

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Effect of Ethical Leadership on Project
Employee Turnover Intention with
Mediating Role of Project Identification
and Moderating Role of Trust in Leader**

by

Iqra Javed

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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This thesis is dedicated to my family.



CERTIFICATE OF APPROVAL

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Turnover Intention with Mediating Role of Project
Identification and Moderating Role of Trust in Leader**

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Then which of the Blessings of your Lord will you deny.

(Surah Ar-Rehman)

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Abstract

This study examine the relationship between Ethical Leadership and Project employee turnover intention with the mediating role of Project Identification and moderating role of Trust in Leader in project settings. The specific context of the study is the project-based organization in Pakistan. This model is tested based on the data collected using questionnaires from 360 employees working in various NGOs projects across Pakistan. Results indicate that Ethical Leadership is negatively associated with project employee turnover intention. Moreover, project identification mediates the Ethical Leadership and project employee turnover intention relationship. In addition to above, results also confirm the moderating role of Trust in Leader and practical implications. These findings contribute to the literature by extending the extant Ethical leadership approaches in the context of project organization, and by broadening the leadership research in conjunction with social identity theory.

Keywords: Ethical leadership, project employee turnover intention, project identification, trust in leader

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Abbreviations

EL	Ethical Leadership	
PI	Project Identification	
PO	Permanent Organizations	
PTI	Project employee turnover intention	
TIL	Trust In Leader	
TO	Temporary Organizations	

Chapter 1

Introduction

1.1 Background of the Study

Project includes temporary endeavor of any organization which is designed to achieve any specific objective. According to PMI (2013), projects have two unique characteristics. First, the projects are temporary in nature and should be having a finite time. Secondly, the projects must be having some new and unique objective to achieve. In modern world, project based working is getting popularity in global organization. Companies are investing in medium and large scale projects in different functions such as innovation, implementing new technology, new processes implementation, Processes improvement and constructions based activities. Studies in the field of project management have emphasized the necessity for project management practices and its growth as a profession (Crawford, 2016).

Project management is an activity, for the most part, undertaken with others. These others include team members, stakeholders, or colleagues, as project managers; the success of our projects relies on them. And the projects that often try to succeed at managing assumes an environment where there is far most responsibility than authority. The authority of the project manager's function limits the most successful project manager to demonstrate leadership (Novo, Landis & Haley, 2017). Therefore, leadership is a key to solution, to motivate with confined authority; it is the currency that is spent to achieve the success of a project. And

core to leadership is trust; without trust, there exists no followers. Fortunately, “the pace of trust building in relationships can be accelerated through ethical behavior” (Joslin & Muller, 2016).

About any project, an underlying belief is that participants try hard to achieve the goals that were planned. Project managers start the work with the hope that all the desired goals will be achieved with the use of physical resources, human resources and with the use of appropriate methods (Talman, 2018). While Human resource is the utmost essential fraction of project management. According to Demilliere (2014), the Human Resource (HR) is meant for managing the people working on the project i.e. the Project team and even the Project Manager also, who is managing the overall project activities. So, it can be said that Human Resource Management mainly deals with organizing and managing the project team. Project Management necessitates a gaggle of individuals structured in the form of a team that intends to realize certain goals consistent with a given project. Hence, the success of a project can be attributed to the achievement of project objectives including the people contributing towards the project success. In view of above, it's obvious that in Project management, the HRM has important and strategic role for the success of a project (Dociu, 2018). The application of various HR exercises/procedures like teamwork, participation, commitment and emancipation leads to employee's assimilation within the new organization and results in higher levels of commitment and identification. So it can be contended that most of the matters are dependent upon the type of leadership within the establishment and to the level of their influence/effect upon their followers (Vasilaki et al., 2016).

Project are perceived and accomplished by the people, who are engaged in the overall course of the project execution and onwards completion of the project. Hence, the project management demands for an efficient and effective project manager and also requires a competent leader who has the abilities to lead the project team efficiently and effectively. It the leader, who establishes the direction for the efforts and inspires the project team to follow that established path. For a project manager, it is vital to have abilities to form, lead and facilitate the project team members.

Leaders have to maintain an ethical illustration for affiliates of organizations and to examine the tasks of the organization that may be unfavorable, generally to the values of society. Leaders, by performing ethically (that is good and reveal justice,) also direct followers to build ethical awareness. Poor performance in project organizations is most frequently correlated with an absence of ethical leadership (Chen & Lin, 2018).

In today's competitive economy, every organization desires to get more success with improved performance but ethical gaps are everywhere. To succeed further, organizations are paying more attention towards ethical code of conducts. Business leaders want to establish active workplace ethical practices within their organizations, which are adding new moral dimensions to the leadership. Studies have explained that ethical codes are always present in the organizations but because of different scandals and conflicts, now a day, it has gained much attention (Valentine, Hanson, & Fleischman, 2019).

Ethical leadership is considered as a unique and important factor because leader's behavior has great impact on the organization way of conduct and its performance. In addition, ethical leadership promotes the attitudes of members of the organization to day-to-day work and their loyalty for the organization can be seen in terms of affective organizational commitment (Demirtas & Akdogan, 2015). Brown and Trevino (2006) in their study have discussed the different issues related to ethics in organizations like NPOs, religious institutions and similar organizations highlight the significance of issues related to ethics and also the behavior of leadership having content of ethics.

Ahmed and Anantatmula (2017) have explained various roles and skills possessed by the project managers, i.e. Managers, Leaders, Facilitators and Mentors. Additionally, the project managers are required to have skills to get good work done from others. Smith, Rohr and Panton (2018) have linked the practices of management and effectiveness of team considering the vision and goals, activities and output interdependence. In their study, they have argued that more ethical and

effective leadership leads to more quality in setting goal process, higher interdependence in the tasks which leads to high project deliverables and organizational success.

Ljungblom and Lennerfors (2018) indicated that project managers should accentuate the ethical behavior in dealing with project participants and try to eliminate those conditions which may inspire immoral conduct in project execution. Moreover, the study suggests that it is project manager's responsibility to create positive atmosphere for encouraging the accountability of all participants of the project. Project managers must also keep in mind that performing right things is better than doing things right. The effective project management requires developing ethical management skills which are necessary for the development of an organization because project managers often have to face many changes and uncertainties that occur frequently during the project life cycle. So, such key factors assist the managers in making ethical decision-making. Almost every organization's projects require high degree of vision and visibility which exerts great pressure and stress on the project team and they have to make sure that no stone is left unturned to make the project successful. Hence, in a highly risky environment, it is the ethical behavior which is compromised first of all.

For today's organizations, employee's turnover is one of the major challenges. Raffie and Coff (2016) in their study have argued that employees are one of the most indispensable resources for organizations. The costs that are incurred due to employees' turnover can be very high and it can affect the performance of organization in terms of disturbance in workplace and various other re-adjustments. These costs include different administrative costs, costs of appointing new employees because of quitting jobs of old employees and other training & development costs etc. Therefore, for organizations employee's turnover is an important threat, which needs a comprehensive explanation of its impacts.

The project is absolutely a current (temporary) organization for the members of project implementation team and this team consists of highly proficient professionals, recommended by the parental organizations for a specific period of time. Given the broad definition, intention for the turnover (or employee intending to walk

out of the project) in the projects settings/context (hereafter denoted as project turnover intention) can be comprehended as one's plan/mindset (or intention) to quit the types/profiles/roles of profession/occupations in the project-oriented organization. Project employee turnover intention and work engagement provides positive and negative re-orientations of a persons attitude and behavior and was found to be related to leadership in organizational behavior research (Breevaart et al., 2014). Firth et al. (2007) have indicated in their study that employees turnover intention is mainly affected by two factors; employees job commitment and job dissatisfaction. According to the authors of the study, the leadership behaviors directly affect the employees commitment and resultantly, it affects the employees turnover behaviors.

Sydow and Braun (2018) have stated in their study that the project manager does not bother to consider long-term career development and personal issues, because project members are not permanently assigned in a project or part of the project team as according to the definition the project is a temporary organization. In the rest of the article, throughout we will be using these terminologies of projects and temporary organizations interchangeably. This study also determines the degree to which an employees identification is coupled with a project (henceforth allude to as project identification) (Ding, 2017).

In addition, according to the author's best knowledge, so far there is no empirical study taken into account the intention to leave/depart the temporary organization (TO). Throughout, past decades there have been seen an increased usage of temporary types of organizations, like "project teams members, project programs, and task forces" (Ferreira, Braun, & Sydow, 2013). Organizations utilize TOs for making advancements, achieving authoritative change and executing systems. Specifically, the venture group is frequently used to understand issues which are relatively new, complicated and involve higher ranking of risk (Hanisch & Wald, 2014). As a result, TOs has become a remarkable organizational form for critical business endeavors. Recently, human resource management research has begun to pay more attention to TO (Ferreira et al., 2013). Thus, there is first evidence exists that human resource management practices need to be adapted to the context

of the TO. This may also be applicable to human resource management practices to reduce the higher turnover among TOs (Nuhn & Wald, 2016). Like the staff holding positions inside POs, staff working for a TO want to work on another TO yet at the same time remain in a similar organization. It is imperative to analyze such employees conduct, in the light of the fact that the turnover has a negative effect: consideration of turnover in venture groups found that task turnover could negatively affect the inspiration of undertaking colleagues, diminish the execution of undertaking and keep the targets of undertaking from being met (Hall et al., 2008). Members of Temporary Organization need to hold up under critical information, which is lost when they rashly leave the group (Lindner & Wald, 2011).

Greater number of pragmatic studies show that the organizational identification is linked with leadership and/or work related matters i.e. Work outcomes (Van Knippenberg & Sleebos, 2006). Even if we recognize that prior studies have mainly pondered employee's identification along-with their organizational identification entirely and as a result only the partial tale is known by these studies (Walumbwa et al., 2008). In General, people (project team members) will classify themselves into various social units as per various sorts of organizational membership; they are capable to have several nubs of identification (Huettermann et al., 2014). As we cannot assume that the factors found to influence organizational identification would similarly influence identification with other foci, it is essential to know more about the elements that have an effect on one's identification along-with his/her immediate organization i.e. projectized organization (Walumbwa et al., 2008).

Positive work outcome is linked with reducing employees turnover intentions, increased extra-role behavior and increased job satisfaction (Oktug, 2013). Currently, the Organizational Identification (OI) is receiving attention due to its unique scope for research purpose. A detailed model of Organizational identification was suggested by March and Simon in their study in 1958 and afterwards various studies by different researchers also discussed the Organizational Identification model. But, a small number of studies showed that how identification of employees with their manager (the team leader) affects their attitudes and conduct and how they reacted to leadership behavior (Liu et al., 2010).

Ethics is also linked with the definition of trust i.e., Macy and Stark (2018) explains Trust is the expectation by one person, group, or firm of ethically justifiable behavior that is, morally correct decisions and actions based upon ethical principles of analysis on the part of the other person, group, or firm in a joint endeavor or economic exchange.

Leadership in an organization is one of the most important factors as it helps to create and maintain trust in the work atmosphere (Grover, 2014). Its significance can be recognized from the fact that many books have been written and researches have been conducted on it. It is concluded in the researches that in applied psychology, the trust is very important concept in the study of leadership behavior. Impression of employees that leader have traits that empowers trust, might be huge for effectiveness of leadership. Trust in leader shows how the encouragement of a leader impacts on how the employees will react (Ng & Chua, 2006). Mo and Shi (2017) have suggested that effective leaders are the leaders who are trusted by their followers especially due to their ethical conduct. Furthermore, it is the moral responsibility of leaders to behave ethically, to help others because the actual motivator behind the successful activities of subordinates is only the trust.

Specifically, this study emphasizes on the projects in a research perspective, because the projects are a most common structures of temporary organization that is more commonly espoused, most frequently being implemented by the modern-day organizations (Sydow & Braun, 2018). This research study also explores that how an individual's identification with a project (henceforth called the project identification) mediates the correlation between Ethical (moral) leadership and work-related matters i.e. work-outcomes, especially the turnover intention. Additionally, it also judges the moderating impression of trust in leader in the rapport between ethical leadership and project identification. Also this research take along new understandings to the psychological process in the research of project leadership.

1.2 Gap Analysis

Ethical leadership and its impact on Employee Turnover Intention has been studied in permanent organizations (Demirtas & Akdogan, 2015; Shafique et al., 2018) which tends to be a potential gap that current studies did not explore these elements in temporary organizations (project based organizations). Thus, How Ethical leadership affects the Project employee turnover intention is the first major gap our study is going to discuss.

A significant amount of empirical studies verify the concept that organizational identification is associated with leadership and/or work outcomes (Van Knippenberg & Sleebos, 2006).). As “we cannot assume that the factors found to influence organizational identification would similarly influence identification with other foci”, it is also mandatory to highlight the aspects that effect one’s identification with his/her immediate organization (Walumbwa et al., 2008). Researchers also contend that transformational leadership encourages or boosts the performance of subordinates by promoting their organizational identification, however, as per according to our knowledge, empirical studies analyzing the mediating function of subordinates identification with their instant (direct) organization (such as a project) in the ethical leadership practices is still questionable. And it was also claimed that Project Identification especially from employees perspective was not studied before in the framework of TO (i.e. the temporary organization). (Ding, 2017), so this is the second gap our study is going to address.

Trust in leader has been studied extensively in leadership literature (Mo & Shi, 2017) but limited evidence is available that how it might affect the EL and its outcomes in Project based organizations. Thus, this study addressed the third gap in literal way by using trust in leader as a moderating variable between EL and Project Identification.

Therefore, this study will contribute significantly towards literature as well as towards further research studies in Pakistan for project based organizations. This study thus moves the field of project management forward by analyzing project based organizations in a non-Western context.

1.3 Problem Statement

Numerous scholars have debated that ethical leadership within the project settings is likely to describe an additional variance, apart, which is in the framework of permanent organizations, the unique features of project that are not considered by the conventional leadership research. Consequently, the researches related to the leadership about the temporary organizations might need such approaches that vary from those that are used in the studies related to the permanent organizations. Distinctively, ethical leadership, which has so far been proved to be an applicable approach in invigorating and stimulating higher levels of workers engagements, is required to be reviewed, considering its impact on temporary organizations (Ding, 2017).

Projects organizational environments are normally complex, ambiguous and uncertain (Tyssen et al., 2014b); so there is more probabilities for the project team members to become overburdened within their responsibilities or roles and / or comprehended job stress as compared to those people who are serving in the permanent organizational setup i.e. permanent type of organizations (Jones et al., 2007), and the same results in absenteeism and lack of enthusiasm with reference to their employment (Nuhn, Heidenreich & Wald, 2016) .It is obligatory for the Project managers to find out such ways which help to reduce such negative feelings and try to reduce the stressors within the project teams so that they will be lesser intended towards departure from their project/organization.

Another more common problem which largely effects the performance of various project is the leadership style of the project manager. Ineffective and poor ethical leadership is one of the various problems being faced within the project environment and the project participants also face certain major issues due to temporary nature of projects.

For example, with a shorter term orientation and adjustment, and with the focus on urgent deliverables brings up a time-horizon trial for the project managers / leaders to introduce & develop various modes to involve long-term foresights into short-term/temporary projects (Tyssen et al., 2013) which will result in project

employees turnover intention that also results in wastage of time and occurrence of un-necessary costs. Furthermore, if the project manager commits too many mistakes in the effectiveness of ethical leadership, his credibility will also be questioned and it will also affect the overall goodwill of the organization. Moreover, all the deficiencies/snags occurred/exposed after the project completion, will have adverse effects either on the client or performing organization (Mohamad Doll, 2009).

It is also argued by many of the previous researches that Project manager poor leadership skills, is one of the causes for project employees turnover intention. The study in conjunction with the literature scrutiny was conducted to ascertain the effectiveness of leadership theory, roles, responsibilities and skills. The conclusion of this research will assist to build up a good leadership behavioral and skills for managing the project as a project manager i.e. temporary organizations.

1.4 Research Questions

On the grounds of problem stated above, this study intends to explore the answers of research questions. The research questions are as follows;

Question 1: What is the effect of Ethical Leadership on Project employee turnover intention?

Question 2: To find out the association between Ethical Leadership and Project employee turnover intention?

Question 3: To deepen the understanding of Project Identification; does it mediate the relationship between Ethical Leadership and Project employee turnover intention?

Question 4: What is the effect of Trust in Leader on project, and either it moderates the relationship between Ethical Leadership and Project employee turnover intention?

1.5 Research Objectives

The main objective of this research study is to develop the model and test the anticipated model to know the relationship between Ethical Leadership, Project Identification and Project employee turnover intention. Additionally, the “Trust in Leader” is added as the moderator in the model to prove the relationship of the variables in the research model; Ethical leadership, project identification and project employee turnover intention.

Major objectives of the study are following:

Research Objective 1

To explore the relationship between Ethical leadership and Project employee turnover intention.

Research Objective 2

To describe the factors which can motives for reduction of employee’s turnover intention.

Research Objective 3

To explore the relationship between Ethical leadership and Project employee turnover intention through the Project Identification.

Research Objective 4

To examine the moderating effect of Trust in leader in the relationship of Ethical Leadership and Project Identification.

1.6 Significance of the Study

This study can be helpful for the project practitioners that are serving within Pakistani context in various conducts. First, this study will outline the usefulness of Ethical leadership in the projects and its effect on project turnover. Additionally, this study will highlight the different factors of project employee turnover intentions listed in literature. It will also identify how ethics and morality in project management is significant in maintaining the flow of relationship within

the integrated management. Ethics is imperative factor in order to achieve the commitment of project team which is important in realizing the project success. Particularly, the fourth quadrant of ethics being the most critical aspect that will escort to the sustainability towards the final outcome of the project.

Additionally by considering the above, it is imperative to consider that projects are time-bound activities with higher complexity, higher tolerance to ambiguity and to quantify the results is not fairly easy. According to this notion, hence it is necessary to carry out management processes and learning in a variety of cultural settings with higher degree of uncertainty. Pakistan has invested heavily and has got a huge investment, in projects from Government as well as from Foreign Institutions such as the United States Agency for International Development, the United Nations and different NGOs (non-governmental organizations) in various sectors and in different areas but the same has been largely affected by social and cultural status.

In addition to above, ethical leadership is used to guide and assist the members of the organizations to achieve their goals which are, to provide advantages to the organization, its stakeholders, and ultimately whole of the society.

In detail, this study will investigate and provide with an empirical evidence of ethics impact and will provide attention to the practitioners to modify their strategies in order to lessen the projects turnover and improve projects performance. Finally, regarding academic research, in Pakistan Project Management is intensifying and showing great interest as well. Therefore, this study will contribute towards the project management literature, as well provide new approaches to the upcoming researchers.

In this research, there are six chapters included, Chapter 1 describes research introduction and its background of the study. It also discusses research objective, significance of the study, research aim and future gap along with research questions. Chapter 2 describes the variables support to the previous literature chosen for this study and also defines theoretical support in order to enhance the assumptions, this section will provide the literature related to ethical leadership and its effect on project employee turnover intention. Additionally, it will cover the relevance

of Project identification and role of trust in leader on turnover. Chapter 3 will provide detailed information about adopted methodology, nature and type of the study, data collection, sampling and data analysis techniques to be deployed for this study. Chapter 4 is about the results of the research that will be produced after the data collection and includes tables and statistical tests. Chapter 5 includes result discussion, future recommendations, and limitation of the study and some future guidelines for upcoming researchers.

1.7 Supporting Theory

1.7.1 Social Identity Theory

The research model of this study has been based upon the Social Identity Theory which was proposed by Henri Tajfel and John Turner in 1979. Social identity theory proposes that the perception/slant of oneness with or belonging to a specific social category, such as a group or an organization. And this perception of belongingness to one's group or organization can innately stimulate individuals to accomplish communal objectives. This theory also explains that the groups (e.g. social class, organization, family or team etc.) which people belonged to are significant source or causes of self-esteem and dignity. These groups, clusters, organizations or teams provide us a sense of social identity i.e. a feel of belonging to the social world or part of the society (Hogg, 2016).

On the basis of this concept, project identification can be persuaded when a project team member has the craving to share the mutual / collective foresight and mission of the project (Gu et al., 2015). For the Project Managers when they are also assuming the role of ethical leaders they inspire their team members and enhance their sense of self-identification and self-categorization in a specific projectized context which ultimately enables them to perceive their own-selves as an active part of the project organization and it results in reduction of their turnover intention.

As per the Social Identification Theory, the first stage is the Self-Categorization, where an employee's perceives himself to be part of certain specific category to understand the social environment. In the second stage of Social Identification, the team members adopts the identity of the group/project team and in the third stage of Social Comparison, the team members compare themselves to the other groups/project teams.

Considering the Social Identity Theory of Leadership, the links that are created here are organization identification to be mediating variable which explains linkage between the ethical leadership and performance of an employee. It is argued that ethical leadership effects on the performance of the employees positively because it encourage employees, increase their morale and confidence which at the end improve overall performance (Walumbwa et al., 2011).

Chapter 2

Literature Review

2.1 Ethical Leadership

The traces from past researches depict that although ethical leadership has been debated in philosophy for a period of more than 2,000 years (Ciulla, 2003), but the pragmatic studies regarding ethics in leadership & management have not been found too old in the literature and such researches have only been conducted in the time-period of last few decades (Bass and Bass, 2008).

Brown et al. (2005) presented the conception of ethical leadership and explained it as ‘() the expression of normatively suitable conduct via personal acts and interpersonal associations, and the elevation of such conduct to followers through two-way communication and decision-making’ (p. 120) In the literature, ethical leadership is frequently accentuated on morality and integrity (Kuntz et al., 2013), and ethical leaders had been perceived as principled / ethical and fair decision-makers. The researchers represented these feature as the moral elements of ethical leadership (Demirtas, 2015).

As per study of Ko et al., (2018) ethical leadership is not only connected with a leader’s mannerisms (e.g., honesty, veracity and trustworthiness) and ethical conducts (e.g., equality, proper decision-making, concern and openness), but it is also associated with the management which is based on the values (e.g., Setting up ethical benchmarks through reciprocated communication & remunerations).

In other words, an ethical leader is interpreted as a genuinely moral & principled person by his / her devotees or followers, and at the same time is a moral manager who effectually stimulated employees (Ko et al., 2018). Hence, ethical leaders are principled personnel who exhibit moral values and behaviors in their personal lives. Adding up to these individual features, ethical leaders also exercise moral and honest management, dynamically persuade their employees/followers to be attentive towards ethics and encourage them to act more morally. They accomplish this via discipline, communication and the upshots of role-modeling (Dust et al., 2018).

According to the studies conducted by Brown and Trevino (2006), ethical tittle-tattles in the work environment [i.e., in NPOs (non-profit organizations), religious institutions and sports] reveal the significance of leadership behaviors and ethical concerns which may have the ethical substance. In the continuously transforming conditions of today, if organizations target to have a defensible growth, strategic dominance, and corporate semblance, then they must have to institute such a culture which upkeep and fosters the ethical performances. During establishment of the ethical job environment as a role-model, leader's manners impact the behaviors of others within the organizations, and hence, their behaviors turn out to be the most imperative aspect in this process. Ethical leadership means to the demonstration of such behaviors which are coherent with apposite customs/norms, which are perceptible through leader's manners/actions and relationships (Demirtas, 2015).

In fact, ethical leadership is not only about cultivating ethical behavior (Zhu, 2008) but it is more than that. According to Freeman and Stewart (2009) "Ethical leaders speak to us about our identity, what we are and what we can become, how we live and how we could live better".

2.2 Project Employee Turnover Intention

According to Sun (2017) Employee turnover intention is interpreted as employee's withdrawn behavior (i.e. even still at work but not actually engaged or committed), employee turnover intention is an antecedent to turnover itself. Employee turnover intention is described as one alienation from their occupation or organization or / and actively searching for other opportunities or career options. The idea of employee turnover intention has been investigated by many researchers in diverse disciplines and across behavioral, attitudinal, and organizational aspects (Haque, 2019). For example, issues related to the work (organizational commitment or managerial leadership), personal issues (illness or health conditions etc.), external factors (social imitations about the organization), and job-related dynamics (work environment) play vital role in the decision of an employee either to continue the job or leave the organization. (Haque, 2019).

“Turnover intention” is referred as “one's perceived prospect of continuing with or leaving the present organization” (Bigliardi et al., 2005). And for the project team members (temporarily assigned to the project), who are the skilled and capable professionals assigned by their parent organizations for a specific (limited) time period, hence the “project” is their directly present/current organization. Taking a broader view of this definition, turnover intention in the project's context (henceforth denoted to as project employee turnover intention) can be comprehended as “the employee's intention to quit (leave) the profiles/ roles/ types of professions in the project organization” (Ding, 2017).

According to the studies by Nuhn (2016), major part of the existing studies focus on constant organizational settings, i.e. turnover in the perception of quitting the permanent organization (PO), not many researches have pondered the turnover within organizations and the effects associated with the turnover intention. Additionally, to the unsurpassed knowledge of the authors, no pragmatic study has so far been discussed intentions to leave a projectized/temporary organization (TO) and its subsequent antecedents. The usage of temporary structures of organizing, for example task forces, work groups, programs and project teams, came across

with brisk growth throughout the previous decades (Ferreira, Braun & Sydow, 2013). Organizations exercise TOs for engendering innovations, setting off organizational transformation and instigating strategies. Specifically, project teams are frequently used for resolving problems which are new, complicated and exhibit higher degrees of risk (Hanisch & Wald, 2014). Thus, TOs have emerged as an eminent form of organizational structures which are support for significant business endeavors.

2.3 Project Identification

In the context of social identity process, there is strong effect of organizational identification between individuals, their colleagues and organization (Ruggieri & Abbate, 2013). Moreover, another benefit of organizational identification is that it motivates individuals in the manner that they perform well for the collective interest and goal achievement for organization (Edwards & Peccei, 2007). Previous researches also suggest that organizational identification plays an ancestry role to work outcomes of an employee (Brammer et al., 2014). But these arguments may not be true to some extent. These arguments may be inaccurate or oversimplified. The reason for this inaccuracy and oversimplified justifications is that such studies emphasized on the individual's identification with the entire organization instead of only their immediate organization.

According to Van and Van (2000), there is a difference between the concepts of the entire organization identification and immediate organization identification. They added empirical evidence to their argument that effect of immediate organization identification of individuals on their after-effects/outcomes for example; job involvement, job motivation and turnover intentions are stronger than the entire organization identification of individuals.

Walumbwa et al. (2008) and Cicero & Pierro (2007) also studied contextual base of social identification and according to their observations, they selected individual identification along-with work units and work-groups as their research objects. In

temporary settings, individuals identification with projects indicates their social category more than their identification with organization.

2.4 Trust in Leader

Rousseau et al. (1998) offered a defined the word “Trust” as “a psychological state (condition) comprising the intention to accept vulnerability based upon positive expectancies of the intentions or behavior of another.” (p.395) and the same definition is most commonly acknowledged by various researchers. While the Mayer et al. (1995) also offered another description of Trust as “the willingness of one party to be vulnerable to the acts of another party based on the expectation that the other party will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other party” (p.712).

Trust has been a significant field of study for numerous years and it has been connected to a number of job experiences and consequences, and the trust has also been recognized as a pertinent aspect of quite a lot of theories of leadership (for instance, relating the trust to the theory of Leader-Member Exchange, Transformational Leadership and Charismatic Leadership etc.) (tken, 2011).

While exploring into the available previous studies, it reveals that the importance of trust in leaders has also been investigated considerably by various researchers and the trust has been associated to a large number of work related scenarios and their relevant outcomes (Mo, S., 2017).

Within the organization and interpersonal affiliations since the feat of trusting results has been observed in a way that the trust results in empowerment of others and portrays an impression that leader have confidence in their capabilities. Even the trust in leader has been investigated by several researchers as an imperative variable for their studies but very few studies discussed the moderating role of trust in leader in organizations (Oh, S. Y., 2019).

For the employees of an organization, their leaders are the main source of ethical guidance and direction towards their ethical conduct. The leader’s qualities and

manners are visible to their followers to some extent. In the today's rapidly transforming world, the people rely on the personal associations for seeking guidance and the altitude of their trust normally defines the quality and strength of these relationships. Another important factor is that when a leader succeeds to achieve the trust of employees, the employees are keen to be susceptible to the leader's conducts since the employees have confidence in their leader that the leader will protect their rights and will not exploit their rights (Flavian et al., 2019).

Additionally, repeatedly the trust has been bracketed with numerous attitudinal and behavioral work aftermaths, such as organizational commitment, job satisfaction, goal commitment, and work performance (Chen & Lin, 2018).

2.5 (EL)Ethical leadership and Project Employee Turnover Intention

Contrary to the manner in which we define the permanent organizations through survival, visions and sustainable development, temporary organizations typically perform overloaded and time-bound tasks and need to complete a developed outcome/product (Burke et al., 2016). As Tyssen et al. (2014a) synopsise, temporary organizations key characteristics are: a "limited and predefined duration", "non-routine work content", "higher uncertainty and risks", and "interdivisional collaboration of heterogeneous teams". Because of such things, project team members work in very complex, ambiguous and they have to face uncertain situations at work place (Burke, 2016). These factors cause the employees less committed to their tasks than the employees of permanent organizations (Tyssen et al., 2014a). It can be said that temporary organizations leaders have to cope-up with many challenges (Ko et al., 2018). For instance, the short timed duration with prompt deliverables raise challenges linked to the time limit, so the project leaders need to design a strategy to integrate the long timed vision of the organization into short timed going on projects (Tyssen et al., 2013). Therefore, it is necessary to research more on the ethical leadership effectiveness for temporary organizations.

Role of ethics in the field of project management did not considered much attention in Guide to Project Management Body of Knowledge (PMBOK, 2004) whereas US based, the Project Management Institute (PMI) responsible for PMBoK has been practicing an ethical code since 15 years or even more. These ethical codes just provide forum that how to behave professionally while dealing with particular project but these do not answer that how a project manager should behave ethically in a project. This is the association of ethical training.

Although scholars and researchers are of the view that ethical leadership is not much old concept so it is required to do descriptive research on it. Initial research was descriptive as it was focused particularly on defining ethical leadership (Karakus, 2017). During last few years, researchers are showing great interest in the promotion and development of the conception of ethical leadership and its effectiveness in organization. Ethical leadership is a unique concept and it is an important concept too because of the impact that leaders have on the working of the organization and its performance and on job performance (Eli et al., 2012). It is expected that ethical leaders will have more tendency to take into account the development needs of each employee and place them in the sense of being able to experience the job role and work (Dust et al., 2018). Such type of leaders always behave in good manner with their subordinates and coworkers as they treat them with respect and never treat them as a way to accomplish their goals. This respect for the dignity of the human being should lead employees to a strong feeling of respect for their leaders and this feeling is consistent with the organization goals accomplishments (Zhu, 2008).

Ethical Leadership is the basic component for organizations since it assists the organizations to diminish trade consumptions through reasonable and ethical treatment of its workers as well as other assets. The sample research about has examined the positive part of ethical leadership in reducing the damaging behaviors of representatives and to debilitate shameless work environment hones. In any case, moderately less consideration has been paid to test the nexus of moral administration, and their purposeful to take off the organization (Shafique et al, 2018).

So undoubtedly an ethical leader always treats his coworkers and employees fairly and unbiased i.e., they are using descriptive and procedural justice to direct their behavior towards leadership. Perception of followers being treated in a fair and an unbiased manner should positively affect their attitudes towards job as it increased job satisfaction and their commitment with the organization and its effects positively an organization's outcomes (Lee, 2019).

Huang and Chang (2009) in their study have investigated a project manager's moral philosophy and its impact on the decision making of continue or not to continue a project. They concluded that managers who have strict and absolute moral principles are more likely to discontinue a project that might fail than a highly relativistic manager. In comparison, researchers have also argued that project managers who are highly idealist and prefer less harm to others are more expected to continue projects (Miller & Andersen, 2013).

Definition of employee's turnover is stated by Demirtas and Akdogan (2015) as "the cessation of membership in an organization by an individual who received monetary compensation from the organization". In an organization employee's turnover are due to some other outside factors. These factors are unemployment levels and obtainability of jobs, organizational factors which includes working environment, reward/remuneration system and leadership style and some individual factors includes dissatisfaction with work and coworker performance.

Analysts have been considering the impacts of ethical leader (moral authority) on organizational and behavioral results of its employee's. In this setting/context, only few attempted to observationally dissect the impact of ethical leadership on project employee's turnover deliberate or intention. Brown and Trevino (2006) contended that leadership style in any organization ought to be compelling. This infers that manager's ethical style of administration ought to impact employee's work reaction (Ruiz et al., 2011). Ethical Leadership is critical for organizational operations, since in tall power-distance firms, ethical leaders (moral pioneers) are more likely to create enthusiastic ties with representatives. Subsequently, fortifying the positive impacts on employee's work reaction (Ruiz et al., 2011). Therefore, when representatives encounter moral treatment from their directors, they feel

sense of security, bolster, and reasonable treatment, additionally feel that their essential prerequisites are satisfied. Furthermore, the psychological agreements may also be established by the employees that reinforce the mutual allegiance gained by team members and their managers to work for shared well-being. As managers exhibit the ethical patterns of leadership, their team members also demonstrate the expedient positive approaches and behaviors about the job, by this means curtailing the chances of quitting the job and / or shifting to some other organization. The prevailing literature also advocates this relationship. Thus, we hypothesize that;

There is a strong association between ethical leaders and project employees that makes environment to do work pleasant so it cause high commitment of employees and decrease the turnover intention (Eli et al., 2012). Based upon previous literature, the current study propose that;

H₁: There is a negative association between Ethical Leadership and Project employee turnover intention.

2.6 Ethical Leadership and Project Identification

Over the past few decades the researchers are doing more research on the identification influence on employees 'attitude and their behavior with other group members and people at workplace (Gu et al., 2015). Identification is defined as "the part of an individual's identity that derives directly from their relationship with an entity such as a group, individual or organization". Employees who think that their goals and values are similar to the vision and goals of organization have effect on their personal perspectives, change their personal perspectives and self-concept to make their goals and vision similar with organization (Miao, Newman & Lamb, 2012).

This study strongly endorses social identity theory which has been established on the concepts of self-conception and self-categorization. Social identity theory

argued that the perception of oneness with or belonging to a specific social category, such as an organization or a group, can intrinsically motivate individuals to achieve collective good (Ding et al., 2017). On the basis of this concept, project identification can be educed when a project member crave for sharing the collective mission and vision of the project (Gu et al., 2015). Grooming shared identity of subordinates is necessary for the project managers if they desire to practice optimistic upshots from the juniors in question (Solansky, 2011).

Social identity of leadership theory is explained by Hogg (2001) and according to him, the core of leadership is to “set agenda, define identity, and mobilize people to achieve collective goals”. It can be expected for the Ethical leaders, who are positive, active and innovative that they can accelerate their juniors to establish more identification with their co-team members/colleagues and organizations (Walumbwa et al., 2008). Identification covers large area of literature (Knippenberg, 2004). This study suggests that individuals having higher organizational identification are more productive and contribute more positively in their firms. Its reason is that identification makes employees to think themselves having the attributes they connect with performance of organization and to enhance positive responses. At the end, employees work harder on the behalf of their organization and by doing this they are motivating themselves and others to get the desired goals of the organization (Walumbwa et al., 2011). This motivation and effort tends to increase performance of individuals. To support these arguments, studies have shown that there is a positive link between identification and behaviors of individuals such as performance (Walumbwa et al., 2008). While on the other side, Hogg’s social identity theory of leadership has explained that the leadership includes skills and powers to set goals and agenda, outline identity and make people to realize goals that are collective (Knippenberg, 2004). It further includes that it is the job of leaders to encourage his/her subordinates. Considering the Social Identity Theory of Leadership, the links that are created here are organization identification to be mediating variable which explains link between ethical leadership and performance. It is argued that ethical leadership effects on the performance of the employees positively because it encourage employees, increase their

morale and confidence which at the end improve overall performance (Walumbwa et al., 2011).

Ethical leadership requires to carefully treat the followers with fairness, honesty and justice. They must be given a sense of fair treatment and their voices should be heard (Mayer et al. 2012). In this way, the follower's confidence will be enhanced and they will feel themselves to be a respectable and important part of the organization, which in increase their level of identification.

It is also being suggested here that leaders with their strong ethical abilities are able to influence performance of followers by enhancing more identification with organization. It is because such leaders are ethically strong and exemplify the higher standards of ethics and principled values (Van et al., 2004). In accordance with above discussion, it has been expected that Ethical leadership enhance employee's identification with temporary organization in project context. Therefore, there is a positive relationship between ethical leadership and project identification, the study therefore hypothesize that;

H₂: Ethical Leadership is positively related to Project Identification.

2.7 Project Identification and Project Employee Turnover Intention

In the context of social identity process, there is strong effect of organizational identification between individuals, their co-workers and organization (Ruggieri & Abbate, 2013). Moreover, another benefit of organizational identification is that it motivates individuals in the manner that they perform well for the collective interest and goal achievement for organization (Brown, 2017). Previous researches also suggest that organizational identification plays an ancestry role to work outcomes of an employee (Brammer et al., 2014). But these arguments may not be true to some extent. These arguments may be inaccurate or oversimplified. The reason for this inaccuracy and oversimplified justifications is that such studies emphasized on the individual's identification with the entire organization instead of only

their immediate organization. According to Van and Van (2000), there is a difference between the concepts of the entire organization identification and immediate organization identification. . They added empirical evidence to their argument that effect of immediate organization identification of individuals on their performances; for example job involvement, job motivation and turnover intentions are stronger than the entire organization identification of individuals. Walumbwa et al. (2008) and Cicero & Pierro (2007) also studied contextual base of social identification and according to their observations, they selected individual identification with work-units and work-groups as their research objects. In temporary settings, individuals identification with projects indicates their social category more than their identification with organization.

Turnover is now becoming a major issue for many organizations because it costs the organization especially those jobs that offer trainings and high education to their employees (Kim, 2017). There are two arguments that favor the assumption of negative relationship between employee's turnover and organizational identification:

1. If the individual will identify more him or her with the group, he or she will be better able to act according to the norms and values of the group. One of the important aspect within the organization's HRM is staff retention (Pouransari, Al-Karaghoulis & Dey,2016).Similarly, Ashforth & Mael (1989) have explained that organizational identification is connected to support the group members and the organization and end result should be the retention.
2. Organizations are becoming the part of the individuals' self-concept when he or she strongly identifies the organization because the individuals are connected psychologically with the organization. The levels of self-enhancement, reductions of uncertainty and self-continuity are enhanced with organizational identification (Fallatah, Laschinger & Read, 2017). The more there is organizational identification, there will be more self-image of employees that incorporates the characteristics of organization. So, the more employees have organizational identification the more they will be able to define themselves. And it will help to estimate the future of organization and theirs too. So, if it is discussed as a withdrawal from

organization in this context, it will have an effect on individual's self-concept and so this will result in lower intentions to leave the organizations (Brown, 2017).

There is also reflection of extent of perceived overlap of organizational identification between norms, values and goals of organizations and self-concept of employees. Organizational identification thus is psychological contract and broad feeling of recognition with organization and so this implies that employees with higher identification should be less inclined to quit jobs and leave the organizations. It is being mentioned above that there is an affiliation between employee's turnover and the identification but it is important to note here that identification is more than a behavior possess by the employees towards their organization. Identification is a motivation which is more than just a membership status because it increases the self-concept of workers (Van Dick et al, 2004).

Regarding identification, Meta analytic studies have commented and reported that there is strong and inverse relationship with turnover intention of employees (Riketta, 2005). Subjective to existed literature, the current study suggests that;

H₃: There is negative correlation between Project Identification and Project employee turnover intention.

2.8 Mediating Role of Project Identification between EL and Project Employee Turnover Intention

Foreman and Sheep (2018) commented that the organizational identification leads towards making the employees to take into consideration the goals and perspectives of the organizations as the goals and perspectives of their own (Ellemers et al., 2004). This fuels passion in employees and motivate them to perform in a more effective way.

Employees identified by their organization in an inseparable bond defines their sense of self in a manner cohesive with their organization and in other words an organization play a role in the identification of its employees as a person and vice versa. Furthermore, for employees who are unequivocally related to their organizations, their feeling of self is characterized as far as the organization's identity. This implies other individuals from the organization assume a huge part in a person's definition of self (Qi & Ming-Xia, 2014).

Project identification can impact employees project employee turnover intention in numerous manners. Project team members who are strongly being identified with a project will follow intensive association with the project organization and, in turn, it heightens their sense (awareness) of self-concept regarding the project itself (Ding, 2017). The Self-Concept Theory narrates that, such people have low probability of resigning from the project as quitting or exiting then includes a loss of part of their own-selves (Cho et al., 2014). In the same way, Cole and Bruch (2006) discussed that extra-ordinarily recognized organizational identification could defend the subordinates from construing problematic events as being problematic, which may otherwise amplify one's intention of leaving the organization. Additionally, Shen et al. (2014) explained that there is observance of an inverse relationship between organizational identification and employees turnover intention.

The individual's determination to stay with organization must be connected with organizational identification because if there is more identification with organization, the more individual's self-concept will be connected with the organization (Fallatah, Laschinger & Read, 2017). Quitting job from the organization will have a meaning that vacating individuals' self-concept which generally people have a desire to maintain (Edwards and Cable, 2009). It also includes that the organizational identification helps to motivate employees to follow the organizational interests, so leaving the organization will not be prioritized by individuals as considering those interests.

Project Identification plays an important positive role to enhance the employee's bindings and association with his/her temporary organization. The same has been

practically proved by various private sector organizations including Karwan Foundation and Hashoo Faoundation. During various projects, the project managers promote the project team's attachment with their projects due to their ethical conducts, which results in stronger employee's attachment with their projects, resulting in increase in their projects identification and reduction in their turnover intentions.

Furthermore, it has been observed that employees still stay loyal to their organizations even after leaving their organizations due to any reason, and this is the result of only the ethical leadership conducts by their project managers.

Considering above discussion, following hypothesis is proposed:

H₄: Project Identification acts as a mediating variable in the relationship between Ethical Leadership and Project employee turnover intention.

2.9 Moderating Rrole of Trust in Leader between EL and Project Identification

If we consider theoretically, trust has relation with organizational identification (DeConinck, 2011). Employees having more trust in organizations and its leaders can easily make bonds that foster identification. Restubog et al. (2008) have argued in their study that organizational trust act as a mediating variable in the correlation between organizational identification and psychological contract. According to Edwards and Cable (2009), trust influences turnover intentions as being antecedent to organizational identification. As there is a lack of research between the both organizational identification and trust and these both variables are important; it thus indicates the need for further research. Therefore, to analyze and explore the link among two variables; organizational trust and identification is one of the objective of this research study. There must be a positive relation between trust and organizational identification as trust should lead employees to increase employee's willingness to have a bond and relation with organizational identification (Edwards & Cable, 2009).

As ethical leaders desire to protect the basic human rights of autonomy and dignity, they are more focused to structure jobs so that employees can participate in decision making and also enhanced participation in organizations' decision-making. Presence of such autonomy in organization enhances self-determination feelings in employees that again links the trust developed between ethical leaders and followers (Zhu, 2008).

Goodwin et al. (2011) analyzed trust by discovering from employees that how they were treated by their managers. They explained that when there is appropriate model provided by leaders, when there is a support from leaders and fostered acceptance of group goals, trust of employees was much higher.

If considered conceptually, leaders with more trust should promote identification with organization. As virtuous leaders are proactive, this results in increased collaboration and cooperation. Thus, there are general expectations that such kind of leaders should endorse organizational identification (Qi & Ming-Xia, 2014). Research study (Tyler & Blader, 2000) suggests that when there is trust present in the organization, there is more organizational identification and psychological safety of individuals is met. Studies have provided evidences i.e., various attributes of ethical leaders like trustworthiness and openness are positively interrelated to organizational identification (Sluss & Ashforth, 2008).

Brown and colleagues (2005) have advocated that followers of leaders who behave ethically are more productive and innovative as being in social interchange relationship and because of the trust they have, they work calmly. When employees know that their leaders care about them and they consider them in all activities because of the interest, they perform better and increase the performance of the firm.

Numerous studies (Bal et al., 2011; Chang and Wong, 2010) have probed the moderating function of "trust" and the most important reason is that "trust" plays pivotal role in relationships either they are institutional or interpersonal. For the effectiveness of leadership, the trust is one the fundamental concepts and the same is extra ordinarily valuable for any organization. Furthermore, the extra-ordinary

reciprocated trust between a leader and follower might result in the stronger affiliation between them. (tken, 2011).

Dirks and Ferrin (2002) discovered that the leadership style and practices are the prime precursors for trust in leaders. They further advocate that outcomes of ethical leadership are dependable upon the role-modeling conduct of the leaders. So it has been observed that a strong and clear relationship between trust and ethical leadership exist (Mo & Shi, 2017).

Considering the above discussion, expectations are that, trust in a leader plays positive role in relationship of ethical leadership and the organizational identification, thus leads to another hypothesis stating that;

H₅: Trust in Leader moderates the relationship between Ethical leadership and Project Identification.

2.10 Research Model

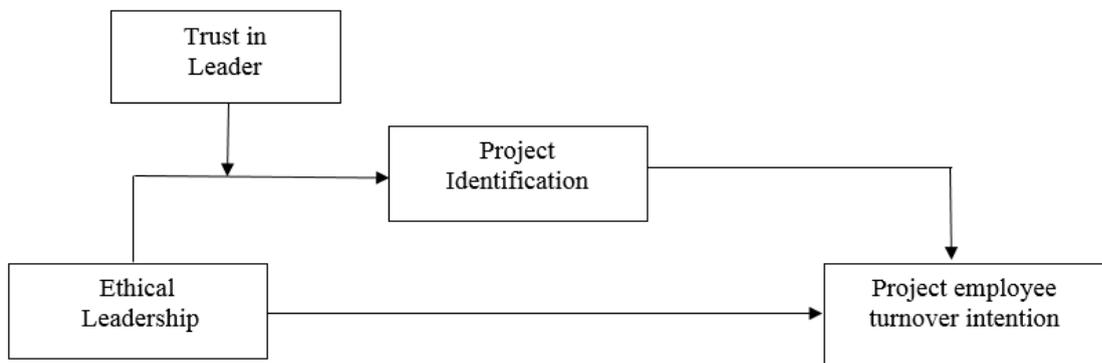


FIGURE 2.1: Research Conceptual Model of EL impact on project employee turnover intention through project identification: Moderation of Trust in Leader

2.11 Research Hypotheses

The current study proposed following hypothesis:

H₁: There is a negative association between Ethical leadership and Project employee turnover intention.

H₂: There is positive association between Ethical Leadership and Project Identification.

H₃: There is negative association between Project Identification and Project employee turnover intention.

H₄: Project Identification acts as a mediating variable in the relationship between Ethical Leadership and Project employee turnover intention.

H₅: Trust in Leader moderates the relationship between Ethical leadership and Project Identification.

Chapter 3

Research Methodology

The aim of this chapter is to describe all the methodology used to find the answers of research questions which is to understand relationship between ethical leadership and project employee turnover intention and having mediating variable project identification and trust in leader as moderating role. The methodology section covers research design, all techniques of collecting data (population and samples), and put an emphasis on measurement and instrument reliability analysis.

3.1 Research Design

3.1.1 Type of Study

The research design is a scaffold under which research is conducted. This research study is used to highlight the effect of Ethical Leadership on the project employee turnover intentions, for this co-relational study has been used in this research. In this regard, the project-based organizations of Pakistan are targeted to get the required data needed to obtain the most authentic results. Initially 360 questionnaires were set as a target but 300 genuine responses were collected. The sample that was selected for this research is expected to exemplify the whole population of Pakistan. This will assist to generalize the results from the sample statistics that will likely to be demonstrated by the whole population of Pakistan.

3.1.2 Research Philosophy and Quantitative Research

This research study is taking after the hypothetical deductive research method which is centered upon the determinism philosophy, in which earlier research studies and prevailing theories were deployed to validate and support our hypothesis which will then be tested pragmatically for substantiation of the proposed hypothesis. The hypothetical-deductive model or approach is an anticipated explanation of scientific method. According to this method, scientific inquest initiates by framing a supposition (hypothesis) in such a manner that could credibly be falsified by a test on visible data. A test that runs antagonistic to projections of the hypothesis is required as a falsification of the hypothesis. A test which not run antagonistic to the hypothesis substantiates the theory. Then it is anticipated to compare the descriptive value of competing hypotheses by testing how strongly they are authenticated by their predictions.

As to reach a broader range of population, normally the quantitative methods are brought into practiced and valued. Therefore, the quantitative research method has been utilized in this study, for collecting the quality data for the purpose of associating variables to each other and for validating the type of relationship between the variables used in the research. Qualitative methods i.e. interviews, observations and focus groups would not be considered most effective research method. Firstly, quantitative method is not best for statistical analysis, secondly qualitative method is not anonymous, and therefore may lead participants not being candid to answer their concerns about ethical dilemmas. And lastly, qualitative method is also not clear in reliability measurement while through quantitative method reliability can be measured effectively. On the contrary, the need to understand the best results of the problem, this research demanded a quantitative method. Therefore, the following research is quantitative in nature, as questionnaires were designed to get numerical data for research analysis. Thus, the main purpose of choosing this type of nature for study was to check the possibility of creating a validated data collection tool, used to predict the results.

3.1.3 Unit of Analysis

Most commonly the unit of analysis is the utmost imperative characteristic in any research study. The unit of analysis may differ for different groups to individual in a research study, or it may be an object like organization, industry or country from where data is collected and then analyzed for their attributes and features .Since this study is designed on dyadic relationship i.e., the impact of ethical leadership in projects setting on its turnover intentions, therefore, the unit of analysis under this study were the employees of project based organizations (non-profit organization) from private sector who have been serving in Projects as Project Managers, Project Team Members, PMO (Project Management Office) Staff and Projects field staff members in the city of Islamabad, Pakistan.

3.2 Population

The selected population for this study was the employees who are serving in a project environment especially the project team members, Project Managers and Project Management Office (PMO) staff in the development sector i.e. Project based NGO's including Hashoo Foundation, Aga Khan Rural Support Program, Aurat Foundation, Lead, Positive Pakistan, Islamic Relief and Karwan Foundation etc. from Islamabad and Rawalpindi. The Questionnaire was designed/arranged in such a manner that required feedback could only be obtained from the staff members who were/have been directly involved in the projects execution, project management etc. so that they would be better aware of ethical practices being followed in their project organization and could better judge the impact of ethical leadership. Furthermore, they would be able to share their most recent/current experiences about the impact of Ethical Leadership on their intentions of Project Turnover.

3.3 Sample and Sampling Technique

Purposive sampling technique is used to obtain the objectives of this research study. To create the sample, population all characteristics and study objectives were taken as the priority. The data were collected from the development sector (Project based NGO's) from the twin cities i.e. Rawalpindi and Islamabad owing to limitations of time. It is hard to define the total number of employees working in this industry, but the industry has expanded significantly over the past five years. This sector has also made a significant contribution in different parts of Pakistan. As this sector has a large population, it is impossible to cover all employees because of different constraints such as scarcity of time, the shortage of resources and the different costs. Therefore, a sample was selected to collect the data for the industry. The population consisted of project managers and project team members who are/have been serving in project organization some other project support staff members were also considered in sample. In the Project based NGO sector some foreigners also serving and they are also made a part of the sample population. For this study, the selected sample size was 360. The total numbers of questionnaires, distributed in twin cities in different Project based NGOs was 360. In which NGO's included Hashoo Foundation, Aga Khan Rural Support Program, Aurat Foundation, Lead, Positive Pakistan, Islamic Relief and Karwan Foundation etc. For this research study total questionnaires distributed were 360 and 317 questionnaires were received back for data analysis, in which 17 of them were not fully filled and discarded. Then response rate of respondent out of 100% was 86.9% which is considered as very positive response. Therefore, the data analysis was done by using the final sample size of 300.

In order to collect data from the selected sample, selecting a sampling strategy is important. In this research study, the non-probability sampling strategy were used i.e. convenient and judgmental sampling. Companies firstly approach the reference staff and then requested the other respondents to contribute in the survey. For their convenience questionnaires were sent through emails and hard copy.

Table 3.0: Detail of organizations response rate

Name of Organization	No. of questionnaires distributed	No. of useable questionnaires received back	Response Rate
Hashoo Foundation	75	60	80%
Agha Khan Rural Support	80	70	90%
Aurat Foundation	60	50	90%
Lead Foundation	40	32	91%
Positive Pakistan Foundation	45	35	90%
Karwan Foundation	25	22	92%
Islamic Relief Foundation	35	31	95%
Total	360	300	

3.4 Sample Characteristics

In this study, the demographics that were considered are; project managers and employees age, their dynamic experience in the project based organizations and information linked to gender and qualification. Because it was a bilateral relationship, two different types of questionnaires were prepared; one for project team (project managers, experts/advisors) only and one to be filled by the stakeholders only.

Sample characteristic's details are elaborated as follows:

3.4.1 Gender

Gender is an element which remains in highlights for the purpose to retain gender equality, thus it is also considered the important element of the demographics as it differentiates in-between male and female in a particular population sample.

Table 3.1 depicts the ratio of male and female respondents. As we can see majority of the respondents were males, which shows that 56.7% of the respondents were male and 43.3% respondents were female.

TABLE 3.1: Gender Distribution

Gender	Frequency	Percent
Male	170	56.7
Female	130	43.3
Total	300	100

3.4.2 Age

Age is considered as one of the demographics, that respondents may sometimes feel uncomfortable to disclose openly. Thus, for the convenience of respondents, scale/range was used to collect information regarding their age.

It has been shown in Table 3.2 that large number of the respondents were having age between the range of 26-33, that means 47.3% of majority respondent were having age ranging between 26-33, 12.3% of respondents that have range between 34-41, 1.7% respondents were having age ranging between 42-49, while 38.0% were having age ranging between 18-25 and only 0.7% of the employees were having age range of 50 or above.

TABLE 3.2: Age Distribution

Age	Frequency	Percent
18-25	114	38
26-33	142	47.3
34-41	37	12.3
42-49	5	1.7
50 and above	2	0.7
Total	300	100

3.5 Qualification

Education is the major element which contributes towards the prosperity of the whole Nation and it is also the basic need of the hour to compete globally. Hence after gender, qualification/education is another vital dimension of the demographics.

TABLE 3.3: Qualification Distribution

Qualification	Frequency	Percent
Matric	0	0
Intermediate	33	11
Bachelors	45	15
Masters	109	36.5
MS/M.Phil.	111	37
Ph.D.	2	0.5
Total	300	100

Education opens up many new and unique paths for success and creativity in order to gain competitive advantage amongst all the other countries around the globe. Probably education plays an important role in demonstrating creativity and innovation in project tasks by facilitating the effective knowledge management.

It has been shown in Table 3.3 that most of the respondents were having qualification of MS/M.Phil., which comprises 37.0% of the total respondents chosen as the true representative sample of the whole population. 36.5% were having qualification of Master, 15.0% respondents were qualified with Bachelors education, 11% were having qualification of Intermediate Level and 0.5% of the respondents were Ph.D. amongst the 300 respondents.

3.5.1 Experience

Again to collect information about the respondent experience, developed different ranges of experience time period so that every respondent can easily indicate the specific duration of their professional experience in the relevant field of projects.

TABLE 3.4: Experience Distribution

Experience	Frequency	Percent
0-5	226	75.3
06-Oct	61	20.3
Nov-16	9	3
17-22	2	0.7
23-28	1	0.3
29 and above	1	0.3
Total	300	100

Education opens up many new and unique paths for success and creativity in order to gain competitive advantage amongst all the other countries around the globe. Probably education plays an important role in demonstrating creativity and innovation in project tasks by facilitating the effective knowledge management.

It has been shown in Table 3.3 that most of the respondents were having qualification of MS/M.Phil., which comprises 37.0% of the total respondents chosen as the true representative sample of the whole population. 36.5% were having qualification of Master, 15.0% respondents were having qualification of Bachelor, 11% were having qualification of Intermediate and 0.5% of the respondents were Ph.D. amongst the 300 respondents.

3.5.2 Experience

Again to collect information about the respondent experience, developed different ranges of experience time period so that every respondent can easily indicate the specific tenure of their experience in the relevant field of projects.

TABLE 3.5: Experience Distribution

Variables	Source	Items
Ethical Leadership (IV)	Brown, Trevino, & Harrison -2005	10
Project Identification (Med)	Mael and Ashforth -1992	5
Project employee turnover intention (DV)	Konovsky & Cropanzano -1991	3
Trust in Leader (Mod)	McAllister, D.J. -1995	9

3.6 Pilot Testing

Pilot testing is carried out to evaluate the performance of proposed study in a small scale before a large scale. Directly going to perform something new on a full

scale to conduct a pilot testing before it would be a very proactive and effective approach for it, as it will avoid many risks related to wastage of resources and time. Therefore, Pilot testing of nearly 30 questionnaires were carried out with the purpose of validation that whether results are familiar and in line with the proposed hypothesis or not. After carrying the pilot testing it was concluded that there was no significant problem in the variables and the scales used are completely reliable for the conducted pilot study.

3.7 Reliability Analysis of Scales Used

Reliability is allude to a procedure of obtaining the similar reliable results repeatedly when testing the specific item over several time, same goes for the scales. Scale reliability describes the scale ability to provide the same results when tested repeatedly. I have conducted reliability test through Cronbach alpha, it represent the variables internal reliability and also indicate whether these variables have association between them or nor .In addition, it can also measures the single construct. Significant range for Cronbach alpha is 0 to 1. Higher the value of cronbach alpha, the scale reliability to measure the construct is also higher. Scale is considered to be reliable in measuring the construct when the alpha value is above 0.7 and the scale is considered less reliable when alpha value is below 0.7.

In Table 3.6, the scales of the Cronbach alpha used in collection of data are presented. The variables value of cronbach alpha in this research are greater than 0.6. Items that have greater than 0.6 values express that these scales are very reliable for their usage in this study in the context of Pakistan.

TABLE 3.6: Reliabilities of Scale

Variables	Cronbach's Alpha	Items
Ethical Leadership	0.624	10
Project Identification	0.788	5
Project employee turnover intention	0.611	3
Trust in Leader	0.75	9

3.8 Data Analysis Techniques

After study relevant data collection from 300 different respondents, the data were then analyzed on SPSS software version 20. A number of procedures while analyzing the data are used, such procedures are as following;

1. Firstly, for analysis we select only the questionnaires that were filled appropriately.
2. Questionnaire each variable was coded and for data analysis each coded variable was used.
3. To describe the sample characteristics frequency tables were used.
4. Numerical values were used to conduct the descriptive statistics.
5. Cronbach coefficient alpha was carried out in order to know the reliability of the variables.
6. Correlation analysis was used to know whether a significant relationship exists or not between the variables in this research study.
7. Regression analysis of IV and DV were conducted to know the suggested relationship.
8. Preacher and Hayes method were conducted between mediation and moderation analysis to check the existence of the role of mediator and moderator between the IV and DV.
9. Through correlation and Preacher & Hayes method, the proposed hypotheses were tested to know the acceptance and rejection of the recommended hypothesis.

Chapter 4

Results

4.1 Correlational Analysis

Generally correlation analysis is conducted to determine the association among the variables. In this research work, foremost objective to carry out correlation analysis is to check the correlation between ethical leadership and project employee turnover intention, the mediating role of project identification and the moderating role of trust in leader; to make the proposed hypotheses valid.

Correlation analysis is carried out with the purpose of knowing about the nature of variation between the two variables that if the variables depict variation together at the same time or not. Basically correlation analysis doesn't necessitate relationship between two or more than two variables because it is different from the regression analysis.

In correlation analysis, Pearson correlation analysis tells about the strength and nature of the relationship through Pearson correlation range i.e. from -0.1 to 0.1. Hence, through magnitude value we can conclude the strength of the relationship between two variables and that magnitude value can generalize by the distance of correlation from zero. If the correlation is distant from zero that means the relation between the two variables is strong and vice versa. But if the values are zero that straightly means that no association exists between the under-studied variables. Positive and negative sign illustrates the nature of the relationship, if

the sign is positive that means increase in one variable causes increase in the other variable and that is considered as direct relationship and in the same way if the sign is negative that means that increase in one variable will cause decrease in another variable and that would be an indirect relationship.

The mean of (EL)Ethical Leadership has 3.1537 with a standard deviation of .53832. Project employee turnover intention mean value is 3.2889 whereas standard deviation is .90308. Project Identification which acts as a mediator between Ethical Leadership and project employee turnover intention mean value is 3.4767 and a standard deviation of value .73579. Trust in leader which acts as a moderator mean value is 3.3533 whereas standard deviation is .63664. The above correlation results according to the Table 4.1 are as following:

TABLE 4.1: Correlations

Variables	1	2	3	4
Ethical Leadership	1			
Trust in leader	.407**	1		
Project employee turnover intention	-.584**	.465**	1	
Project Identification	.540**	.599**	-.627**	1

**Correlation is significant at the 0.01 level (2-tailed).

N=300. *P<0.05, **P<0.01, ***P<0.001 (EL= Ethical Leadership, TIL= Trust in Leader, PTI= Project employee turnover intention, PI= Project Identification)

Correlation table shows that ethical leadership is negatively correlated to project employee turnover intention with significant value of $r = -.584^{**}$ at $P < 0.01$.

4.2 Regression Analysis

To analyze the existence of relationship between the variables, correlation analysis has been performed in the study, however more reliance on the correlation analysis

does not suffice as it has been shows the existence of relationship in between variables through an inadequate supportive and does not states the casual relationship between the variables. Therefore, regression analysis is executed so as to validate the dependence of one variable on another variable. Regression analysis basically expresses to what extent a certain variable depends on another variable.

In this study, Preacher and Hayes (2004) methods have been used for both mediation and moderation regression analysis. Moderation regression analysis is conducted to examine the effect of interaction of ethical leadership and project employee turnover intention. In the same way, mediation regression analysis was conducted to assess the mediation effect of the mediator project identification on the relationship of ethical leadership and project employee turnover intention. Model 1 for moderation and Model 4 for mediation is used in Preacher and Hayes (2004) process, both for mediation and moderation are conducted separately.

TABLE 4.2: Regression Analysis Results

Predictors	Project employee turnover intention			
	β	T	R ²	ΔR^2
Step 1				
Control Variables			0.026	
Gender	-0.233			
Age	0.092			
Education	-0.003			
Experience	-0.089			
Step 2				
Constant	1.649			
Gender	-0.176			
Age	-0.101			
Education	-0.015			
Experience	-0.106			
Ethical Leadership	0.356	11.8	0.656	0.432

Table values are standardized beta weights.

^an = 300

*** correlation is significant at the 0.000 level

Along with correlation analysis, regression analysis was also run between two variables i.e. dependent and independent variable i.e. ethical leadership and project

employee turnover intention. For this method, the mean values for the variables were selected. The following results presented that the R^2 was .56 which shows that the rate of change in the dependent value due to independent value is 56%. The R^2 change in the results show .320 which means that if the biases are excluded the effect decreases to .320.

4.3 Mediation with Bootstrapping

Preacher and Hayes Analysis was used in order to conduct a multiple regression analysis that was run with the bootstrap sample of 5000 as suggested by literature (MacKinnon, Lockwood & Williams, 2004). The results are shown in Table 4.3.

TABLE 4.3: Mediation Analysis, Direct, Indirect and Total Effects

Mediation

Effects of Project identification as a mediator (M) between the Ethical Leadership (IV) and Project employee turnover intention(DV)

IV	Effect of IV on M	Effect of M on DV	Direct Effect	Total Effect	Bootstrapping result for indirect effects			
					LL CI	95%	UL CI	95%
Ethical Leadership	0.6808***	-0.1708***	-0.541	-0.6419***	-0.1813		-0.0536	

IV= independent variable, M = mediator, DV= dependent variable,

LL = lower limit, UL = upper limit, CI= confidence interval.

n = 300;

* p< .05; ** p< .01; *** p< .001;

In the present dissertation, Ethical Leadership is symbolized by variable X that is supposed in association with Project employee turnover intention so it is symbolized by Y. The variable X (EL) is called the casual variable and variable Y (PTI) is called outcome.

In pictorial form unmediated model is:

In above model the path c is called total effect. Project Identification played a mediating role between the Ethical Leadership and Project employees turnover intention. The mediating variable has been denoted by M. Hence, the mediating model is: The following figure showed the indirect effects of project identification

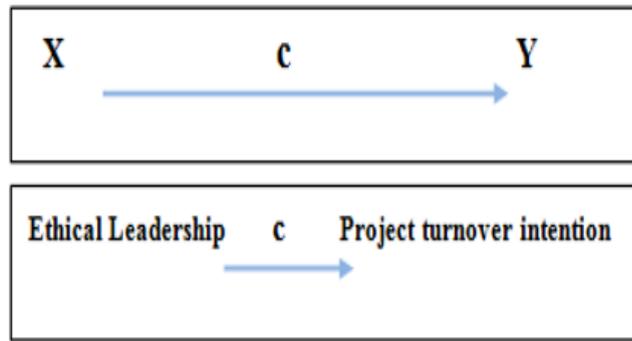


FIGURE 4.1: Unmediated Model

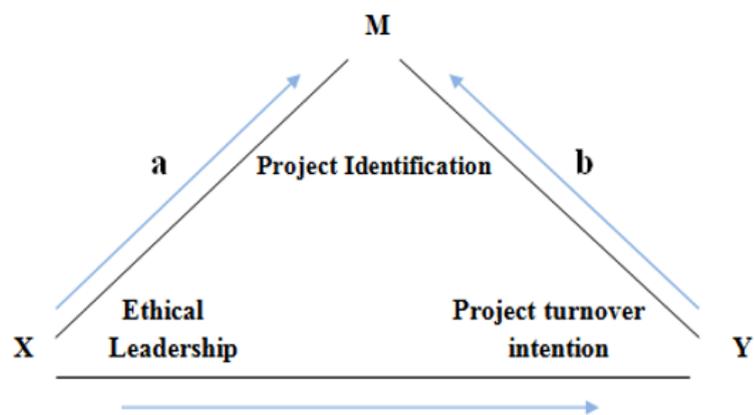


FIGURE 4.2: Unmediated Model

on project employee turnover intention. The coefficients of the path a, b, and c^* are showed in the figure 3.

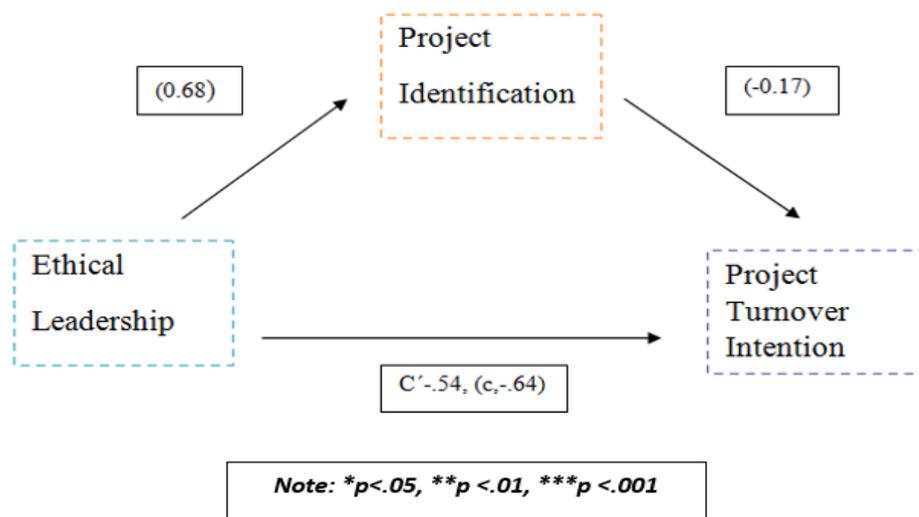


FIGURE 4.3: Unmediated Model

4.4 Moderation Analysis

TABLE 4.4: Results for moderation analysis

		<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Int_term	→ PTI	-0.17	.04	-3.5	.00
		LL 95% CI		UL 95% CI	
		-0.26		-0.07	

TABLE 4.5: Moderation analysis results

Predictors	Project Identification		
	β	R^2	ΔR^2
Step 1		0.252	
Ethical Leadership	-.398***		
Trust in Leader	-.338***		
Step 2			
Ethical Leadership	.346***		
Trust in Leader	-0.28		
Interaction Term (MEL*MTIL)	-.107***	0.266	.014**

Table values are standardized beta weights.

*** correlation is significant at the 0.000 level

^an = 300;

* p < .05; ** p < .01; *** p < .001;

In this analysis, it is being checked that whether Trust in Leader plays a moderating role in the relationship between Ethical Leadership and Project employee turnover intention. The moderation analysis is basically multiple regression equations with an interaction term.

4.5 Results

Table: 4.2 show the model summary for the regression analysis. The results show that the correlation between Ethical leadership and project employee turnover intention is .566 and the R square value was .32. Which means that a change of one unit in ethical leadership effects 32% in project employee turnover intention. The value of F is also significant.

The coefficient table displays the beta value for the regression analysis. The hypothesis 1 presumed that there is a negative relationship between ethical leadership and project employee turnover intention. The hypothesis was accepted with the P value of .000 and beta of .356. Hence, Table 4.3 shows the mediation analysis was conducted by using the bootstrapping method which is extended by Preacher & Hayes (2008). The Bootstrapping is a nonparametric method that produces an estimation of the indirect effect containing 95% confidence interval. When there is no zero in the confidence interval that means indirect effect is considerably different from zero at $p < 0.05$ (two-tailed). Method of bootstrapping allow researchers to avoid the defects of the earlier stepwise approach in order to test mediation (Hayes, 2008). Moreover, by using a bootstrapping method a better estimate can be obtained because of its re-sampling with replacement approach.

The results show the coefficient values for all independent, dependent and mediating variables. The independent variable was ethical leadership, dependent variable was project employee turnover intention and mediating variable was project identification. The results show that there is a significant relationship between the IV and Mediator with a P value of .000 (path a). The direct effect of the mediator with dependent variable was also significant with coefficient value of -0.1708 and P value of 0.000 ($P < .005$). Path C which is the direct relationship of independent variable and dependent variable is -.641 ($p = .000$). At last the c' value for the above model was -.541 ($p = .000$). The results show that the model is fit with the significant P value and r^2 of .65. The change in coefficient value of c and c' shows that there is a partial value change in c and c' path. It can be claimed that Project identification partially mediates the relationship between ethical leadership and trust in leader.

Table 4.4 represents the test for the interaction effects of trust in leader on ethical leadership and project identification, moderated multiple regression analysis was used, as suggested by Cohen, Cohen, West, and Aiken (2003). The variables were transformed as centred variables by subtracting the aggregate with the mean values. In addition the interactional variables were also created to examine the moderating effect. A hierarchical regression was run by entering the data in two

steps. In step 1 the independent and moderating variables were regressed with dependant variable and the results show significant values. In step number 2 the transformed interactional value was regressed with the dependant variable. The results show a significant moderation effect. ($\beta = 0.107$ $p < 0.000$). Hence the hypothesis of moderation of trust in leader is accepted.

By using the SPSS software, the moderation graph was also constructed to show the high, low and medium effects of moderation. the independent variable was plotted on x-axis and dependant variable was plotted on y-axis. The moderation graph depicts three different levels of moderation. the moderation variable was grouped into three categories and the R square value of high moderation is 0.096, the R square value of low moderation is 0.008 and R square of medium moderation was 0.082. The R square value shows that the moderation is significant at high and medium level.

TABLE 4.6: Hypotheses Summarized Results

Hypotheses	Statement	Result
H1	There is a negative association between ethical leadership and project employee turnover intention.	Accepted
H2	There is a positive association between ethical leadership and project identification.	Accepted
H3	There is a negative association between project identification and project employee turnover intention.	Accepted
H4	Project identification plays a mediating role between ethical leadership and project employee turnover intention.	Accepted
H5	Trust in leader moderates the relationship between ethical leadership and project identification.	Accepted

Chapter 5

Discussion and Conclusion

5.1 Discussion

This section deals with the detailed discussion of the above hypothesis that was generated with the supporting literature and explains the results according to theoretical and empirical evidence.

This chapter is further apportioned into three various portions/sections, the first portion discuss the result of hypothesis, while second part discusses the theory and practitioners implications and the third and last part will discuss the limitations of research and future gap.

The purpose of this research was to examine the direct and indirect relationship of ethical leadership on project employee turnover intentions. Additionally, in direct effects, the study also explored the mediating effect of project identification on ethical leadership and project employee turnover intention. In conceptual model, the study explored the moderating effect of trust in leader on ethical leadership and project identification in project based nongovernmental organizations existing in twin cities. The hypothesis revealed that there is a noteworthy relationship between dependent and independent variables. The study presents different evidence from the Pakistan development sector and the findings of the study can be used by project managers and the policy makers for bringing effectiveness in the

project fields. The study generated five hypotheses and all the hypotheses were supported by data findings and theory as well.

The comprehensive discussion on each hypothesis is as following:

5.1.1 H₁: There is a Negative Association between Ethical Leadership and Project Employee Turnover Intention

First hypothesis of this study anticipate that Ethical Leadership has negative association with project employee turnover intention. Which has been supported the results of this study as well as discussed above. Previous literature also has evidence in the sake of negative association between ethical leadership and project employee turnover intention. Ethical leadership has a negative relationship with employee turnover intention (Shafique, Kalyar, & Ahmad 2018).

The concepts of leadership and theories are immense without argument; around the world libraries shelves are full with books on the topic of leadership. The concepts are extremely interesting and provide a new perspective to become an effective leader and a contributor to inspire the employees and add any environmental value. Essentially, the ethical leadership is very important variable which must be used in an organization to get the desired outcomes.

During the present age, the role of leadership in the project success has gained more attention of the scholars and researchers. According to a research which was conducted to investigate the impact of ethical leadership on virtual project teams, it revealed that ethical leadership for virtual project teams not only enhances the organizational efficiency but also amplifies the employee's job satisfaction. And such factors definitely contribute towards the success of the overall business. (Lee, 2009) Mishra et al. (2011) proposed that project management is not only about finishing project within due time period, assigned budget and allocated cost but it also involves exercising the high level of ethical character to achieve management support and project team's commitment which can contribute toward the achievement of overall success.

The leadership is a fundamental factor which helps to minimize the turnover ratio in any organization. Now a day, many organizations are facing the issues related to the turnover, and managing this issue is relatively more expensive for employers, especially when they are executing the projects, because the employees with higher education and on-job trainings are developed and in such scenarios, the turnover is too costly (Van Dick et al, 2004). Project managers leave their job/roles due to dissatisfaction with their immediate supervisors, career prospects and lack of promotion opportunities (Parker et al., 2005). A Leader' behavior is very important as it has influences the employee's behavior in terms of organizational commitment and job satisfaction (Van Knippenberg et al., 2007). Leaders must need to acquire the loyalty and confidence of their employees. This can be accomplished through ethical leadership and leader's viability. Ethical leadership gives loyalty and trust to its employees and representatives'. At the point when employees are completely sure and faithful to their leaders, at that point the pressure related with their work is diminished and their solid expectation to leave their associations is additionally diminished. The theory created in this investigation accepted that there is a negative connection between ethical leadership and project employee's turnover intention. There is a more grounded bond between ethical leadership and employees that makes a pleasurable workplace; along these lines, this prompts higher duty at work and reductions turnover expectation (Mulki et al, 2007). This study only proves the negative relationship between ethical leadership and project employee turnover intention but does not identify what kind of factors lead to turnover intention can be found in the literature. Hence this can be a limitation of the study and future authors can address it to identify what major factors can lead to high turnover.

Matloob, (2018) also postulated that the facet of leadership that deals with employee's empowering & motivation and proficiently managing resources is observed to have a positive relation with project success. And these aspects must also be practiced by an Ethical leader. The results of the previous study also propagate that ethical leadership can foster employees' job performance and decrease their turnover intention.

5.1.2 H₂: There is Positive Association between Ethical Leadership and Project Identification

Hypothesis 2 assumed that there is a positive association between Ethical leadership and project identification. The researches on the past, have presented evidences and confirmations on the relationship between Ethical leadership and organizational identification (Fallatah, Laschinger & Read, 2017; Gu, Tang & Jiang, 2015; Riketta, 2005). Previous researches also have recommended that organizational identification may play an imperative role in the leadership process and offer evidence from some previous researches (Walumbwa et al. 2011; Brown and Mitchell 2010).

Social identity of leadership theory is explained by Hogg (2001) and according to him, the core of leadership is to “set agenda, define identity, and mobilize people to achieve collective goals”. It can be expected for the Ethical leaders, who are positive, active and innovative that they can accelerate their subordinates to establish more and more identification with their co-team workers or members and organizations (Walumbwa et al., 2008).

Ethical leadership requires to carefully treat the followers with fairness, honesty and justice. They must be given a sense of fair treatment and their voices should be heard (Mayer et al. 2012). In this way, the follower’s confidence will be enhanced and they will feel themselves to be a respectable and important part of the organization, which in increase their level of identification. Demirtas et al., (2017) suggested that when employees feel their work to be meaningful their level of identification with their organizations increases. Further, Demirtas et al., (2017) proposed that if an employee has the opportunities to operate for such a role which the employee desires to perform or feels that it will create some difference is the most meaningful aspect of being in an organization, and would help to psychologically connect team members to the organization. Actually, a growing body of research proposes that meaningful work for an employees is linked with one’s identity at work. We contribute to this study by proposing and testing the positive impacts of ethical leadership on organizational identification.

Although there is no research study being carried out on the relation between ethical leadership and project identification. However, studies done by Demirtas et al., (2017) reveal that EL appears to be an imperative factor which is significantly correlated to organizational identification. On the basis of, the previous researches it can also be witnessed that ethical leadership and organizational identification are considered one of the essential factors for improving and augmenting organizational performance.

5.1.3 H₃: There is Negative Association between Project Identification and Project Employee Turnover Intention

Hypothesis 3 presumed that there is a negative association between project identification and project employee turnover intention. Project identification can impact employees project employee turnover intention in numerous manners. Project team members who are strongly being identified with a project will follow intensive association with the organization of their project and, in succession, it intensifies their perception about self-concept regarding the project itself (Ding, 2017) . As per the self-concept (self-conception) theory, such staff members are least willing to resign from (or proquit) the project since leaving the project then includes a loss of part of their own-selves (Cho et al., 2014). In the same way, Cole and Bruch (2006) contend that substantially perceived organizational identification might protect the subordinates from construing problematic events as being problematic, which might otherwise increase one's intention of quitting the organization. Additionally, Shen et al. (2014) argued that the negative/adverse relationship between organizational identification and turnover intention is noteworthy.

However, if project managers observe a requirement to decrease the employee's intention about turnover, they must emphasize on all the factors which are causes of turnover intention instead of only focusing the employee's project identification.

Thus, our verdicts serve as guidelines for project managers as to where, in endeavoring to realize fruitful effects, they must earmark their resources so as to boost their team member's social identity as "project citizenship" (Braun et al., 2012).

5.1.4 H₄: Project Identification Acts as a Mediating Variable in the Relationship between Ethical Leadership and Project Employee Turnover Intention

Hypothesis related to mediation in this study assumed that project identification mediates the rapport between ethical leadership and project employee's turnover intention. The hypothesis was accepted with partial mediation where the c path and c' path observed slight changes in the coefficient values. Additionally, our mediation outcomes recommend that project managers must have to apply various approaches, with the intention of stimulating various work outcomes more effectually. Normally, if the project managers desires to foster employees work engagement, they must emphasize more on accelerating their identification with the project (Ding, 2017).

Conversely, no prior research is in our notice, which has discussed the role mediation performs in organizational identification and the linkages among these concepts. This is the first study that is conducted to analyze that whether the project identification is the significant mechanism between ethical leadership and project employee turnover intention.

Concluding the above, by investigating identification in the projects contexts, we are adding a significant social category to prevailing literature about the social identity. Considering the projects as the situational-context, team members are expected to believe their project identities as the prominent social category for self-concept since the projects are their immediate organization or work-group.

5.1.5 H₅: Trust in Leader Moderates the Relationship between Ethical Leadership and Project Identification

The study also assessed the moderating effect of Trust in leader between ethical leadership and project identification in hypothesis 5 which revealed insignificant result.

Building trust and identification regarding work is a valuable mentality for project managers as it supports its team member's because these activities results into prompt outcomes in numerous projects. Job commitment encourages more valuable qualities in projects. At the point when project managers practice this approach, projects are perceived as individual achievement by their co-workers; it creates esteem and bring up the personal esteem. Trust building drives the teams to collaborate and rely on the abilities of each other. Team member's identification works out that how to have a better deference for each other's performance and presume that the tasks are being timely executed with abnormal volumes of value.

Ruiz-Palomino et al. (2011) says that Ethical or moral Leadership conduct multiplies like a viral diseases and forms an ethical working environment, where the managers act with sincerity and honesty, followers trust their leaders (bosses) and experience the satisfaction and commitment to their works, and this helps employee's to excel in their jobs and also enhance the organizational efficiency.

Xu et al. (2016) stated that Ethical Leaders can support their organization to maintain the relations on the basis of trust with their team members, which stimulates the team members to positively appraise their own organization; this appraisal is based upon the act of Ethical leader, and on the bases of this, the team members have belief or refuse to believe in their organization. While serving under the moral leadership, the teams trust their organization that they will be treat with honesty & equality, and they also believe that their concerns will be given value and importance. Earlier studies results recommended that trust of the teams, is based on leader's ethical or unethical acts, hence for team members to trust their

organization, the leader should also be a moral manager and most importantly the leader should be a moral person. They also contended that a positive linkage is observed between the ethical leadership and team's functioning because when the bosses or managers are also ethical leaders, their association with their teams is based upon the trust and at the same time the employees expect an ethical and fair treatment from their organization. Project managers assume the leadership behavior and this leadership behavior can assist to improve the project's implementation which results in better and enhanced project success (Yang et al., 2011).

Though it is obvious from the previous researches that leaders who are perceived as more trusted should endorse and improve the identification with the workgroups or organization (Tyler et al. 1997). Specifically, as the ethical leaders are pre-emptive, which, sequentially, enhances the mutual coordination and cooperation. Thus, we believe that such leaders shall stimulate the organizational identification. The research by scholars (Tyler and Blader, 2000) suggested that the people identify more and more with social establishment when there prevails the trust and the needs of individual for psychological security are addressed. Also the evidences for this notions are available in the empirical research. For example, numerous studies have depicted that features of ethical leaders like fairness, trustworthiness and openness among others, are positively linked to organizational identification (De Cremer, Brebels, and Sedikides 2008; Sluss and Ashforth 2008). Drawing on this study, we propose that ethical leaders are probable to impact their follower's organizational identification by augmenting higher identification with their group or organization. Ethical leaders are seen as trustworthy. Hence, as the leaders are observed by their followers as being the face or the reflective of organization, so employee's trust in their leaders has a tendency to spread to the overall organization and is presented to be positively associated to the organizational identification (Schaubroeck et al. 2013). As expected, we found that project employee's turnover intention is significantly impacted by the ethical leadership in the project's contexts. More prominently, we observed that ethical leadership amplified the employee's commitment with their tasks by motivating employees

to classify themselves in terms of the traits of the projects (project identification). Moreover, the effect of ethical leadership on employee's intentions to exit from their work is discovered to be partly mediated by project identification. The cause that why project identification is partially exerting impact on leadership-outcome dynamics is that there can be other mediators such as trust also exist. In a similar setting, the subject of project management has not developed and has not been completely investigated the same number of other management subjects. Project management is recently developed subject which is not explored completely. No one but time can tell the level of multifaceted nature that this field can explore in the end thrive. The researcher of this study has explored literature and information gathered through data can help managers to provide guidance and direction with regards to the points of interest and qualities that ought to be practiced during the life span of a project. Example of construction of a standard little house can be made while depicting the basics of management and leadership. The hypotheses of project management established the framework for the manager of the project; it gives a decent construct to work with respect to different skills and to prepare with regards to the specific capacities that will be required later on.

5.2 Practical and Theoretical Implication

Supporting the studies on leadership and social identification on a broader horizon, this study spotlights the significance of project managers augmenting their employees identification with their relevant projects in an attempt to enhance their performance or work outputs. The findings of this study have numerous theoretical implications.

This study endorses the earlier findings about the application of ethical leadership in various organizational settings by probing leadership behavior in the framework of Project (i.e. temporary organization). Precisely, in agreement with the prior studies investigating the association between ethical leadership and work outputs/outcomes in terms of turnover intention (Tyssen et al., 2013) in the contexts of

traditional permanent organization, this research study verifies that ethical leadership still affects employees intentions about turnover the context of projects. Particularly, the respondents who observed the advanced levels of ethical leadership are more probable to show dedication, vigor and interest at work place, and have less tendencies for quitting or to resign.

As the intention for the project turnover is pertinent predictor of individual performance (Gupta & Shaheen, 2017), therefore, this study not only advocates and emphasizes that project managers must cultivate the moral and ethical leadership attitude, and at the same time also offers an imperative criterion for the selection of project manager. This study is also highlighting the significance of ethical leadership for the development of training programs for project managers, to help them out to acquire an effective and applicable leadership style (Ding, 2017).

This study emphasizes and recommends to project managers that they must adopt ethical leadership style and develop social relationship through project identification in project settings which can not only create a good working environment but also decrease the rate of turnover intention in temporary organizations.

5.3 Limitations of Research

Likewise other studies, this research study has also have some certain flaws and limitations which must be kept in mind before using and generalizing the findings of this research. The detail of some major limitations is given below;

- This study is aimed merely to the project-based organizations of Pakistan hence, the study results may not be generalized to other sectors.
- Medium size of the study sample was chosen due to time and cost constraints
- Self-report questionnaires method was used to collect data which increases the chances of biases, ambiguity, desirability and common method variance.
- It is a cross sectional study and respondent can be affected by situational factors whereas longitudinal research can deplete this kind of limitations.

- Pakistan has a high power distance culture and the findings of this study cannot be applied on other countries which have low power distance.

5.4 Future Research Directions

Ethical leadership increased employees engagement with their work through project identification which positively affect employees behavior by enhancing the satisfaction level of employees and reducing their turnover rate in temporary organizations but there is still need to explore the further consequences of ethical leadership and antecedents of project identification through variety of intervening variables. There are some ideas for further consideration of consequences of ethical leadership and antecedents of project identification. The recommendations are as under;

- The study on Ethical Leadership and project employee's turnover intention urges for more attention and concentration of researchers, as the current study has been conducted with the focus on project-based organizations only, this study truly provides a way forward to the researchers to assess and reproduce the model in their own organizations (both private and public sector) excluding project-based so as to examine the impact with a larger sample size.
- The model can be extended on theoretical grounds by including variables like job performance, absenteeism, organizational commitment and burnout.
- Secondly, even if the suggested structural model associating ethical leadership and subordinate's work outputs owing to project identification was supported, the leadership styles were not controlled by us , like as empowering leadership (Srivastava et al., 2006), or humble leadership (Owens and Hekman, 2011). The empowering leadership and humble leadership behaviors might also be effectual in the context of temporary or projectized organizations; forthcoming studies should also test and compare the impact of various leadership styles on work outcomes.

- In the end, the turnover intention was strategically selected to reflect the outcomes at individual-level. In future, the researchers may expand the selections such as these to incorporate a wider range of work related outcomes, including but not limited to the employee's on-job performance and organizational citizenship behavior.

5.5 Conclusion

This study examines the effect of ethical leadership through project identification in project setting on work outcomes (e.g. project employee's turnover intention) with moderating role of trust in leader. As expected, our study found that ethical leadership has a significant impact on project employee turnover intention in project setting. The impact of ethical leadership on employee's intentions to exit the job/resign from their work is discovered to be partly (partially) mediated by subordinate's project identification.

Concluding the above discussion, it is clear that a project manager or leadership behavior with good skills and style must be the part of daily routine practices so it will help to improve the working environment, performance and productivity level and reduce the turnover rate of the employees. An organization can get extraordinary results by supporting its project manager to develop leadership skills. It can be suggested that organizations that are working on different project at a same time must invest in the project managers' training to impart leadership qualities and skills other than traditional, so he can develop good skills in him and in his subordinates so it will help to compete with its competitors. Creating such an environment which helps the growth at personal and professional level will create loyal and trustworthy project managers. So, it will help to have more productive project manager who will complete the mile stones on time and will keep the budget of the project on track as these qualities are invaluable for an organization.

This study has pointed out that project identification is an indispensable mechanism for enlightening that why ethical project managers inspire their teams (employees) to apply more effort in regards to their duties and enable the employees to further desire for retention of their own association in the project. These conclusion represent a promising and captivating step towards an improved and enhanced understanding of how to convalesce the effectiveness of leadership. It also helps the Project managers in understanding that how to effectively influence the impact of project identification in motivating and encouraging their employees.

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Appendix A

Research Questionnaire (Projects Team)

Dear respondent,

I am MS Scholar at Capital University of Science and Technology, conducting research on "Effect of Ethical Leadership on Project employee turnover intention, Mediating role of Project Identification and Moderating Role of Trust in Leader" for the completion of my research thesis. The specific objectives of the study are to; explore the relationship between EL and project employee turnover intention through project identification. Examine the moderating effect of trust in leader on the relationship of EL and project identification. Test empirically and establish the proposed relationships in the developmental projects of Pakistan. In this regard, you are requested to fill the following questionnaire, please note down that your identity as respondent is concealed. You can freely express whatever the ground realities you see and face. All the information obtained for this research will be used only for academic purposes. Thank you very much. Your active contribution is the real strength of this research study. I appreciate your cooperation.

Profound Regards

Iqra Javed

*Note: How much do you disagree or agree with each of the following statements about your most recently completed project? The 5 likert scale will be used to answer these questions i.e.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

PERSONAL INFORMATION

Please provide following information.

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18- 25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
Qualification	Matric	Intermediate	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
Experience	0-5	6-10	11-16	17-22	23-28	29 and above

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree,

5= Strongly Agree

Ethical Leadership						
1	My project manager conduct his/her personal life in an ethical manner	1	2	3	4	5
2	My project manager define success not just by results but also by the way that they are obtained	1	2	3	4	5
3	My project manager listens to what employees have to say	1	2	3	4	5
4	My project manager disciplines employees who violate ethical standards	1	2	3	4	5
5	My project manager makes fair and balanced decisions	1	2	3	4	5
6	My project manager can be trusted	1	2	3	4	5
7	My project manager discusses business ethics or values with employees	1	2	3	4	5
8	My project manager sets an example of how to do things the right way in terms of ethics	1	2	3	4	5
9	My project manager has the best interest of employees in mind	1	2	3	4	5
10	My project manager when making decision, asks what is the right thing to do?	1	2	3	4	5
Project Identification						
1	It feels like a personal insult when someone criticizes this project	1	2	3	4	5
2	It feels like a personal compliment when someone makes positive remark on this project	1	2	3	4	5
3	I care about others comment on this project	1	2	3	4	5
4	When I talk about this project ,I usually say we rather than they	1	2	3	4	5
5	I felt successful when the project succeeds in performance	1	2	3	4	5
Project employee turnover intention						
1	I often think about quitting the job from this project	1	2	3	4	5
2	I will probably look for a new job outside this project	1	2	3	4	5
3	I have taken interest in recruitment information in the media	1	2	3	4	5

Trust in Leader						
1	Most team members trust and respect the coach.	1	2	3	4	5
2	I can talk freely to the coach about difficulties I am having on the team and know that he will want to listen.	1	2	3	4	5
3	If I shared my problems with the coach, I know he would respond constructively and caringly.	1	2	3	4	5
4	I have a sharing relationship with the coach. I can freely share my ideas, feelings, and hopes with him.	1	2	3	4	5
5	I would feel a sense of loss if the coach left to take a job elsewhere	1	2	3	4	5
6	The coach approaches his job with professionalism and dedication	1	2	3	4	5
7	Given the coach's past performance, I see no reason to doubt his competence	1	2	3	4	5
8	I can rely on the coach not to make my job (as a player) more difficult by poor coaching.	1	2	3	4	5
9	Other players and coaches consider the head coach to be trustworthy.	1	2	3	4	5

Thank you very much.

Your active contribution is the real strength of this research study.