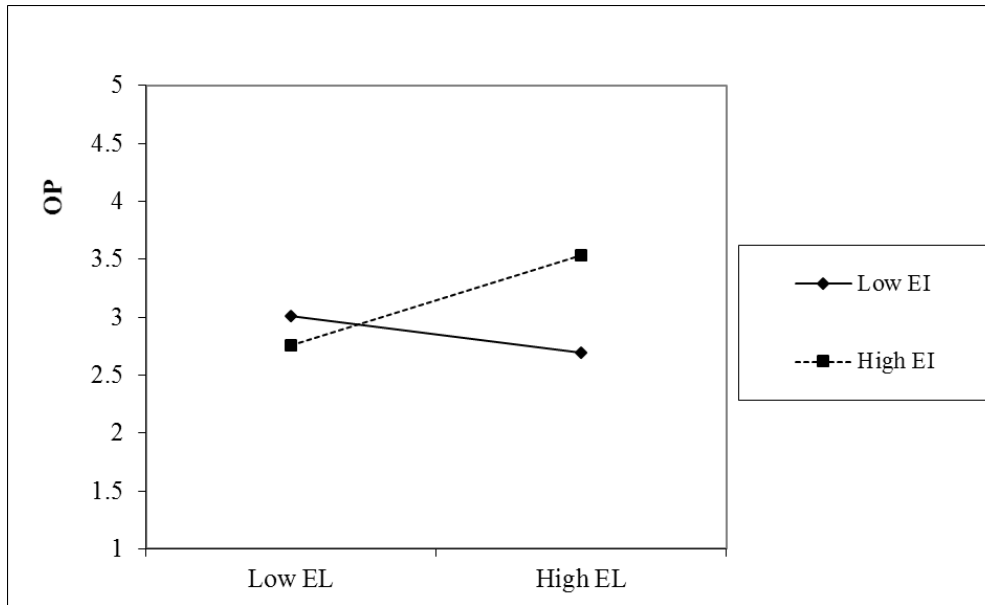
Furthermore, we also assessed the effect size (f^2) as suggest by Cohen (1984) that f^2 value less than 0.02 shows weak relationship and less than 0.02 mean there is no effect, similarly f^2 value .15 shows medium relationship while .35 shows stronger relationship. We found 0.072 for significant interaction effect which is higher than 0.02 but less than .15 suggesting weak relationship. The same results are reported in Table5.

Figure 3 Structure Model



Moreover, as proposed by Dawson (2014), we also present the interaction effect through plot to see how moderating variable changes the relationship of ethical leadership and organization performance. The results are shown in figure 4, showing that the positive relationship between Ethical leadership and organization performance is stronger when the emotional intelligence of employees is high. Therefore, H1 is supported and found significant.

Figure 4: Interaction plot



DISCUSSION

Ethical and visionary leadership play a pivotal role in the employees and organizations performance. Ethical and visionary leadership has fascinated academic circle due to the wake of misconduct approach of top executives in many organizations like at Enron, WorldCom, Tyco, and many other organizations. Significance of ethical leadership is the dire need of today's organizations (Brown & Treviño, 2006; Hackett & Wang, 2012; Kraemer, 2011; Thornton, 2013). Along the similar lines, visionary leadership is also not with exception in terms of its significant role for organizations' performance. Moreover, the same importance has been given to employees' Emotional intelligence for improved organization performance. Therefore, leaders who behave ethically and take actions proactively in fact give message to employees to reciprocate the same. Employees with high level of emotional intelligence will feel, understand and regulate accordingly. This is in fact the social exchange theory postulate. Employees who has the ability to respond intelligently in emotional situations lead to improve employees and organizational performance. However previous researches have concluded weak positive relationship between ethical leadership and organization performance, studies like Shaniqua, & Ahmad, 2018; Demirtas, 2015; Amiri & Khadimfar, 2013; Riggio et al. 2010, Waldman & House 2001). In the current study it was argued that this weak relationship can be positively moderated by emotional intelligence of

employees. In regard to present study findings, this study tested emotional intelligence as a moderating variable and found ethical and emotional intelligence as a significant contributor in organizational performance. Moreover, this study also found that emotional intelligence didn't moderate the relationship between visionary leadership and organization performance. The possible reasons of this insignificant relationship seems context of Afghanistan which is a war ravaged country where the people in general while employees in specific are effected by the ongoing war where life safety and psychological safety seems a big challenge in the organizations.

LIMITATIONS AND FUTURE RESEARCH

Though this study contribute emotional intelligence as a moderating factor by drawing upon social exchange theory, however, this study has also limitations like other many other studies. Firstly, this study didn't researched individual level constructs as a mediating variable. Secondly, this study has collected data at one point of time and also focus on one sector of the study context, therefore, future studies may be extended to other sectors for the broader scope and to increase the horizon of generalizability of the constructs. Furthermore, employee performance may be studied as a mediating variable while extending the same model. Moreover, Constructs like citizenship behavior, taking charge behavior, psychological empowerment may be studied as moderating variables in future research investigations.

CONCLUSION OF STUDY

Drawing upon Social exchange theory, this study aimed to examine ethical and visionary leadership relationship to organization performance while considering emotional intelligence as a moderating factor. In regard to this, current study found that the emotional intelligence play a positive moderating role between ethical leadership and organization performance while emotional intelligence didn't significantly moderate on the relationship of visionary leadership and organization performance. It shows the signicnant role of ethical leadership emotional intelligence for improved organization performance.

REFERENCES

- Abdullahi, A. Z., Anarfo, E. B., & Anyigba, H. (2020). The impact of leadership style on organizational citizenship behavior: does leaders' emotional intelligence play a moderating role. *Journal of Management Development*.
- Ahmad, S., Islam, T., Sadiq, M., & Kaleem, A. (2021). Promoting green behavior through ethical leadership: a model of green human resource management and environmental knowledge. *Leadership & Organization Development Journal*.
- Ali, B. J., & Anwar, G. (2021). Organization citizenship behaviour as a determining Factor in Business outcome. *Ali, BJ, & Anwar, G.(2021). Organization citizenship behaviour as a determining Factor in Business outcome. International journal of Rural Development, Environment and Health Research, 5(2), 17-25.*
- Aslan, Ş., & Şendoğdu, A. (2012). The mediating role of corporate social responsibility in ethical leader's effect on corporate ethical values and behavior. *Procedia-Social and Behavioral Sciences, 58, 693-702.*
- Butt, A., Butt, A., & Ayaz, M. (2016). Impact of ethical leadership on organizational performance and mediating role of corporate social responsibility: Evidence from banking sector of Pakistan. *International Journal of Management Sciences and Business Research, 5(6).*
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly, 17(6), 595-616.*
- Brackett, M. A., Rivers, S. E., & Salovey, P. (2011). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social and personality psychology compass, 5(1), 88-103.*
- Blackman, D., Buick, F., & O'Donnell, M. (2017). Why performance management should not be like dieting. *Australian Journal of Public Administration, 76(4), 524-528.*
- Blau, P. M. (1964). Social exchange theory. *Retrieved September, 3(2007), 62.*
- Burton, L. J., Peachey, J. W., & Wells, J. E. (2017). The role of servant leadership in developing an ethical climate in sport organizations. *Journal of Sport Management, 31(3), 229-240.*
- Chakravorty, A., & Singh, P. (2020). Work/family interference and burnout among primary school teachers: the moderating role of emotional intelligence. *DECISION, 47(3), 251-264.*
- Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo

- simulation study and an electronic-mail emotion/adoption study. *Information systems research*, 14(2), 189-217.
- Danford, A., Richardson, M., Stewart, P., Tailby, S., & Upchurch, M. (2004). High performance work systems and workplace partnership: A case study of aerospace workers. *New Technology, Work and Employment*, 19(1), 14-29.
- Demirtas, O., & Akdogan, A. A. (2015). The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics*, 130(1), 59-67.
- Dinc, M. S., & Aydemir, M. (2014). Ethical leadership and employee behaviours: an empirical study of mediating factors. *International Journal of Business Governance and Ethics*, 9(3), 293-312.
- Dhammika, K. A. S. (2016). Visionary leadership and organizational commitment: the mediating effect of leader member exchange (LMX). *Wayamba Journal of Management*, 4(1).
- de Waal, A. A., & Olale, D. A. (2019). Analyzing the effectiveness of a Kenyan NGO with the HPO Framework. *Global Business and Organizational Excellence*, 38(2), 31-42.
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G* Power 3.1: Tests for correlation and regression analyses. *Behavior research methods*, 41(4), 1149-1160
- Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. *Internet Research*.
- Gerbing, D. W., & Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of marketing research*, 25(2), 186-192.
- Hanges, P. J., & Dickson, M. W. (2004). The development and validation of the GLOBE culture and leadership scales. *Culture, leadership, and organizations: The GLOBE study of*, 62, 122-151.
- Hahn, E. D., & Ang, S. H. (2017). From the editors: New directions in the reporting of statistical results in the Journal of World Business. *Journal of World Business*, 52(2), 125-126.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, 45(5), 616-632.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*.

- Hwa, M. A. C., & Amin, H. (2016). Why emotion at work matters: examining the influence of emotional labour and emotional intelligence on workplace behaviours among service workers in east Malaysia. *Kajian Malaysia*, 34(1), 79-105.
- Howard, J., Gagné, M., Morin, A. J., & Van den Broeck, A. (2016). Motivation profiles at work: A self-determination theory approach. *Journal of Vocational Behavior*, 95, 74-89.
- Jain, P., & Duggal, T. (2018). Transformational leadership, organizational commitment, emotional intelligence and job autonomy. *Management Research Review*.
- Kock, N., & Lynn, G. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems*, 13(7).
- Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration (ijec)*, 11(4), 1-10.
- Lipson, A. (2020). *The Moderating Role of Emotional Intelligence on the Relationship between Job Resources and Employee Engagement* (Doctoral dissertation, San Jose State University)
- Mascareño, J., Rietzschel, E., & Wisse, B. (2020). Envisioning innovation: Does visionary leadership engender team innovative performance through goal alignment?. *Creativity and Innovation Management*, 29(1), 33-48.
- Martin, S. R., Emich, K. J., McClean, E. J., & Woodruff, C. T. (2021). Keeping Teams Together: How Ethical Leadership Moderates the Effects of Performance on Team Efficacy and Social Integration. *Journal of Business Ethics*, 1-13
- Othman, A. K., & Syed Muhsin, S. F. H. (2020). The influence of emotional intelligence on job performance of frontline service employees: The moderating role of service types. *Advances in Business Research International Journal*, 6(1), 1-18.
- Pitts, D. (2009). Diversity management, job satisfaction, and performance: Evidence from US federal agencies. *Public Administration Review*, 69(2), 328-338.
- Ponnu, C. H., & Tennakoon, G. (2009). The association between ethical leadership and employee outcomes-the Malaysian case. *EJBO-Electronic Journal of Business Ethics and Organization Studies*.
- Ramayah, T., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2018). Partial least squares structural equation modeling (PLS-SEM) using smartPLS 3.0.
- Ringle, C. M. (2005). SmartPLS 2.0 (M3). [http://www. smartpls. de](http://www.smartpls.de).
- Riggio, R. E., Zhu, W., Reina, C., & Maroosis, J. A. (2010). Virtue-based measurement of ethical leadership: The Leadership Virtues Questionnaire. *Consulting Psychology Journal: Practice and Research*, 62(4), 235.

- Romano, L., Tang, X., Hietajärvi, L., Salmela-Aro, K., & Fiorilli, C. (2020). Students' trait emotional intelligence and perceived teacher emotional support in preventing burnout: the moderating role of academic anxiety. *International Journal of Environmental Research and Public Health*, 17(13), 4771.
- Robinson, M. D., Persich, M. R., Stawicki, C., & Krishnakumar, S. (2019). Deviant workplace behavior as emotional action: Discriminant and interactive roles for work-related emotional intelligence. *Human Performance*, 32(5), 201-219.
- Saha, R., Cerchione, R., Singh, R., & Dahiya, R. (2020). Effect of ethical leadership and corporate social responsibility on firm performance: A systematic review. *Corporate Social Responsibility and Environmental Management*, 27(2), 409-429
- Solan, A. M. (2008). The relationships between emotional intelligence, visionary leadership, and organizational citizenship behavior in continuing higher education. Regent University.
- Taylor, C. M., Cornelius, C. J., & Colvin, K. (2014). Visionary leadership and its relationship to organizational effectiveness. *Leadership & Organization Development Journal*.
- Shafique, I., N Kalyar, M., & Ahmad, B. (2018). The nexus of ethical leadership, job performance, and turnover intention: The mediating role of job satisfaction. *Interdisciplinary Description of Complex Systems: INDECS*, 16(1), 71-87.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization science*, 4(4), 577-594.
- Ubaidillah, M., Christiana, R., & Sahrandi, A. (2019). the Visionary Leadership Strategy in Advancing Educational Institutions. *Erudio Journal of Educational Innovation*, 6(2), 206-215
- Vidic, Z., Burton, D., South, G., Pickering, A. M., & Start, A. (2016). Emotional and motivational correlates of leadership styles: A comprehensive framework for understanding effective leaders. *Journal of Leadership Studies*, 10(3), 22-40.
- Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P. (2001). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of management journal*, 44(1), 134-143.
- Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The leadership quarterly*, 13(3), 243-274.
- Yates, L. (2011). Exploring the relationship of ethical leadership with job satisfaction, organizational commitment, and organizational citizenship behavior.
- Zaim, H., Demir, A., & Budur, T. (2021). Ethical leadership, effectiveness and team performance: An Islamic perspective. *Middle East Journal of Management*, 8(1), 42-66.