Impact of Ethical Leadership on Team Performance: the Mediating Role of Resolution Efficacy and Individual Performance

**Abbas Nawar Al – Musawi[1] Batool Mohammed Al – Mahdawi[2]
Rusol Naji Al-Tameemi[3]**

[1]College of Administration and Economics, Wasit University, Iraq
[2]College of Administration and Economics, Al- Mustansiriyah University, Iraq
[3]College of Business and Economics, Qatar University, Qatar

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Abstract

The purpose of this study is to investigate the impact of ethical leadership on team performance with mediating role of resolution efficacy and individual performance. Design/Methodology/Approach: This study is conducted in telecom sector of Qatar; self-administrative questionnaire is used for data collection. The collected data for the study was tested with the help of two statistical software SPSS and AMOS. Different tests were run in order to test the research hypothesis and confirm it objectives, i.e., descriptive, correlation KMO and factor loading, CFA and SEM. Findings: The findings of the study indicated that ethical leadership has positive and significant impact on team performance in Qatar telecom sector. Results also prove that resolution efficacy and individual performance significantly mediates between ethical leadership and team performance. Implications: This study will be significant both theoretically and practically. In theory, evidence in the literature on the study topic will increase. In the practical field, this study will help in implementing the teamwork in telecom sector of Qatar to improve it outcomes. Policymakers can also benefit from the study as it will help those updating policies on ethical leadership for positive outcomes. Originality/Value: The study presents a research model that is investigated for the first time in the telecom sector of Qatar.

Keywords: Ethical Leadership, Team Performance, Resolution Efficacy, Individual Performance and telecom sector.

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1. Introduction

A critical component through which ethical leaders impact conduct results is by boosting workers' intellectual assets—particularly their viability convictions. For sure, through watching moral pioneers' conduct, representatives' self-viability is improved (Yukl, Mahsud, Hassan, & Prussia, 2013). In Qatar telecom sector representatives' self-adequacy is fundamental as it gives the important intellectual assets in managing troublesome conditions and anticipating fruitful fulfilment of wanted results. A promising utilization of viability that is implanted in telecom sector of Qatar and lies in the contention space is goals adequacy, which alludes to representatives' faith in the capacity to determine or manage strife issues (Zhu, Riggio, Avolio, &

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Sosik, 2011). Scientist contended that moral administration gives good standard direction and urges representatives to associate with colleagues in a conscious way and fabricate a trustful workplace, in this way empowering representatives in accommodating diverse interests and creating viability in settling strife—goals adequacy—which, thusly, diminishes people's involvement or commitment in struggle (Eisenbeiss, 2012). George Mitchell, who was an agent in the Northern Ireland harmony arrangements, confidently asserts that building viability in how individuals can manage strife requires exertion and control to get them to tune in and think about what the opposite side needs to state. Furthermore, to do that, he states, "What specialist you have is gotten generally from the regard and trust you're ready to produce. I did as well as could be expected by being open and reasonable" (Liu, Siu, & Shi, 2010).

Moral initiative provides representatives, grounds to perform well however with solid hierarchical qualities the impact of authority on workers' execution hoists to another dimension (Bello, 2012). This motive is practiced in the Qatar telecom sector. The connection between workers' execution and moral authority can be legitimately relative or once in a while backhanded, which guarantees that ethical qualities can be improved by running improvement programs with respect to moral administration. Late investigations set up that putting resources into the improvement of human asset is helpful to the foundations to refresh the potential and capability of the specialists to increase the execution and fitness (Kim & Brymer, 2011). In this circumstance, specialized and non-specialized training and exercise of the laborers are fundamental to support up their insight and potential. In this contemporary age, the initiative is, for the most part, habituated and exhibited through research as a huge angle for the triumph of the foundations. Presently, moral authority is utilized to control and energize the workforce for improved execution (Piccolo, Greenbaum, Hartog, & Folger, 2010).

Ethical leadership and team performances are the two basic components in Qatar telecom sector (QTS) and these components are interrelated. These components cannot exist separately in a hierarchical situation initiated by the team (Walumbwa, Morrison, & Christensen, 2012).

These teams of employees are in general impermanent associations with explicit objectives and assets. Moreover, in an organization its strategic targets and objectives cannot occur coincidentally instead they are formed with collaboration among the leaders and team of project (Valentine, Godkin, Fleischman, & Kidwell, 2011). Both administration and work teams in QTS are carried on by basic delicate abilities that should be practiced judiciously. This balanced connection among administration and teamwork is basic to guarantee that both are executed. Moreover they should be executed with beneficial interaction as they draw motivation for progress from one another (Yukl et al., 2013). Poor authority can't destroy a propelled group to progress; comparatively, an effective leadership can't want to make progress with a team which is not motivated.

In reality, in making an esteem framework where representatives can regard each other's thoughts or values and adequately work with each other, moral pioneers give representatives moral direction by being moral good examples in the working environment (Walumbwa et al., 2012). Although moral administration has gotten much consideration in the course of the most recent decade, past examinations have chiefly centered around its effect on direct (un)ethical results (Manner, 2010). Team performance is deteriorating instead of the fact that most resources are investing in it. This problem can be addressed through establishing the relationship and evaluating the impact of ethical leadership on teamwork by considering individual performance and resolution efficacy as mediators. With deteriorating teamwork performance overall performance of the organization lowers which in turn causes loss to the company. This problem is not only confined to Qatar Telecom Companies, but companies all over the world in different sectors are also affected. Previous studies have work on teamwork in organizations but none of those studies has studied the impact of ethical leadership on teamwork by taking resolution efficacy and individual performance as mediators. This study is one of its kinds as it establishes the relationship between ethical leadership and teamwork by taking resolution

efficacy and individual performance as mediators and is implying a structural equation modelling.

1.1 Research Objectives

The objectives of the current study are:

1. To analyze the impact of ethical leadership on team performance in Qatar telecom sector.
2. To determine the mediating role of resolution efficacy between ethical leadership and team performance in Qatar telecom sector.
3. To analyze the mediating role of individual performance between ethical leadership and team performance in Qatar telecom sector.

The telecoms division in Qatar is in powerful wellbeing and keeps on making an important commitment to the national economy. This is to a great extent because of developing challenge aggressive weights and a different populace blend. Be that as it may, specialist organizations have adjusted to these progressions well, expanding proficiency and broadening their income streams into related exercises.

Ethical leadership and teamwork have a huge impact on the success of the telecom sector in Qatar. With improved teamwork by mediating roles of resolution efficacy and individual performance of employees, the progress in the telecom sector is hoped to further flourish. This study will be significant both theoretically and practically. In theory, evidence in the literature on the study topic will increase. In the practical field, this study will help in implementing the teamwork in telecom sector of Qatar to improve the outcome. Policymakers can also benefit from the study as it will help those updating policies on ethical leadership for positive outcomes.

This study will be based on six chapters. The first chapter is the introduction, the second chapter of the study will comprise on literature review, the third chapter will be about hypothesis development and the fourth will discuss the research methods. Whereas the fifth chapter of the study will be result and analysis and the sixth chapter will comprise of discussion and conclusion.

1.2 Literature Review

The term ethical leadership has been widely used in the past decades because of the fall of some major organization due to the unethical behaviors of their leaders. These organizations include Enron, Housing Market, Lehmon Brothers. According to some authors, these fall backs are due of poor leadership and management behaviors (Malik, Awais, Timsal, & Qureshi, 2016). Leader's behavior and values have a significant impact on employee's behavior and their beliefs and attitudes. Leaders are the ones who trigger the organizational environment and develop a sense of ethics in organizations. Leaders play a significant role in shaping the structure of an organization and motivate their employees to work individually as well as collectively to achieve common goals of the organizations (Yukl & Yukl, 2002). According to few authors, leaders should be ethical because they have a huge impact in performance enhancement and productivity. The downfall of these organizations particularly Enron began because their leaders set a stage for conflicts and show unethical behavior and practices (Malik et al., 2016). According to some studies, there are two classes of leadership styles. First one is associated with task orientation. In this, the leaders only communicate the organizational goals to their employees and assign them their tasks. The second one is people oriented. This kind of leadership style associates with trust on employees by their leaders, admire and respect them in order to generate and share ideas and affectionately treat their emotions. Ethical leadership is closely associated with transformational leadership and both of these are considered as people oriented. The leaders that are ethical have strong command on their values and behaviors. They are considered reliable, trustworthy, do their work with justice and keenly. They show their ethical values by treating fair with employees (Trevino et al., 2006).

Based on general discussions and normative views, a lot of debates have been conducted to know the exact definition of ethical leadership but still the question is considered as unresolved. According to few studies, ethical leadership is defined as a behavior or conduct a person has in order to develop interpersonal relations through his actions, and to address and promote such behavior or conduct to his employees or followers.

This promotion can take place by holistic approach means two-way communication, reinforcing the conduct again and again and allow others to actively participate in decision making policies and procedures.

This definition is widely accepted definition of ethical leadership and is proposed by Brown et al. (2005. P.120) and is used by lot of researchers.

According to some authors, there are two pillars of ethical leadership. The first one is the moral person which means that a person or a leader should be honest, dedicated, fair and trustworthy. The second one is the moral manager which means that a manger should have all these characteristics of moral person. A manger must consider ethical values as a top priority in his plan or procedures. His behavior should be proactive about his employees' behavior and response and keep an eye on all of their ethical as well as unethical values. These moral managers communicate ethics and code of conduct frequently to his employees by showing his behavior. Those who show positive ethical behavior are given rewards whereas those who show negative behavior are punished by these managers or leaders (Brown & Trevino, 2006a). According to few researchers, these reward-punish behaviors motivate employees increase their performance. They develop sense to understand each other and hence reduce the conflict of interest among employees. This increases their performance as a result increase their productivity (Trevino et al., 2000).

Employee performance is considered as a keen factor in the development and growth of any organization. Employees play a critical and considerate role in success and failure of an organization. No doubt that a system works on the basis of its employees effort, but a few cannot create any impact on that organization; because actually it is the combined effort and work of all employees together as team members (Malik et al., 2016). According to some studies, team performance is considered as key that generates the outcomes which are strongly linked with plans and objectives of an organization and it is crucial to achieve these goals and objectives of that organization by each and every person regardless of their grades and ranks. An organization totally depends on the collaborative work of employees and leaders known as team performance (ZHAN & PAN, 2017). In such as team or group, the workers also give suggestions in decision-making policies but usually it is seen that workers only follow the rules assigned by their leaders in order to fulfill their expectations. These employees need to be trained to achieve organizational goals and hence increase team performance. And this performance can only be improved by using strategic plans developed by leaders (Walumbwa, Morrison, & Christensen, 2012). According to some researchers, performance only relates with the behavior of employees rather than the results produced by those behaviors. It means that it only tells us about the behavior a worker shows instead of giving results of that work. The performance of a worker or team members can be enhanced by providing them necessary motivation and knowledge. A few studies indicate that improving practices of HR such as recruitment, evaluation, compensation training, promotions etc. enhances efficacy levels among employees. These levels turn into employees' actions which create a strong bond between them and as result, performance increases (Mehmood, 2016).

Social learning theory is considered as providing framework to explain the relation between leaders and their ethics as good effectiveness. This theory emphasizes on learning through observations. It stresses that an individual learn not only by experiencing something directly but also from observing his surroundings and from other persons. In this theory, it is proposed that through modeling leaders can create a form of behavior through reenactment followed by

modeling. According to this theory, a person having high ranks in hierarchy can easily modifies these rewards and plays a significant role in disturbing modeling techniques. This theory also elaborates the fact and explains the reasons of why people copy the behavior of their attractive leaders or role models in an organization (Bandura, 1977). According to few studies, it is indicated that these role models simply create an impact on worker behaviors. Few studies depict by focusing on influential and ethical leaders, that there exists a strong connection between social exchange theory and these ethical leaders. According to this theory, ethical leaders are the persons which can be fully trust on and believe in. It also states that ethical leaders are the ones that modify the perception of their employees by their strong ethical values and balanced decision-making skills in order to establish a relation between social exchange theory and its relationships (Pelletier and Bligh, 2006). According to few studies, this theory or exchange membership relation creates a sense of obligation among employees in order to payback benefits what they get from their leaders or employers. These theories clearly depicts that there exist a two way communication between leaders and tem members. Whatever ethical leaders exchange in organization, whether it is positive and ethical values or negative and unethical standards, team members return it in similar ways (Emerson, R. M., 1976; Bandura, A., & Walters, R. H., 1977). This theory is adopted as a base among various studies on work production, task performance or citizenship behavior etc., yet there exist a space on performance of team members. Accordingly the framework adopted in this study is developed on the basis of these theories.

1.3 Hypothesis Development

On the basis of various studies establishing the relation between ethical leadership and team performance, it is clearly stated that presence of ethical leadership in an organization's management turns its focus from individual performance to team performance. These studies revealed that having ethical leadership in any organization reduces the levels of conflict and increases group performance (Khokhar & Zia-ur-Rehman, 2017). Moreover, it also provides shape to the organization's perception regarding fairness and justice. Ethical leadership provides a sense of team conscientiousness that creates its link with the group performance indicators which in turn increases team performance and trust (Walumbwa et al., 2012). According to previous studies, ethical leadership urge its believers to share aggregate objectives and qualities that are appropriate to the group and team or association by giving clear moral direction and job demonstrating in social exchange connections. As an outcome, followers are bound to append themselves to the group or a gathering and cooperate with different colleagues (team union and its voice), the two of which lead to reduce emotional tiredness of employees and higher group and team performance.

Numerous researches have been conducted regarding the relationship between ethical leadership and other performance indicators such as employee creativity, their performance, workplace conflicts etc., (Malik et al., 2016; Mehmood, 2016; Yukl & Yukl, 2002) but only a few studies focus on team or group performance (Walumbwa et al., 2012). So the present study develops and emphasis its relation between ethical leadership and team performance.

H1: Ethical leadership has significant positive impact on team performance.

According to some studies, the term efficacy is defining as the capacity to know the ability of a person that whether he can perform and manage according to organization goals or behavioral outcomes. Efficacy is considered to be the most important in attaining those specific behaviors that are opted as most influential among leaders and organizations such as creative efficacy, voice efficacy etc. But resolution efficacy is the one that is considered most important in organizations in order to avoid conflicts at workplace (Mehmood, 2016). According to authors, resolution efficacy mitigates the environment of conflicts among members of organizations. And

when these conflicts are erased, each and every individual in the system feels safe and focus on their performances. Resolution efficacy has a strong connection between ethical leadership and team performance. Members or employees of ethical leaders have the abilities to handle such situations of conflict and know how to treat or interact socially with coworkers. Resolution efficacy provides skills such as listening or handling coworkers' ideas that can better cope in handling conflict situation (Liu, Siu, & Shi, 2010). Moreover, studies also revealed that individuals having high levels of resolution efficacy can better maintain difficult situations and their relations while working with other members or individuals hence increasing individual as well as team performance. Employees with high levels of resolution efficacy can better understand and manage various conflicts such as task, process or relationship conflicts (ZHAN & PAN, 2017). According to few studies, performance of an individual is directly and positively associated with leaders. And they also indicate that there exist a strong relation between ethical leadership and individual performances. If leaders are behaving ethically, individual performance enhances but if leaders are showing rude or unethical terms with workers and are unable to listen to their thoughts or understanding their behaviors then no doubt individual performance reduces. So, on the basis of reviewing extensive literature, this study considers the mediating role of resolution efficacy and individual performance to establish a link between ethical leadership and team performance. Hence the second and third hypotheses of this study are:

H2: Resolution efficacy significantly mediates between ethical leadership and team performance.

H3: Individual performance significantly mediates between ethical leadership and team performance.

The framework adopted in this study is developed on the basis of these hypotheses.

1.4 Research Methodology

In this section the methodology of the study will be stated and how the entire research is conducted.

1.4.1 Research Method

The research method is basically a way through which a writer is going to conduct his or her study. In research, there are three forms of research method, 1) Quantitative Method 2) Qualitative Method and 3) Mixed Method. The method of quantitative deals with the number only. Whereas the method of qualitative deals with non-numeric data only. The mixed method is actually a combination of both methods such as qualitative and quantitative. For this research, the quantitative method is used because the results of this study deal with numbers and as quantitative method deals with numbers.

1.4.2 Time Horizon

Time horizon in research can be explained as how much time the writer of the study will devote to conduct a study or to collect data from the respondents. In research, there are three forms of time horizon. 1) Cross Sectional Time Horizon 2) Longitudinal Time Horizon and 3) Times Series Horizon. The researcher who uses cross sectional time horizon will collect the data and will conduct the study only one time. Whereas the researcher who uses longitudinal time horizon will conduct the study more than one time and collect the data from the respondent's more than one time in order to see before and after results. In time horizon researcher will collect secondary data by using time series data and it is mainly used in finance. However, in this study cross sectional time horizon is used as due to the limited time. In addition, the researcher collected the data from the respondents only one time and before and after results has not been investigated in this study that's why the researcher of this study used cross sectional time horizon.

1.4.3 Population

The population of this study is the employees who are working in the telecom sector of Qatar.

Sampling Techniques:

There are different types of sampling techniques in research 1) Probability and 2) Non-Probability. Researcher use probability sampling techniques when chances are known such as when researchers know about their population then they use probability sampling technique whereas researcher uses non-probability sampling techniques when chances are not knowns such as when researcher does not know about their population then they use non-probability sampling. In this study, the researcher used the type of non-probability sampling technique which is purposive sampling technique. The researcher used purposive sampling technique because the researcher collected the data from the employees of the telecom sector purposely.

Sample:

Data were collected from the employees of the telecom sector in Qatar. The researcher collected the data from two different telecom companies of Qatar as Ooredoo and Vodafon. The sample size for this study is 272.

The procedure of data collection:

The researcher of the study collected the data from the telecom sector employees of Qatar. For this purpose a questionnaire-based survey is used. The survey was self-administered.

Measures:

For team performance researcher of the study adopted the scale of (Puente-Palacios, et al. 2016) Team performance has nine items. For ethical leadership researcher of the study adopted the scale of (Kalshoven, Den Hartog, & De Hoogh, 2011). Ethical leadership has seven items. For resolution, self-efficacy researcher adopted the scale of (Stone & Bailey, 2007). Self-efficacy has six items. For individual performance, the researcher adopted the scale of (Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek, 2014). Individual performance has six items. Five points Likert scale was used 1 strongly disagree, 2 disagree, 3 Neutral, 4 agree 5 strongly agree.

Data Analysis Tools:

For the analysis of the data researcher of this study used two softwares, SPSS and AMOS.

Analysis Approach

In order to obtain the results from the collected data, two main approaches were used. One is Confirmatory Factor Analysis and second is Structure Equation Modeling. However, some other tests are also used such as Descriptive Analysis, Reliability with Cronbach alpha.

Findings

Approximately 300 questionnaires were distributed through personal meetings with respondents who are working in telecom sector of Qatar, 290 questionnaires are received back and 272 are usable. So, the overall total complete and usable responses were 272.

Respondents Profile

The table 1 shows that there were total 99 female respondents and 173 were males; equivalence had not been attained regarding the gender of respondents. The table also shows that there are 91 respondents having age 21-30 years, 117 respondents having age 31 to 40 years, 44 respondents having 41-50 years age and 20 respondents having age above 50 years. Same as there demographic variable education shows that 106 respondents are under graduate, 114 respondents have graduation degree and 52 respondents have master's degree.

Table 1: Demographic profile (N=272)

Characteristic	Category	Frequency	Percentage
Gender	Male	173	63.6
	Female	99	36.4
Age	21-30 years	91	33.5
	31-40 years	117	43.0
	41-50 years	44	16.2
	Above 50 years	20	7.4
Education	Under-Graduate	106	39.0
	Graduate	114	41.9
	Master	52	19.1

This study used two softwares, Statistical Package for Social Sciences (SPSS) version of 21 and Analysis of Moment Structures (AMOS) to quiz the research model. Structural Equation Modeling (SEM) technique was used to run the analysis through SPSS and AMOS. To perform the SEM at first, some key descriptive statistics were used to check the normality and reliability of data.

A. *Descriptive Statistics*

Descriptive statistics provide a summary of several data features. Descriptive statistics is used by researcher for further elaborating the results. It includes kurtosis and skewness. Skewness is defined as the explanation of equilibrium in data. If the data is the same from the left or the right of its center, then it is known as symmetric data. Kurtosis shows the normal distribution through peak and flat graph. Data which shows high peak which means that kurtosis is high in it as well as low kurtosis in a data show flat top in graph. For a normal distribution skewness must be zero, any symmetric data shows the zero value of skewness. If the data is skewed left then it means values are negative and if the data is skewed towards right then it means values are positive. Normality test is checked by using graphical and statistical methods. Skewness value ranges from "+1 to -1". Kurtosis value ranges from "+3 to -3".

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Ethical Leadership	272	1.00	5.00	3.2925	1.10869	-.334	.148	-.585	.294
Reso Efficacy	272	1.00	5.00	3.4357	1.21282	-.616	.148	-.711	.294
IndPerformance	272	1.00	5.00	3.3701	1.24140	-.513	.148	-.923	.294

Team Performance	272	1.00	5.00	3.6581	1.21276	-.732	.148	-.570	.294
Valid N (listwise)	272								

Table 2 shows the descriptive analysis of the data, and results indicated that data is normal because the skewness value for each construct is range from -1 to +1 and kurtosis value also under the range, for example, the skewness value of ethical leadership is -.334, which lies between -1 to +1. Same as kurtosis value is -.585, which is also lies between the threshold ranges. This table also shows the min, max, and mean value of each constructs.

B. Factor Analysis

The researcher also used Kaiser-Meyer-Olkin (KMO) to measure suitability of data for factor analysis and then run Rotated Component Matrix. KMO, "Test is a measure of how suited the data is for **Factor Analysis.** The test measures sampling adequacy for each variable in the model **and** for the complete model. The statistic is a measure of the <u>proportion of variance</u> among variables that might be common variance. The lower the proportion, the more suited your data is to Factor Analysis". KMO returns values between 0 and 1, a **rule of thumb** for interpreting the statistic. The results of KMO test indicated the data is suitable for factor analysis and factor analysis also good fit. See table 3 and 4.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.960
Bartlett's Test of Sphericity	Approx. Chi-Square	14588.483
	df	378
	Sig.	.000

Table 4: Rotated Component Matrix^a

	Component			
	1	**2**	**3**	**4**
EL1		.870		
EL2		.885		
EL3		.825		
EL4		.826		
EL5		.886		
EL6		.894		
EL7		.896		
RE1			.900	
RE2			.899	
RE3			.878	
RE4			.892	
RE5			.869	
RE6			.872	
IP1				.923
IP2				.923
IP3				.886
IP4				.885
IP5				.880
IP6				.774
TP1	.907			

TP2	.910			
TP3	.916			
TP4	.908			
TP5	.901			
TP6	.906			
TP7	.908			
TP8	.901			
TP9	.901			
	Extraction Method: Principal Component Analysis.			
	Rotation Method: Varimax with Kaiser Normalization.			
	a. Rotation converged in 6 iterations.			

C. Correlation Analysis

Correlation is a measured which illustrates the manner through which at least 2 variables move mutually. Correlation is a process which establishes the relationship among two or more variables. However, correlation may be either positive or negative. Correlation analysis also checks the intensity of the relationship between variables. Subsequently, correlation analysis and factor analysis were used to demonstrate which type of relationship is existed among variables & too analyze the impact of significance of relationship. Moreover, before moving towards next steps "Pearson Correlation" of every single variable of current review is investigated.

Table 5: Correlations

		EthicalLeadership	ResoEfficacy	IndPerformance	TeamPerformance
EthicalLeadership	Pearson Correlation	1	.428**	.376**	.542**
	Sig. (2-tailed)		.000	.000	.000
	N	272	272	272	272
ResoEfficacy	Pearson Correlation	.428**	1	.404**	.490**
	Sig. (2-tailed)	.000		.000	.000
	N	272	272	272	272
IndPerformance	Pearson Correlation	.376**	.404**	1	.502**
	Sig. (2-tailed)	.000	.000		.000
	N	272	272	272	272
TeamPerformance	Pearson Correlation	.542**	.490**	.502**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	272	272	272	272

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

The table 5 present the Pearson correlation of each construct with each other, for example ethical leadership is .428 significantly correlated with resolution efficacy, .376 correlated with individual performance, .542 with team performance. It can be seen that all variables are significantly correlated with each other so overall model is significant.

D. Measurement Model

The confirmatory factor analysis (CFA) is a multivariate arithmetic process which is utilized in order to examine how good the studied constructs signify the figure of variables. In confirmatory factor analysis (CFA), researcher is able to identify the figure of aspects needed in the data and which studied construct is linked to which latent construct.

Table 6: Nested Confirmatory Factor Analysis (N=272)

	Model Fit Indices	Threshold Range	Observed Values
Nested Model	χ^2		796.681
	Df		339
	χ^2 / *df*	Lesser than 3	2.350
	GFI	≤ .80	.835
	IFI	≤ .90	.969
	CFI	≤ .90	.969
	RMSEA	≥ .08	.071

Notes: χ^2= Chi Square; Df= Degree of freedom; CFI= Comparative Fit Index; RMSEA= Root Mean Square Error of Approximation CFA is basically a technique which is employed to verify or discard the theory of measurement. Most fit indices of the measured models in the Table above nearly accomplished the threshold ranges. The standard values for χ^2 / *df* is lesser than 3; for GFI, IFI, and CFI is ≤ .90; and for RMSEA is ≥ .08 (T. A. Brown, 2014). The model above displayed the GFI=0.83; IFI=0.96; CFI=0.96 and RMSEA=.071. These fit indices demonstrate that this model is a good one and that the studied variables show a significant relationship with one another.

Convergent Validity: According to Fornell and Larcker (1981), "Composite Reliability (CR)" is measured to establish the convergent validity of the scales. In order to prove the convergent validity of scales the CR should be greater than 0.8, the "Average Variance Extracted (AVE)" should be greater than 0.5 and factor load for each item should be greater than 0.7 and the results reported in the table-7 indicted that all values are within acceptable ranges and confirm the standard, thus convergent validity is proved.

Discriminant Validity: To establish the Discriminant Validity, the "square root of Average Variance Extracted (AVE)" is compared with the correlation of other variables and to confirm the fit indices the square root of AVE should greater than the correlation of other variables Campbell and Fiske (1959). It can be seen from table-7 that in all cases the square root of AVE is greater and thus confirm the standard of Discriminant Validity.

Table 7: Convergent and Discriminant Validity

	CR	AVE	MSV	MaxR(H)	IP	EL	RE	TP
IP	0.911	0.848	0.255	0.981	**0.921**			
EL	0.903	0.838	0.319	0.990	0.369	**0.916**		
RF	0.925	0.865	0.255	0.993	0.419	0.449	**0.930**	
TP	0.916	0.895	0.319	0.998	0.505	0.565	0.505	**0.922**

Note: EL= ethical leadership, IP= individual performance, RF= resolution efficacy and TP= team performance

E. Structural Equation Modeling (SEM):

SEM is a multivariate statistical analysis tool which is utilized in order to examine the structural associations between the variables (Blunch, 2012). This tool is basically the mixture of <u>factor analysis</u> and <u>multiple regression analysis</u>, and it is run to test the hypotheses of the study, in order to check the impact of one construct on others, the path analysis SEM was use.

Table 8: Structural Equation Modeling

Effects	Hypothesized Path	B	S. E	P value	Conclusion
Hypothesis 1 (+)	EL → TP	.342	.059	.000	Accepted
Hypothesis 2 (+)	EL→ RE → TP	.2	.051	.000	Accepted

|		35			
Hypothesis 3 (+)	EL→ IP → TP	.2 87	.048	.000	Accepted

Note: *EL= ethical leadership, IP= individual performance, RF= resolution efficacy and TP= team performance. * p < 0.01, ** p < 0.05, *** p < .00.*

The outcome of this study by performing structural equation modeling stated that ethical leadership has positive and significant impact on team performance. This means that if one unit of ethical leadership increased it will bring 34.2% positive impact on team performance. The result of this hypothesis is significant because p-value is less than (0.05), here we are 95 percent confident about the results. So, the first hypothesis of this study is accepted. The next two hypotheses are related to mediation test and results indicated that ethical leadership has positive and significant mediation impact on team performance and results indicated that there are 23.5% mediation effect of resolution efficacy between ethical leadership and team performance and p-value is 0.000, which is less than 0.05. So, the second hypothesis of this study also accepted. The outcome of third hypothesis indicated that individual performance significantly and positively mediates between ethical leadership and team performance by .287 which means that there is 28.7% positive and significant mediation impact of individual performance between ethical leadership and team performance and the p-value against the result is less than .05, therefore, the third hypothesis of the study also accepted.

The following figure shows the screenshot of the SEM while running in AMOS, furthermore, this figure shows the standardized impact of each construct on anthe.

Figure 1: SEM Snapshot
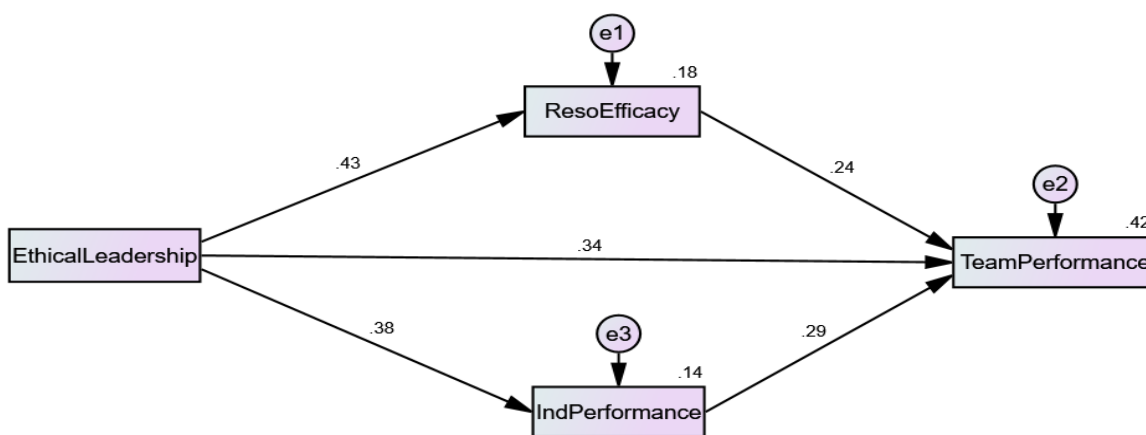
Table 9: Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
ResoEfficacy	<---	Ethical Leadership	.468	.060	7.792	***	par_1
IndPerformance	<---	Ethical Leadership	.421	.063	6.680	***	par_3
Team Performance	<---	Reso Efficacy	.232	.050	4.594	***	par_2
Team Performance	<---	Ethical Leadership	.368	.059	6.265	***	par_4
Team Performance	<---	Ind Performance	.276	.048	5.738	***	par_5

Table 9 shows the actual results output of AMOS, this table shows the impact of each variable on other, for example, it shows that the impact of ethical leadership on resolution efficacy is .468

and it is significant because the p-value is less than .05. Actually, table 9 is the original output file of AMOS results.

F. Status of Hypotheses

The following table shows the hypotheses status regarding rejection or acceptance.

	Hypotheses	Results
H1	EL has significant positive impact on TP	**Accepted**
H2	RE significantly mediate between EL and TP	**Accepted**
H3	IP significantly mediate between EL and TP	**Accepted**

2. Results and Discussion

2.1 Discussion on Hypotheses

Hypothesis one indicated that ethical leadership has a significant positive impact on team performance. The results of structural equational modeling show that ethical leadership and team performance has a positive and significant relationship with each other because the p-value is less than 0.05. these results are supported by the previous study done by (Walumbwa et al., 2012). Ethical leadership has a significant and positive relationship with team performance because ethical leadership considered as the parade of normatively behavior over the subjective actions as well as interpersonal relationships, along with the raise of similar behavior over two-way communication, support, and decision-making to followers (M. E. Brown, Treviño, & Harrison, 2005). In the second hypothesis, Resolution efficacy significantly mediate between ethical leadership and team performance is also supported results of structural equation modeling shows that 23.5% mediations effects exist between ethical leadership and team performance and p-value shows it has positive and significant. Which indicate that members or employees of ethical leaders have the abilities to handle such situations of conflict and know how to treat or interact socially with coworkers, the study of (Salanova, et al., 2011; Walumbwa et al., 2011) support these results. In Hypothesis 3 individual performance, significantly mediate between ethical leadership and team performance, results of this study shows performance has significant mediation impact on individual performance between ethical leadership and team performance. This hypothesis is also supported and accepted because the p-value is less than 0.05 this results are also supported by the previous study of (Mo & Shi, 2017).

3. Conclusion

This study aims to explore the relationship between ethical leadership and team performance by using two mediating variables such as resolution efficacy and individual performance in Qatar telecom sector. For this purpose, primary data was collected through 300 respondents after that 272 questionnaires are selected for further analysis. Two Statistical software were applied SPSS and AMOS structural equational modeling technique used to examine the relationship between H1 ethical leadership and team performance, H2 relationship between ethical value and team performance through the mediating role of Resolution efficacy, H3 relationship between ethical value and team performance as mediating role of Independent performance. The results of KMO analysis, Bartlett's Test as well as structural equational modeling show that all hypotheses has a positive and significant relationship with each other. Some previous studies also support that ethical leadership plays an important role in team performance. The original contribution in this study is that to examine the relationship between ethical leadership and team performance through the mediating role of Resolution efficacy and individual performance in Qatar telecom sector.

3.1 Implications

This study has theoretical, practical and policy making implications. As far as theoretical implications are concerned, this study has expanded the empirical evidence on the mediating role of resolution efficacy and individual performance in relationship between ethical leadership and team performance. Moreover, ethical leadership has been discussed in context of Qatar and especially in telecom section which is also a major contribution in theory. Coming towards practical implications, this study will help managers of telecom companies to adopt ethical leadership practices to enhance individual and team performance. Moreover, this study is also contributing towards entire service sector to induce resolution efficacy to have a sustainable performance. Finally, governmental policy making can also be improved with this study as they can train the future workforce and leaders on ethical dimension.

3.2 Limitations and Future Suggestions

This study has several limitations, which can be considered for future investigation by upcoming researchers, such as this study used small size sample, only 272 observations was analyzed, and only four variables are used in this model. Hence, further investigators should reflect collecting data from many sources. This study data was collected only on telecom organization of Qatar, and that research design is a cross-sectional design, we cannot rule out the possibility of inverse interconnection. Further researchers should try to address this possibility by assessing performance, conscientiousness, and voice at multiple points in time.

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