

Impact of Ethical Leadership on Employee's Creativity: Mediating Role of Voice Behaviour in Telecom Sector of Pakistan

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Abstract

This research article aims to discover the impact of leadership ethical style on creativity of an employee. It also analyzes whether this relationship is being mediated by voice behavior or otherwise. Based on the viewpoint of the social learning the current research is based on the findings of the study carried out in Taiwan. Data has been collected from the four major telecom organizations in Pakistan. 181 respondents were contacted using convenience sampling techniques and results of the Research have been analyzed by correlation and regression analysis in SPSS. Outcomes demonstrate that a positive and strong connection exists between ethical leadership and employee creativity. Voice behaviour has a positive and noteworthy impact on the outcome variable of employee creativity as it gives the resources which are fundamental for inventiveness, makes the individual ready to secure good sentiments, builds his enthusiasm for his work; feel him sure about himself, and removes the dread of being scorned. Outcomes of the Research will be helpful for experts of different organisations. Also, this study recommends certain aspects which would be helpful for future researchers.

Keywords: Ethical Leadership, Voice behavior, Employee Creativity.

Introduction

The advancements in technology have made the Communication faster, better productive, and more proficient in terms of handling huge volume of verbal interaction. The telecom segment in Pakistan has experienced advancement in technology and has implemented effective methods of revenue generation. After privatization of Pakistan Telecommunication sector in the late 90s, the taxes were levied by Pakistan's government-"imposed alleviation of activation tax, import commitment and authoritative charges on import of handsets" (Imtiaz, Khan & Shakir, 2015) making the telecom segment highly competitive. Currently, the competing service organizations need to rely on new data, creativity, and development. The achievement of the organization goals-profit maximization depends on image of the company and customer loyalty. Creativity has become basic requirement for the progression of an organization in the current environment. (Shalley & Gilson, 2004). As today's business era is in a continuous state of flux and has a dynamic environment, businesses are trying hard to get a competitive edge in the market. For that reason, creativity is considered one of the most important aspects

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of organizations to survive in the business world. Hence, organizations are developing and fostering a culture of creativity among its employees (Asif, M., Miao, Q., Jameel, A., Manzoor, F., & Hussain, A., 2020). In this regard, ethical leadership in particular has become a necessity for nurturing creativity amongst employees. Ethical leadership, therefore, has a significant impact on encouraging the augmentation of employee conduct and attitude. This style of leadership focuses on a culture of trustworthiness, honesty, autonomy, orientation in employees. Elqassaby identified in his research several influencing styles such as abusive supervision, empowering, and transformational leadership to promote the context of creativity. (Elqassaby, 2018). The creative abilities of the employees are awakened through ethical leadership. It is defined as “the exhibition of suitable actions in individual and social conduct and the transfer of such behavior to employees through interaction, rewards, and making decisions” (Barnes, 2010). The followers of the ethical leader are highly influenced by actions and behavior of their leader as the leaders practice the ethical behavior in their own lives; resultantly followers will also depict the same attitude (Brown and Mitchell, 2010). Such ethical leaders treat their representatives with conviction and attention. These characteristics of leaders are followed by the workers, and they become reliable. In such a situation followers confidently contribute their innovative ideas. Thus, ethical leadership becomes a good example in promoting innovation, and creativity among employees of an organization (Mo, Ling & Xie, 2017).

Ethical leadership encourages the employees to voice their opinions (Brown, Treviño & Harrison, 2005). However, employees sometimes feel reluctant to communicate their viewpoint. Deceptive leadership force employees to work like machines because their right and power of speech is smothered. Ethical leadership educates employees about their ethical rights and encourage them to voice their concerns. (Walumba & Schaubroeck, 2009). Besides, employee creativity is associated with the moral initiative as individuals become familiar with ethical conduct by observation of those people in power (Bandura, 1977). The current study is based on social learning theory that explores the consequence of ethical leadership on the creativity of subordinates over voice behavior.

When the representatives are allowed to communicate then the probability of employees being innovative grinding away is pronounced (Walumbwa & Schaubroeck, 2009). Within the sight of an ethical leader, workers see that their considerations and feelings are being honoured; it is because moral leaders permit followers to shout out and don't humiliate them when they voice their concerns. This freedom of raising their voice empowers them to gather courage and escape out any disappointment that they experience during the development of inventiveness (Song, Wu & Gu, 2017). Ethical

influencers impact voice behavior in representatives by demonstrating worry about their sentiments, cultivating moral conduct in workers and urging them to raise their voice, by fostering trust among representatives and leaders, and by strengthening voice behavior (Wang, Gan, Wu & Wang, 2015).

The relationship amongst existing independent and dependent variable through the mediator's voice has been previously tested in Taiwan (Chen & Hou, 2016) but the direct effect of ethical leadership on the creativity of the personnel was not tested. Besides, data was collected from a single organization whereas; in the present study, data has been gathered from various organizations of the telecom industry. Furthermore, researchers have previously studied the influence of leadership ethical style in the context of voice among employees, on the social learning viewpoint in China (Bai, Lin & Liu, 2017) but they proposed to test the same relationship in other cultures. Moreover, no study has been conducted in the past in which the data is collected on all the study variables from both leaders and the employees (Song, Wu & Gu, 2017; Chen & Hou, 2016; Wang Gan, Wu & Wang, 2015; Lee, Diefendorff, Kim, & Bian, 2014). This gap is addressed in this study and all the variables have been measured using data from both sources (i.e., employees and the leaders). Besides, in the present study, leaders for the first time have self-assessed themselves on the scales of leadership.

Research Objectives

To achieve the purpose of the current research certain research objectives have been devised such as:

1. To study the relationship between ethical leadership and employee's creativity.
2. To study the relationship between ethical leadership and voice behavior.
3. To study the relationship between voice behavior and employee's creativity.
4. To study the mediating role of voice behavior amongst ethical leadership and employee creativity.

Significance of the Study

The study makes contribution towards current research in terms of theoretical and applied research. The reason for conducting this research is to complement contemporary exploration. Firstly, the research intends to develop the style of leadership that is being followed in the telecom sector. Is it still the same or it has changed in order to cater for advancements and quickly developing environmental requests? Furthermore, the research will develop the argument that ethical leadership supports voice conduct. The current aspect of the research has not been widely concentrated in Pakistan earlier, this investigation will augment the current collection of information. Thirdly, the results of this research may be an initiative for the telecom organizations to further the plan of their environmental policies. The study is also likely to encourage the employees to voice

their feelings and show innovativeness that will result in development of the organization.

Literature Review

With the hi-tech and information-based economy, ethical leadership has to turn out to be an undeniably pivotal test for organizations. The underlying foundations of ethical schooling, notwithstanding, the “study of business ethics is a recent interest” (Lewis, 1985). The achievement of a segment or an individual relies upon their ethical behavior and moral conduct. Moral or ethical leadership can be clarified as the sign of fitting behavior comparing through principles, over personal conduct and affiliation with the individuals, and the headway of such lead to allies through correspondence, responsibility, and decision-making (Brown, Treviño & Harrison, 2005). It is a process of impacting others and correspondence is one of their abilities as that is the most edified method of settling issues. They are kind-hearted and sympathetic towards their workers. Reasonableness and equity are their first concerns. Such kind of leadership can change the organization and carry a good name to it. Workers or followers will generally be more dedicated and expressive with authorities who treat disciples adequately and who are reliable (Brown, Treviño & Harrison, 2005).

Administrations are supporting voice behavior in workforces as it profits the companies by augmenting creativity (Dedahanov, Lee, Rhee & Yoon, 2016). It is defined as “a promotive act that lay stress on the articulation of productive test expected to enhance a circumstance instead of just censure” (Van Dyne & LePine, 1998, p.109). The instances of voice behavior incorporate conveying profitable proposals to other people, bestowing one’s specific suppositions despite when these emotions are not exactly equivalent to other people, or engaging changes that upgrade team execution (Liu, Zhu and Yang, 2010). Morrison (2011) pushed that worker takes part in voice behavior on the off chance that they see that voicing their assessment will be compelling and the result of voice conduct will not be negative. On the off chance that workers accept that shouting out will be futile and have negative results then there is association quietness and representatives do not make some noise (Morrison & Milliken, 2000). As voice behavior is unsafe to conduct it is sensible to state that representatives will communicate their difference and give their recommendations when they work under a moral and ethical leader (Chin, 2013).

The creativity of employees can be portrayed as one's ability to be inventive. Employee's innovativeness expects a basic part in the headway of a relationship as they can make supportive musings or courses of action (Amabile, 1988). An idea or a course of action would not be seen imaginative if it is not both "novel" and "valuable". Employee’s creativity has gotten fundamental and required in numerous positions and

these days inventive individuals are assuming a significant function in expanding profitability at the workplace. Making, or creating new designs to upgrade conditions, is an essential aspect of the human condition and likewise, an opportunity for some workers (Snook, 2003). Creativity is shown in different types of human action; in any case, the "investment hypothesis" recommends that inventiveness requires a combination of six distinctive yet interrelated resources: scholarly limits, learning, styles of rational, character, inspiration, and condition. (Sternberg, 2006).

The base theory of the theoretical framework is leader member Exchange Theory (LMX). The theory propagates that the quality of relationship depends on the quality of trust between the leader and the member. The employees having good relationship with the leaders are perceived to receive benefits. In return the employees are expected by the leaders to give effective output and display a great attitude towards work. The LMX theory provides a sound basis for ethical leadership and Employee creativity. (Graen & Uhl-Bien, 1995).

Ethical leadership makes a great domain for the worker, and they are persuaded to work and think with no limitations, and "inherent inspiration" is a fundamental factor for the representative innovativeness (Amabile, 1996). Ethical leaders enhance employees' creativity by diminishing their fear of taking a risk. Ethical leaders also impact the creativity of employees by team-creation, "managers use human resources practices to foster a team environment that supports and encourages creativity" (Shalley & Gilson, 2004). Oldham and Cummings (1996) perceived two kinds of creativity significant manager practices, strong oversight, and supervisory management. Strong management asking laborers to voice their concerns end up being useful for worker imagination. Such oversight is given by moral leaders.

H1: Ethical leadership is positively influencing employee creativity

The centrality of employee voice conduct is considerably expanding with the developing business sector rivalry due to liberated strategies and expanded business enterprises in the ongoing years (Su, Liu & Rasmussen, 2017). Associations that are changing their methods of leading business with the advancing business sector have a superior possibility of manageability. Analysts have discovered that moral authority does not just improve worker's undertaking execution yet also "progress prosocial lead past the representatives' quick job, for example, employee voice" (Mayer, Kuenzi, Greenbaum, Bardes & Salvador, 2009; Avey, Wernsing & Palanski, 2012). Ethical leaders "can persuade workers to voice their thoughts and feelings by activating and engaging employee self-concept" (Wang, Gan, Wu & Wang, 2015). Employee voice conduct is supportive of social, deliberate, and even unsafe occasions, researchers have "investigate

a scope of elements that drive voice conduct and moral authority is one among the numerous that assumes an indispensable job (Bai, Lin, & Liu, 2017).

H2: Ethical leadership is positively influencing voice behavior.

Li, Wang and Huang (2018) contended that in a group where requesting sentiment and advancing one's thoughts is simple for the representatives, thoughts are conveyed to each other now and again, which makes it workable for the representatives to get information that is fundamental imagination. Shih and Wijaya (2017) clarified that when workers are urged to communicate their feelings, they feel significant and certain. Other than being sure about their insight when workers grope that talking does not have any unsafe repercussions, they are bound to connect with themselves in the cycle of innovativeness and present original thoughts (Carmeli, Reiter-Palmon, & Ziv, 2010). Another motivation behind why voice is useful for innovativeness is it goes about as an intent to store up resources like time, center, and energy when people are feeling the squeeze (Ng & Feldman, 2012). Zhou and George (2003) contended that it is through the cycle of accepting proposals from others that include the data on how to improve it. Additionally, numerous issues arise during the inventive process, and by imparting issues to others the answer for these issues can be found.

H3: The voice is positively influencing employee creativity.

Both employee creativity and voice behavior are consequences of moral leadership and voice conduct is an interceding factor that urges the representatives to be more imaginative. At the point when the voice of the worker is heard, they are further disposed towards offering their administrations as they are sure that their sentiments are not approached only for a routine prerequisite (Avery & Quiñones, 2002). At the point when representatives exemplify the characteristics of their leaders the connection among leaders and workers is expanded and thus workers become imaginative and their presentation becomes sufficient (Gu, Tang, & Jiang, 2013). Dependent upon the conduct of their leader, representatives decide to give suggestions which fill in as the base for their further extra-role lead that is imagination. The impact of the moral administration on worker inventiveness is more articulated when the subordinates have a sense of security and are guaranteed that their conclusions would not be utilized against them, and they won't be controlled (Detert & Burris, 2007). The high cost of engaging in voice behaviour may discourage employees to be reluctant in raising their voice against any unethical issue. The culture of disregarding employee voice and disgruntle against the employees who tend to raise their voices often; will result in a negative perception. Thus, disturbing relationship with senior management. The study to understand the mediating role of voice behaviour in the relationship between ethical leadership and voice behaviour in Pakistan's telecommunication sector is important (Rubbab & Naqvi, 2020).

H4: Voice behavior mediates the relationship between ethical leadership and voice behavior.

After conducting an extensive literature review, the following relationships have been hypothesized:

H1: Ethical leadership is positively influencing employee 's creativity.

H2: Ethical leadership is positively influencing voice behavior.

H3: The voice is positively influencing employee 's creativity.

H4: Voice behavior mediates the relationship between ethical leadership and voice behavior.

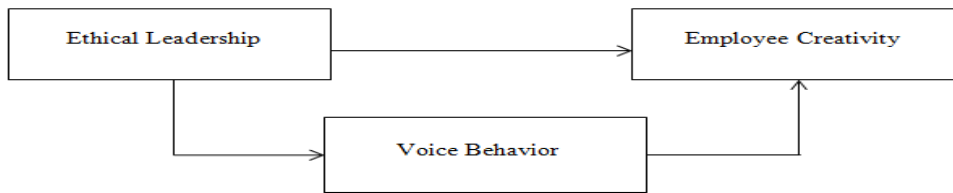


Figure.1. Theoretical Framework

Methodology

Research Design

The current research is a descriptive, cross-sectional, and an empirical study conducted in a non-contrived environment.

Population

The telecom industry of Pakistan has been considered as the population of the current research. The telecom sector of Pakistan is the backbone of the country's economy. The sector is fastest growing sector of Pakistan. There are 100 Million mobile users in Pakistan. The sector provides employment to 1.36 Million people (Kanwal, Ahmad, Majid, & Nadeem, 2014). The expansion in the liberation and denationalisation of telecom organizations in Pakistan has delivered significant rivals in the industry. Each of the four fundamental organizations to be specific Mobilink, Zong, Telenor, and Ufone has been led for information assortment. Managerial level employees ranging from assistant to the vice president has been contacted to collect the data.

Sample

Since our population is unknown therefore nonprobability sampling is applied. In nonprobability sampling convenience sampling is used as in this technique members of population who are easily and conveniently accessible to researchers are selected as subject of the study. The data is collected from middle management and team leaders. To gather information convenience sampling is utilized. The sample size of 166 is viewed as appropriate (Raosoft, Inc., 2004). However, data collected from 270 participants at first,

and subsequently 181 is utilized for quantitative examination. The information has been gathered both as Google Docs, and hard form from four significant telecom associations.

Instrument

The scales used are valid scales. Since for research purpose all measurement scales are valid and developed by the authors/ scholars mentioned in the study. Therefore, these are valid scales, and the reliability of the scales is checked by using Cronbach’s Alpha. Surveys were outlined to gauge all the factors of the examination utilizing a Likert size of five-point. Brown *et al.* (2005) ethical leadership scale was used to measure the leadership ethical style. To measure voice behavior Van Dyne and Lepine's (1998) scale was used. Creativity was assessed by Zhou and George (2001) scale.

Data Analysis Tool

Information is investigated by utilizing SPSS software design. Pearson correlation was used to investigate the one to one relationship among variables. Moreover, certain regression tests have been conducted by using the process presented by Hayes that executes mediation and moderation investigation.

Results and Discussion

Descriptive Analysis

Table 1: *Gender Distribution of the Respondents (N=181)*

Category	Frequency	Percentage	Cumulative Percentage
Male	132	72.9	72.9
Female	49	27.1	100

Distribution of Respondents with Respect to their Experience in Organization

Experience	Frequency	Percentage	Cumulative Percentage
0-5	89	49.2	49.2
6-10	76	42.0	91.2
11-15	15	8.3	99.4
16-20	1	.6	100

Measure of Central Tendency and Variability of Study Variables (N=181)

Variables	Mean	Standard deviation
Ethical Leadership	4.09	.625
Voice Behaviour	3.86	.589
Employee Creativity	4.06	.694
Climate for Innovation	3.03	1.01

Table depicts that data comprised of a greater number of males (132) contributing 72.9 % as compared to females (49) contributing to only 27.1 % of the entire sample size.

Table shows the distribution of the length of the job experience of the respondents in the organization. The sample consists of 181 respondents out of which highest number of respondents (89) has the work experience between 0-5 years making 49.2 percent of

the sample size closely followed by work experience of 6-10 years which consists 42 % of sample size and 76 respondents. While 8.3 5 of sample size consists of 15 respondents which have work experience in between 11- 15 years and only one respondent has the experience of 16-20 years of work experience in the same organization contributing to only 0.6% of the sample size. Table depicts the descriptive analysis of the study variables by exhibiting the mean value of the variable ranging from 3.03 to 4.09 and values of standard deviation ranging from 0.589 to 1.01.

Reliability and Validity of the Instrument

Table 4 shows the reliability and validity of the instruments through the assessment of computation of Cronbach’s alpha. In the given research ethical leadership is an independent variable. It has 10 items, and its Cronbach alpha value is 0.90. The dependent variable is employee creativity which includes 13 items and indicates the value of Cronbach’s alpha as 0.77. The reliability of mediating variable that is voice behavior has a value of Cronbach’s alpha as 0.82. The reliability of moderating variable that is climate for innovation has the Chronbach’s alpha value of 0.94. The research instrument consists of total 39 items has a reliability of 0.91 (91 %) which is a good indicator of reliability measurement.

Table 2: *Reliability of All Instruments*

Variables	No. of Items	Cronbach’s Alpha
Ethical Leadership	10	.90
Voice Behaviour	6	.82
Employee Creativity	13	.77
Climate for Innovation	10	.94
Total	39	.91

Correlation Analysis

Pearson correlation investigation decides how intently two factors are connected. The outcomes in Table 1 propose that the association between predictor variable and mediator is positive, and substantial. Predictor variable likewise positively impacting an outcome variable. Additionally, there is a noteworthy positive connection between mediator and outcome variable.

Table 3: *Pearson Correlation Matrix of All Variables (N=181)*

Variables	Mean	Std dev.	I	II	III
Ethical Leadership	4.09	.625	1	---	---
Voice Behavior	3.86	.589	.517**	1	---
Employee Creativity	4.06	.694	.494**	0.529**	1

**Correlation is significant at 0.05 level (2-tailed)

Regression Analysis of Mediation Model

To determine the causal connection among variables regression testing is applied, whereas Hayes, (2012) measure is favored for mediation regression analysis. The outcomes in Table 2 show that the predictor variable essentially influences the mediator (B= .48, SE= .06, P=.000 < α = 0.01). The estimation of R²= .26 clarifies that there is a 26 percent variation in the information. Besides, a noteworthy connection exists among the mediator and the outcome variable. The estimation of B= .44 shows that the mediator is causing a .44-unit change in the outcome variable. The outcomes demonstrate that voice has an intervening impact as there is a noteworthy connection between the predictor and the mediator just as a critical connection between the mediator, and outcome variable.

Table 4: *Mediation Regression Table*

Testing Paths	B	SE	95 % CI	T	P
EL-> VB r= .51, R ² = .26, F(1,179)=65.22	.48	.06	.36 to .60	8.07	.000
VB-> EC r= .58, R ² = .34, F(2,178)=47.08	.44	.08	.27 to .60	5.28	.000
EL-> EC (Direct Effect)	.33	.07	.17 to .48	4.24	.000

Discussion

The consequences of the examination affirmed the first hypothesis and demonstrated that 'ethical leadership' impacts 'employee creativity'. The outcomes are following the past investigations which affirmed that the ethical style of administration has an essential function in expanding the inventive capacities of the representatives (Javed, Khan, Bashir & Arjoon, 2017; Gu, Tang & Jiang, 2013). Furthermore, results have additionally affirmed the second hypothesis of the examination. The outcomes are lined up with past explores which affirmed that 'ethical leaders' expansion the event of voice in workers by teaching in them the certainty that they ought to trust in their capacities and killing the dangers related to voice conduct (Wang, Gan, Wu and Wang, 2015). The workers in such a case watch the conduct of their leader (Brown, Treviño & Harrison, 2005). When workers see that their leader is moral, they become sure that their views will be heard, and they oppose the system and practices that they regard inappropriate just as give recommendations for the improvement of the association (Walumba & Schaubroeck, 2009).

Besides, it was conjectured that the behavior of voice in representatives increment creativity in workers. The aftereffects of the investigation offer a huge help for the third theory. Voicing is the indicator of imagination since it is a source through which workers

gain resources that are basic for innovative execution in representatives (Ng & Feldman, 2012). Creativity is a cycle where correspondence with each other is fundamental (Zhou & George, 2003). At the point when individuals are permitted to creativity adds to their smoothness and venting of disappointment, their degree of certainty is expanded, and they can procure data from others which contributes towards imagination (Song, Wu, & Gu, 2017). Thusly, mediator have a positive and noteworthy impact on the outcome variable of employee creativity as it gives the resources which are fundamental for inventiveness, makes the individual ready to secure good sentiments, builds his enthusiasm for his work; feel him sure about himself, and removes the dread of being scorned.

Moreover, it was estimated that voice behavior intervenes in the connection between leadership ethical style and creativity of an employee. The aftereffects of the examination affirmed the intervening function of voice behavior. Ethical supervisors are individuals driven and care about the sentiments of individuals. They are cordial towards individuals and make it simpler for individuals to convey the issues they face at work and get their recommendations enthusiastically (Treviño, Brown & Hartman, 2003). At the point when a representative is permitted to give recommendations uninhibitedly without the dread of being reproached, he feels significant and enabled. This thus gives opportunity and certainty to a worker to consider original thoughts and expands his innovativeness (Alge, Ballinger, Tangirala & Oakley, 2006).

Conclusions

The persistence of conducting this study was to examine the affiliation among leadership's ethical style, and creativity of employee along with the interceding effect of voice behavior. The proposed structure depends on the social learning hypothesis (Bandura, 1977) to clarify and test the speculation. The research was empirical in nature and surveys were utilized as a strategy to gather information on our investigation factors. The outcomes of this research are reliable with the aftereffects of past investigations as all the hypotheses were affirmed. The genuine commitment of this investigation is that the leaders have surveyed themselves unexpectedly on the measure of ethical leadership and information on all the factors was gathered by both the leaders and employees of an organization. Also, the examination has checked the social learning point of view of learning and has featured the significance of an ethical leader as a model in molding the conduct of the workers. Experts can benefit from the outcome of this examination. During the way toward employing and promotion, senior administration positions might be given to those contenders who have a moral style of authority. Besides, the representative ought to be urged to shout out which can in the long run contribute to the upgrade of inventiveness in an association and thus its prosperity.

Theoretical Implications

The current study adds a new research on the impacts of ethical leadership on the inventiveness of the representatives in associations of emerging nations to the body of knowledge. The study upholds the idea that ethical leaders impact the inventiveness of the representatives (Ma, Cheng, Ribbens & Zhou, 2013; Yidong & Xinxin, 2013). Leaders who exercise morals contribute towards expanding the inventiveness of people both straightforwardly. Also through bestowing the propensity for expression of apprehensions, uncertainties, proposals, and conclusions in employees (Chen & Hou, 2016). The current study has a key commitment to analyzing the part of the social learning hypothesis on the premise of which ethical leaders impact the followers. From the viewpoint of base theory, the investigation clarified that inventiveness is observed and adopted by employees by observing the ethical leaders. Brown et.al (2005) supported this hypothesis and accepted that conduct of the workers is impacted by the moral conduct of leaders. As indicated by this examination comparable pattern is found in the telecom segment of Pakistan.

Practical Implications

The research has significant ramifications for practitioners and human resource managers of telecom sector. Those leaders who want to expand the innovativeness in their employees need to obtain an ethical style of leadership. Ethics, and morals ought to be accentuated during the recruitment and development of employees. The leaders should be honest, reliable, and ethical which may result in improvement in creativity of his followers. The findings of the research additionally demonstrate that voice behavior has a significant effect on worker creativity. At the point when representatives can uninhibitedly offer thoughts and recommendations identified with work. Without the dread of being reprimanded for voicing their suppositions, they are probably going to be more inventive at work. Accordingly, leaders ought to urge the representatives to voice their concerns, so they can innovate for improvement of their career and organisation progression.

Limitations and Future Recommendations

The study conclusions were well-thought-out in the light of specific confines in this research. Initially, it was hard to direct study in telecommunication associations since admittance to workers and more explicitly leader level representatives are troublesome and restricted. A few representatives are not happy in surveying their chiefs and some offer one-sided input in filling the survey. Furthermore, as it depends on the cross-segment plan, the outcomes cannot be summed up as all the information is gathered at one point in time. Subsequently, the utilization of longitudinal research is prescribed for future exploration to make the examination more reliable. Moreover, the study was led in

the associations of the telecom segment no one but which could questionably impact the outer legitimacy of the outcomes. Consequently, later on, scholars may lead to research in various associations of different areas. Also, the sampling strategy utilized in this examination is convenience sampling. It is utilized to acquire quick data. In forthcoming days exploration can be done on the utilization of probability sampling is recommended to build generalizability. Additional examination can likewise be directed with a bigger sample. At last, the research fundamentally centers around ethical leadership's effect on the voice behavior of workers and how it influences the inventiveness of workers. In this way, future specialists could consider looking at the individual elements of the representatives that contribute towards worker creativity.

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