ETHICS AND POLITICS: WHAT DETERMINES ETHICAL LEADERSHIP UNDER POLITICAL MENTORING?

Rizwan Qaiser Danish\textsuperscript{1}
Ashfaq Ahmed\textsuperscript{2}
Sadia Farooq\textsuperscript{3}
Waqas Baig\textsuperscript{4}
Hafiz Ahmed Ullah\textsuperscript{5}

Abstract: The study in hand investigates the impact of ethical climate, perceived political climate, and behavioral integrity on ethical leadership with the moderating role of political mentoring of employees at work. The population of the study comprised of employees working in different service sectors. For collecting data 450 employees were chosen and the response rate was 75%. SPSS and AMOS were used for analysis such as correlation, reliability, validity etc, and running a model to see the impact of political mentoring on ethical leadership with the assistance of ethical climate, perceived political climate, and behavioral integrity. This study shows a significant relationship among all the variables. It also shows that if there is ethical leadership in the organization it will assist the employees to have their behavioral integrity in the organization that helps them to perceive good climate and follow the ethical standards in the organization. In this context, political mentors help employees to get further knowledge about the organizational norms and political climate. The finding of this study will assist them to perform better in the organization with the help of ethical leaders that enhance their productivity and performance in the organization. Limitations of the study have been discussed.

Keywords: Ethical Leadership, Political Mentoring, Perceived Political Climate, Behavioral Integrity, and Ethical Climate.

\textsuperscript{1}Corresponding Author is Associate Professor in Institute of Business Administration at University of the Punjab, Lahore, Email: Email: rqdanish@ibapu.edu.pk
\textsuperscript{2}Author is Associate Professor in Hailey College of Commerce at University of the Punjab, Lahore.
\textsuperscript{3}Author is Assistant Professor in Hailey College of Commerce at University of the Punjab, Lahore.
\textsuperscript{4}Author is PhD Scholar in Hailey College of Commerce at University of the Punjab, Lahore.
\textsuperscript{5}Author is PhD Scholar in Hailey College of Commerce at University of the Punjab, Lahore.
Introduction

The concept of ethical leadership can be traced back to Avolio and Gardner (2005) who explained ethical leadership as the independent concept with two dimensions: a moral manager and a moral person. A moral person perceives ethical leadership as the right behavior, moral trait and right decision-making, whereas a moral manager allocates these ethical characteristics to subordinates by using discipline and reward, role modeling, and communication (Trevino, et al., 2000). The theoretical concept of Social Learning Theory explains the ethical leadership within the organization. Mo & Shi (2017) defined the Social Learning Theory as the guidance of the ethical leaders on the behavior of their employees at the workplace. It also explains the integrity of the employees. The word integrity is defined as the consistency between the actions and words and most commonly discussed this concept about behavior integrity (Leroy, et al., 2012). They explained the behavioral integrity as virtuous behavior and a parsimonious construct. The behavior is mostly affected by the climate. Valentine, et al., (2011) explained the Ethical climate as it provides us meaningful insight that how it affects the employees and their attitude and behavior in the organization. The behavior of the employee is also controlled by the mentors in the organization.

Burlew (1991) defined mentoring as it is a procedure where an expert person (mentor) provides guidelines, opportunities, and knowledge to the least experienced protégé (Haring, 1999). Silvester and Menges (2011) explained that mentoring can be formal or informal. In organization politics, informal mentoring is used because most of the time it is necessary for the smooth running of business operations. It also creates a political climate in the organization. Landells and Albrecht (2013) defined the organizational political climate as a process, practice, and work around policies and norms to achieve the organizational goals. This study aims to demonstrate that whether political mentoring moderates the relationship between ethical climate and ethical leadership in an organization. And also to add up in the literature about the concept of political mentoring. This is a newly emerging term because in literature we found a few studies of mentoring but not in the organizational environment. In this study, we are also going to find out whether behavioral integrity and perceived political climate are directly interrelated to ethical leadership. This study will be an effort to cover the overall service sector in the organizational environment.
1. Literature Review

Ethics is derived from the Greek word “Ethikos” which means “relating to one’s character”. Leadership explains as “the process of influencing others to understand and agree about what needs to be done and how to do it, it is also the process of enabling the individual and collective efforts to accomplish shared objectives” (Huang, et al., 2016). Brown, et al., (2005) explained ethical leaders as pessimist conduct, attitude, and inspiring employees to work in a friendly environment. It also portrays how important the leaders are for the success of an organization and also sets a pattern for the employees to work in a better way. Sharif and Scandura (2014) defined the presence of an ethical leader in an organizational matter because, it is necessary for them to fulfill their fundamental values, ideas, and mission for implementing important change so that the employees could be able to follow the footsteps of their leaders. It plays an important part in developing a good organizational climate. Mo & Shi (2017) also discussed that because of the high respect of ethical leaders in the eyes of their employees they readily comply with the changes apply in the organization. In this way, the success of an organization is depending on the efficiency of its leadership, which demands more moral and ethical values (Toytok & Kapusuzoglu, 2016). The word integrity is defined as promise-keeping and uniformity between the espoused and displayed values. Palanski and Yammariono’s (2007) defined it as “the consistency of an acting entity’s words and actions.” Behavioral integrity can be explained by Simons (2002) as it relates to the conceptualization and emphasizing that leaders can show values that may not be considered moral, or may not represent their true belief and consistent behavior. Similarly, Tomlinson & Mayer (2009) proposed that if a person is lacking in his trust then his trustworthiness is also going to be questionable. So, if a person wants to increase his level of trust and expect that other people trust him then he has to fulfill his commitments with others and also increase his preferences of commitments with others. In short behavioral integrity is necessary but not enough forerunner of trust (Simons, 2002). Wimbush & Shepard (1994) explained that the firm ethical climate is assessed by its behavior, values, and effects of ethics on its employees. Hence if we talk about ethics, organizational climate effect more on the employees than their workgroup climate.

The presence of occurring phenomena is not certain in social science. Social scientists observe the individuals’ behavior and perception to explain a phenomenon. Organizational political perception is explained as an individually constructed aspect of the
organizational climate that endorses political behavior which is considered by managers and co-workers who show the self-serving behavior (Ferris, et al., 2000). In an organization political climate is defined as the behavior of political perception such as self-interested action and organizational policies like promotion and pay (Bedeian, et al., 1992; Landells & Albrecht 2019). In political climates, there is an environment in which the individuals feel insecure, threatened, and sometimes dissatisfied because of the actions that happen (Harris, et al., 2009). Political behavior is a secret motive (Fletcher, et al., 1981). Silvester & Menges (2011) explained that mentoring emphasis the need for mentees. In politics, political mentoring involves the mentee and mentor from the different or the same local authorities. And also this relationship provides support and information to each other. Grabicki and Menges (2019) further explains that in the case of newly elected politicians his role will be as Executive or Leader Member. Mentoring provides the idea and information about the performing of his role in the organization and towards society. The mentor must provide information and idea about the performing of tasks to the mentee. In short, it is the responsibility of the mentor to support the mentee and also provide him guidance at times of difficulty.

Relationship between Ethical Leadership and Behavioral Integrity

The four components of authentic leadership, as self-awareness, balanced processing, relational transparency and internationalize moral perspective, are practical (Walumbwa, Avolio, et al., 2008). Kernis & Goldman (2006) explained the authentic functioning as “the unobstructed operation of one’s true, or core, self in daily enterprises”. Whereas ethical leadership is a theoretical concept. Menzel (2015) explained that ethical leaders are necessary for organizations because this relationship not only built public trust and confidence but also improve organizational performance. When trust is built up between the employees and leaders then the behavioral integrity of employees also enhances. Simon (2002, 2012) explained that many ways increase behavioral integrity such as leader enact espoused values and keep promises. And the actual position between the deeds and words is argued to be a significant driver of perceived position. The actual position is necessary for behavioral integrity because it does not necessary that followers will follow behavioral integrity. It is also a subjective concept, because it assessed the relationship between the leader and follower about what they think, believe, and feel for
each other. When the managers are unable to deliver the committed values this will lead to the positional incongruence between what they do and say. On behalf of this, we propose the following hypothesis.

**Hypothesis 1:** Behavioral Integrity is positively related to Ethical Leadership.

**Relationship between Ethical leadership and Ethical climate**

Mulki, Jaramillo and Locander (2009) said that leaders play an important part in forming the ethical climate of an organization (Grojean, Resick, Dickson & Smith, 2004), and not much association is found about concerning the relationship between ethical climate and ethical leadership. It is observed that top management CEOs of an organization strongly affect employee outcomes and organization by communicating and articulating the vision that shapes the organizational culture (Boal & Hooijberg, 2000). In this study, an effort has been made to study the positive relationship between ethical leadership and ethical climate in many different ways. Bandura & Walters (1977) explained in the social learning theory that when role models are present in the organization, then employees follow them. Mayer et al., (2009) said that employees learn a lot from their environment. In a social learning process, they learn a lot from their leader’s behavior and their role in the organizations.

Previous research shows that employees are affected by the ethical conduct of top management. De Hoogh & Den Hartog (2008) studied the relationship between ethical leadership and organizational effectiveness but did not study the relationship between the ethical climate and ethical leadership. Toorand Ofori (2009) said that ethical leadership has a positive correlation with employee willingness to put in additional effort, leader effectiveness, ethical climate, and employee satisfaction with the leader. The previous studies measure only the ethical leadership and its outcome variables and no one finds the effect of the ethical leadership on the ethical climate of the organization.

**Hypothesis 2.** Ethical Climate is positively related to Ethical Leadership.

**Relationship between Perceived Political Climate and Ethical Leadership**

In every organization, political tactics are widely used for a better work environment and every employee is directly or indirectly involved in these political incidents. The circumstances of these political events lead every employee to think about the situation in his way. Those who are affected by these political events positively perceived it to be a strong tool for the organization’s success and those
affected by it negatively perceive it as a great obstruction for success (Bedeian, et, al, 1992). The organizational ethical leaders also play an important part in forming the perception. Hencesuch a type of environment where the employees continuously face political pressure has a greater impact on their performance level and they consider it a politicized environment. Meursand Perrewé (2011) further said that in the political environment a relationship exists between the politics and work environment that increase politicization in the organization.

In an organization when a person finds that political engagement is rewarded and these engagements are much more than the original benefits then he/she is likely to involve in such type of additional political actions for his benefits (Berson, et al., 2015). Hence we propose that good ethical leadership is able enough to create a better political climate.

**Hypothesis 3**: Perceived Political climate will be positively related to ethical Leadership.

**The moderating role of Political Mentoring between Ethical Leadership and Ethical Climate**

Adler & Laasch (2020) said that for effective and successful business operation leaders should develop new skills in multicultural and strategic collaboration. And also leaders make such types of decisions that involve regulations, practices, and conflicting values (Saliba, et al., 2001). Leaders must show such a type of responsibility that organizations become competitive and sustainable (Smith & Sharma, 2002). Previous studies showed that such types of practices, attitudes, and decision-making processes are necessary to develop and maintain the ethical climate of an organization (Clinard, 1983). To make and implements rules and regulations in the organization is not enough; it is the responsibility of the organization to provide the training programs, and also provide guidelines to the managers and employees to work in the positive and ethical work environment (Victor & Cullen, 1988). Trevino (1998) said that these types of actions set the direction for the organization to establish ethical behavior and standards. Furthermore, all these incentives, training programs, policies, accountability measures, and decision-making processes help the organization to reinforce its fundamental ethical beliefs. These ethical decision-making procedures help the organization to identify what is the right way to make policies and their implementation for the long run working. In the presence of an ethical leader, the process of mentoring, training, and development activities plays an important part in organizational progress (Woodall & Douglass, 1999). In the presence of Social Learning
Theory, employees learn from their leaders and mentor in the organization and try to harmonize their actions so the organization’s performance-enhancing. The increase in the organizational performance will increase the understanding among the organizational employees and the climate of the organization becomes more supportive. In the previous studies, not much is known about the role of political mentoring between the ethical leadership and ethical climate. In this study, an effort is being made to study the role of political mentoring between the ethical leadership and ethical climate. The political aspect of mentoring is not discussed in previous studies. So we propose the hypothesis as

**Hypothesis 4:** Political Mentoring will moderate the relationship between ethical leadership and ethical climate.

**Figure 1: Determinants Of Ethical Leadership**

<table>
<thead>
<tr>
<th>Political Environment</th>
<th>Ethical Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Climate</td>
<td>Ethical Climate</td>
</tr>
<tr>
<td>Behavioral Integrity</td>
<td>Behavioral Integrity</td>
</tr>
<tr>
<td>Perceived Political Climate</td>
<td>Perceived Political Climate</td>
</tr>
</tbody>
</table>

**Research Methodology Procedure**

We conducted our study to see the impact of behavioral integrity, perceived political climate, and ethical climate on the ethical leadership in an organization through the moderating role of political mentoring on the service sector of Pakistan. To reduce the common method bias, two types of the survey were created: The first one includes questions about the independent variable’s behavioral integrity, ethical climate, and perceived political climate, and second the moderator (political mentoring) and dependent variable ethical leadership. The human resource department of the company identified the leader-follower groups across the different business departments. Pencil-and-paper questionnaires were separately sent out to leaders and followers groups, and also the invitation letter to upper management for assistance in conducting the study along with the postage-paid and addressed
return envelope. All the respondents rest assured about anonymity and confidentiality. Each instrument contained an identification code to confirm that respondents of the same leader and follower group. The participation of respondent was voluntary and they were told that the responses will be used collectively with for academic purpose.

**Sample**

In this study, we used the non-probabilistic sampling technique. Non-probability sampling is a technique that does not follow the probability theory when selecting the appropriate sample. I collect the sample from the different service sectors such as health care centers, banks, insurance companies, education sectors, telecommunications, transportations, and hotel industries, etc.

**Measures**

**Ethical Leadership**

Ethical leadership is determined by using the 10-item scale of Brown et al., (2005). Sample items are “My leader discusses business ethics or values with employees.” Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach’s α of the scale was .89.

**Ethical Climate**

The ethical climate is determined by using the scale of Victor and Cullen (1988). Sample items are “What is best for everyone is a major consideration here.” Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach’s α of the scale was .86.

**Behavioral Integrity**

Behavioral integrity is measured by the scale of Simons (2002). Sample items are “There is a match between my manager’s words and actions.” Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach’s α of the scale was .95.

**Perceived Political Climate**

Perceived Political Climate is measured by the scale of Kacmar and Carlson (1997). Sample items are “My mentor has demonstrated well-listening skills in our conversations.” Which is the most widely used scale to measure this item? Sample items are Items that were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach’s α of the scale was .95.

**Political Mentoring**

These items were developed based on career and psychosocial functions identified by previous qualitative analyses and descriptive studies of mentoring relationships (e.g., Burke, 1984; Kram & Isabella, 1985; Roche, 1979; Zey, 1984). Sample items are “I sympathized with my manager/leader about the added problems that my
request caused.” Sample items are Items that were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach’s $\alpha$ of the scale was .92.

Results

In the demographic analysis, we came to know the information about the study like gender, age, experience, type of organization, and nature of the organization. The information is gathered through a questionnaire and the respective detail is shown in Table 1.

In this study, data is gathered from the different service sectors of Pakistan, and the frequencies, percentage of gender, designation, total experience, and type of organization are calculated through SPSS. In this study, data is gathered from 450 respondents, in which females are 206 and males are 244. Experience ranges of respondents 1-5 years are 74, 6-10 are 265, and above 10 years are 111 in this study. Organizations include both public and private in which the respondents in health care (hospitals) are 76, banks are 36, the education sector is 93, insurance companies are 48, hotels are 82, telecommunication 42 and transportation are 73. The level of workers in lower level 86, middle level 178 and higher-level are 186 in this study.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Classification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>244</td>
<td>54.2</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>206</td>
<td>45.8</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>450</td>
<td>100</td>
</tr>
<tr>
<td>Experience</td>
<td>1-5 year</td>
<td>74</td>
<td>16.4</td>
</tr>
<tr>
<td></td>
<td>6-10 year</td>
<td>265</td>
<td>58.9</td>
</tr>
<tr>
<td></td>
<td>More than 10 year</td>
<td>111</td>
<td>24.7</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>450</td>
<td>100</td>
</tr>
<tr>
<td>Organization</td>
<td>Health-care (Hospitals)</td>
<td>76</td>
<td>16.9</td>
</tr>
<tr>
<td></td>
<td>All Banks</td>
<td>36</td>
<td>8.0</td>
</tr>
<tr>
<td></td>
<td>Education sector</td>
<td>93</td>
<td>20.7</td>
</tr>
<tr>
<td></td>
<td>Insurance companies</td>
<td>48</td>
<td>10.7</td>
</tr>
<tr>
<td></td>
<td>Hotel industry</td>
<td>82</td>
<td>18.2</td>
</tr>
<tr>
<td></td>
<td>Telecommunication</td>
<td>42</td>
<td>9.3</td>
</tr>
<tr>
<td></td>
<td>Transportation services</td>
<td>73</td>
<td>16.2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>450</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 2: Data skewness, mean and kurtosis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>St. Deviation</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Leadership</td>
<td>38.200</td>
<td>7.798</td>
<td>-.474</td>
<td>-.763</td>
</tr>
<tr>
<td>Ethical Climate</td>
<td>59.204</td>
<td>10.561</td>
<td>.248</td>
<td>-.813</td>
</tr>
<tr>
<td>Behavioral Integrity</td>
<td>29.059</td>
<td>8.615</td>
<td>-.792</td>
<td>-.412</td>
</tr>
<tr>
<td>Political Mentoring</td>
<td>22.627</td>
<td>4.764</td>
<td>-.426</td>
<td>-.752</td>
</tr>
<tr>
<td>Perceived Political Climate</td>
<td>98.044</td>
<td>17.057</td>
<td>-.204</td>
<td>-.784</td>
</tr>
</tbody>
</table>

In Table 2 the normal distribution of the data is displayed. Bulmer in 1979 developed the method of rule of thumb for determining the skewness, he said that its value must have lied between the +1 and -1. Such as Mac Gillivary and Balandan determined the scale for the kurtosis, they said that its value lied between the +3 and -3. In the above table, all values of skewness lie between the +1 and -1, and all the values of kurtosis lie between the +3 and -3. So, we can conclude from the above table that data is normally distributed and has the capability for more analysis.

Table 3: Reliability Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach alpha</th>
<th>No of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Leadership</td>
<td>0.884</td>
<td>10</td>
</tr>
<tr>
<td>Ethical Climate</td>
<td>0.862</td>
<td>16</td>
</tr>
<tr>
<td>Behavioral Integrity</td>
<td>0.951</td>
<td>08</td>
</tr>
<tr>
<td>Political Mentoring</td>
<td>0.828</td>
<td>06</td>
</tr>
<tr>
<td>Perceived Political Climate</td>
<td>0.925</td>
<td>26</td>
</tr>
<tr>
<td>Overall reliability</td>
<td>0.950</td>
<td>66</td>
</tr>
</tbody>
</table>

The general thumb rule for checking the reliability of the instrument and Cronbach’s alpha is 0.7 and above is good, 0.8 and above is better and 0.9 and above is best. The Table 3 shows the Cronbach’s value of each item separately and all the variables have value above 0.8 which is according to thumb rule is better. The overall reliability of the instrument is above 0.9 which is best.
Table 4: Correlation Analysis

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ethical Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Ethical Climate</td>
<td>.377**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Behavioral Integrity</td>
<td>.754**</td>
<td>.286**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Political Mentoring</td>
<td>.722**</td>
<td>.342**</td>
<td>.807**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Perceived Political Climate</td>
<td>.254**</td>
<td>.483**</td>
<td>.376**</td>
<td>.352**</td>
<td>1</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed). The value of the correlation matrix should be between 0 and 1 and significance = p<.001, p<.005. The value 1 shows the highly strong relationship between the independent and dependent variables. And the 0 value indicates that there is no correlation between the variables. The above table 4 shows that all the variables are highly significantly correlated at a 1% level of significance.

Figure 2: Structural Model

Table No 6: Fitness Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Values</th>
<th>Thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMIN/DF</td>
<td>0.734</td>
<td>&lt; 3</td>
</tr>
<tr>
<td>RMR</td>
<td>0.004</td>
<td>Closer to 0</td>
</tr>
<tr>
<td>GFI</td>
<td>0.999</td>
<td>≥ 0.9</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.989</td>
<td>≥0.8</td>
</tr>
<tr>
<td>CFI</td>
<td>0.999</td>
<td>≥0.9</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.057</td>
<td>&lt;0.08</td>
</tr>
</tbody>
</table>

To test the model and measurement, AMOS 26 is used in this study. In this study, CFA (Confirmative Factor Analysis) is used and with the help of AMOS 26 figures were prepared for each factor. When the CFA is made then the next step is to create a model of great suitability. A few things kept in
mind as the value of CFI must range from 0 to 1 as it shows the fitness of the model. In this model, the value of CFI is 0.999, which shows that model is a good fit as described by (Hu & Bentler, 1999). Hu & Bentler (1999) further explained that the value of RMSEA would be under 0.08 which shows the fitness of the model and if the value of RMSEA is less than 0.06 than it shows that model is acceptable. In this model, the value of RMSEA is 0.057 also shows that model is a good fit and acceptable. The value of GFI and AGFI must be higher than 0.90 which is beneficial for model fitness. In this model the value of GFI is 0.999 and AGFI is 0.989, it shows that model is fit (Hu & Bentler, 1999).

The moderator shows the strength or direction between the variables. In this study ethical climate is the independent variable and political mentoring is a moderating variable. The interaction is checked through the Stats Tool Package OLD and 2-way interaction. Which was download from Stat Wiki? In this excel sheet, the information about the variables is required. Such as independent variable ethical climate, moderator political mentoring, and dependent variable ethical leadership. The interaction term is created by multiplying ethical climate with the political mentoring and then regression analysis was performed which brings the interaction term ($\beta=-0.239$), the independent variable ($\beta=0.213$), and political mentoring (moderator) ($\beta=0.330$). Constant is the vertical position for the graph. Independent variables are shown on the X-axis and dependent variables are shown on the Y-axis. As shown in the graph ethical leadership on the Y-axis and ethical climate on the X-axis as shown in the figure.

![Figure 3: Mod Graph](image_url)

### Conclusion
Leaders are the important pillars for the success and ethical behavior of an organization. This study examined the
Ethics And Politics: What Determines Ethical Leadership Under Political Mentoring?

moderating role of political mentoring in the ethical climate and ethical leadership of an organization. As the role of the mentor is to give guidance to a person about the environment and working conditions of an organization. Politically the role of the mentor is also to make sure that guidance given to the person about the environment is appropriate and inconsistent with the organizational norms and policies. The purpose of this study is to examine the role of ethical leadership in the organization with the help of proper mentoring. So, the environment of the organization becomes constructive and supportive for the employees. If the manager plays his part in the organization rightly then the environment of the organization becomes more comfortable for the employees. In this way, the progress of the organization will increase. This study also shows clearly the strong moderating effect of political mentoring between the ethical leader and ethical climate. Good model fitness shows that the relationship between the ethical climate and ethical leadership is weak in the presence of political mentoring. Because in an organization when political mentors are present, the organizational climate becomes disturbed because of employees involved in the political actives instead of the progressive activities in the organization. The reason behind this is that employees think that involvement in political activities is necessary for survival in the organization. Due to this the ethical climate of the organization becomes disturbed. In this study, one thing is also clearly observed that the perceived political climate has not any connection with ethical leadership. Because the perception of the employees is built after working in the organization with the leader. Leader behavior plays an important part in building the perception of employees.

This study has also several strengths as the first one is a large number of employees from the service industry are involved. Second, the survey was conducted face to face interaction to reduce the mistakes in the data collection. Finally, this study is an important contribution to business ethics because the role of political mentoring in the ethical climate is not much known. This study helps to understand the moderating role of political mentoring in an organizational climate. Besides all this, there are some limitations to this study. As our sample is collected largely from the service sector of Pakistan but the data is not demographically diverse. The data is collected from the one province of Pakistan therefore, it cannot be generalized to the overall service sector of Pakistan. In future researches should consider the weaknesses mentioned above and they can extend the study by
adding the different variables and also the mediating role of political mentoring in the organization. This is a new construct and it needs to be qualitatively analyzed in future.

In conclusion, this study examine show the mentors play their part in building the character of the employees. So, they can perform well in the organization and also the role of the leader in building a supportive and collaborative environment for employees to work properly and diligently. It is the reasonability of the employee that how he perceives the mentoring in the organization and performs according to that positively or negatively.

References


Roche GR. (1979). Much ado about mentors.


