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How Moral Values and Fairness, Clarification of Roles and Power Sharing Help Ethical Leaders Reduce Job Stress and Create A Sustainable Workplace Environment. Evidence from the Service Sector

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Abstract

The study examines the impact of ethical leadership to create a sustainable workplace environment with its dimensions such as moral values and fairness, clarification of roles and sharing of power on job stress with moderating role of an employee's locus of control. Throughout history among various leadership models, ethical leadership is an exclusive form of leadership. Ethical leaders have a significant role in generating a motivational tool, where employees feel more satisfied, and this can lead to their improved sustainable performance. Administrators usually adjust their leadership behavior to accomplish the organization goals, and this could influence the employees' job satisfaction and their work. The current study is a cross sectional investigation and various research methodologies were used for interpretation and analysis. For this study we used an adaptive questionnaire from previous studies to measure the relationship among variables and test the hypothesis. The sample is of 271 questionnaires that are filled in by middle and top-level managers in the service sector firms. A descriptive analysis is done, followed by reliability analysis and hypotheses testing using correlation and regression analysis. And for checking the moderating effect of locus of control we used moderation analysis (model No. 1) proposed by Hayes (2013). The results revealed that ethical leadership dimensions like moral values and fairness, clarification of roles and sharing power have a strong impact on job stress with locus of control acting as a moderating variable which moderates ethical leadership and job stress relationship.

Keywords: Ethical leaders, job stress, moral values, fairness, power sharing, locus of control.

Background

Ethical values and behavior are visible features of numerous recent emerging theories in the literature of leadership so in response to this, studies about the backgrounds, products, and procedures of practicing ethical leadership is progressively growing. The definition of ethical leadership has been explained in several forms. Ethical leaders participate in performances and activities that give benefits to others; on the other hand, they refrain from actions that may put some damage to others at the same time. The key characteristics of ethical leadership are truthfulness, ethical principles, and being reasonable when dealing with employees. It was mentioned by (Mayer, Aquino, Greenbaum, & Kuenzi, 2012).that ethical leaders encourages the conduct of ethical leadership by involving and supervising ethical practices. It was proposed by Huang and Paterson (2017) that ethical leaders integrate ethical ideologies from their views, values,

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and activities. The scope of ethical leadership is wide-ranging; its categories include self-sacrifice, honesty, compassion, equality, and righteousness. Ethical leadership can be expressed by the performance of these principles. Examples consist of very compassionate and supportive attitude when someone faced difficulty, very impartial behavior when allocating rewards and benefits, when collaborating with people they are visibly honest, giving sacrifices to advantage others. It is clear from the literature on ethical leadership that it's a relationship oriented behavior to some degree, like generating caring or thoughtful leadership, authorizing leadership, emerging secondary services and self-confidence, and demonstrating secondary benefits. To promote ethical environment within an organization ethical leader, incorporate a significant role.

Defining Ethical Leaders

Ethical leaders are defined by two dimensions. The first is being a moral person and then be a moral manager. The dimension of being a moral person includes the abilities of ethical leader i.e. Straight forward, trustworthy, honorable, and friendly. Employees can approach these leaders with their serious problems and issues, because they know that these people care and solve these issues. Being moral person, they possess status for being impartial and righteous. Moral people are observed as constantly moral in their personal as well as professional lives. The dimension of moral manager discusses how leader practice the tools of leadership in order to stimulate ethical conduct in work areas. In the working environment managers evaluate themselves as role models. They show ethical behavior for their employee's by displaying ethical conduct. Moral managers practice ethical principles while allocating rewards and punishments. According to Rice et al., (2020) ethical leaders are categorized as truthful, compassionate, and righteous entities that furnish reasonable and well-adjusted judgments. They also established strong and ethical principles that are repeatedly interconnected to their admirers. Beside this, ethical leaders give respect to their followers permit their employees to participate in choices and decisions and explain hopes and tasks as demonstrated this in his research. Gerpott, Fasbender, and Burmeister (2020) conduct a study which shows that ethical leaders can exhibit a facilitating role between the work outcomes of employee and the culture of organization. Antonakis (2021) Ethical leadership comprises transactional behaviors of leaders such as setting ethical values and plotting followers answerable for the purpose of ethical conduct. Six significant qualities that categorized ethical leadership contain integrity and character; awareness of ethical values; people/community-orientation; inspiring; boosting and permitting; and handling ethical answerability. Ramzan et al (2023) have confirmed that the research activities of the universities and institutions are monitored and gauged in the strategy of UN directed sustainable development goals by viewing the research publication outcome globally. Al-Khatib, Salamah, Al-Habib, Bogari (2016) struggled to search out the importance of two very basic concepts that is ethical leadership and organization commitment. Their study revealed that these two parameters are interconnected with each other. Ethical leadership possessed significant prominent and positive influence on effective as well as normative commitment of employees. Rehman et al., (2020) aimed to find out various strategies by which the employees of an organization can improve their voice in order to enhance the performance of an organization. They find out that ethical leadership can generate enhanced commutative voice by providing a resourceful ethical climate/ environment in the firm.

Raza, Ul-Hadi, Khan, & Mujtaba, (2020) tried to study the major conceptual dimensions of ethical leadership. The properties of ethical leaders and their influence on the work strategies of employees, they suggested that trust and commitment are two worthy variables that have significance importance to explain the concept of ethical leadership and worker's performance.

Zheng, Graham, Farh, & Huang, (2021) tried to find out several distinctive properties of ethical leaders and the influence on the behavior of employees as well as on the organization. In their study five factors personality trait and ethical leadership were analyzed. Five major factors Neuroticism, openness to experience, extraversion, agreeableness, conscientiousness were focused to explain ethical leadership.

Significance of Study

In this paper we studied that how ethical leaders can significantly play an important role to reduce stress of job. How ethical leaders guide their subordinates about the standards of a good job. How they can manage their work and tasks on proper time without taking too much burden. This paper also investigates how ethical leadership plays a key role within an organization only that person can create harmony and good relationship among the employees by providing guidelines. Ethical leadership can generate innovative and new ideas for the followers to reduce the pressure of work and how they can achieve the goals of organization by giving best to their jobs. To achieve the objectives of an organization it is essential to provide effective guidelines to reduce and eliminate the pressure of work and stress. Ethical leaders can time to time approach towards the employees to see the quality of work and provide effective suggestions regarding their mistakes.

Objectives

This study has the following objectives.

- To find out how Ethical Leadership impacts Job Stress.
- To find out how Locus of Control can moderates the relationship between Ethical Leadership and Job Stress.

What is Job Stress

Stress is explained as a form of psychological, mental and physical illness that happens in a state of burden, when resources are not able to accomplish the request of a person. Most of the time our lives are consumed at work on the job facing stress, the burden of work and stress of job influence by the people in most firms.

According to (Rajiv Kumar, 2012) Job stress is reflected as a worldwide issue and growing progressively in the United States and many other nations that demonstrated fast rising industrialization. Reduced salary packages, prolonged hours of work, supervisor's unethical attitude with their employees, are among the biggest sources of generating stress in the employees. Stress of job yields to many unwanted things for both individual as well as organization.

Zheng et al., (2021) investigate how the ethical leaders and stress related work environment of employees can dominantly impact the intensions of employees to retain their job or leave it. Stress is injurious for the body of humans as it elevates blood pressure, levels of sugar, declines immune system, diminishes the activity of digestive system and decrease output of urine. Stressful employees had severe illnesses that resulted in little productivity.

Sheraz, (2020) Suggested the relationship between the modifications in the behavior of employs due to job stress, satisfaction of job and performance of employees. (Muhammad Riaze , 2016) conducted his study to understand the relationship between the job stress and ability of employees to be satisfied from their jobs. The outcomes of the study confirms that job stress has a negative influence on the job satisfaction of employees, the higher the job stress the lesser will be the job satisfaction.

Norulkamar, Attiq, & Irum, (2018) researched about the reason and impact of job stress on the performance of employees. This study was performed in the public health department. The results revealed that lack of incentives, work hours inflexibility, issues related to personal life, less control on the work environment and political management had a negative impact on the productivity of employees.

(Al-Hareth M. et al., 2016) Design a study in order to check the impact of job stress on performance of the employees in the Telecom group in Jordan while factors of job stress that were focused are overload of work, physical situations of work, role conflict, role ambiguity, whereas the dimensions of job performance include commitment of job, loyalty of job, accomplishment of functions and discipline of job.

H1: *Moral values and fairness have a significant effect on job stress experienced.*

H2: *The clarification of role has a significant effect on job stress experienced.*

H3: *The power sharing has a significant effect on job stress experienced.*

Defining Locus of control

The Locus of control is regarded as key component to tackle the stress of occupation. So, it can define any feature of work such as position, planning, and which sort of responsibilities and actions should be performed. Studies Malik, Khan, and Mahmood (2021) demonstrates that employees exhibit altered quantity of control in altered jobs, such as an employee working in machine-paced factory definitely adjust his time and definite functions according to the requirements of machine. That's why, people own the capacity to regulate themselves so they can handle stressful circumstances as Rubin, Dierdorff, and Brown (2010) stated that persons who possessed internal locus of control can survive with stress of job effortlessly, they observed to show job stress of lower levels and illustrates job performance of boosted level. Stress in working areas is a severe factor that directs physical and mental concerns like headache, stomach pain, nervousness and sadness. Stress should be overcome so that employees can raise their control to make decent choices or also to regulate the equilibrium between the demands and their skills in the working environment so that the job stress can be prevented. By (Rotter, 1954) first projected the idea of locus of control. Many studies have been prepared to enlighten both types of locus of control that is internal as well as external control. Control is a central feature for well-being, that's why locus of control is distinguished into internal and external control.

According to Jamal (2012) Internal locus of control mentions those people who trust that results and their victory and failures are the product of their own activities and struggles. It can also be explained as the occasions and results that can be affected by persons own principles and activities. People possess internal locus of control trust on their abilities to control and regulate lives by creating choices regarding events. It was examined that people who had internal locus of control admit that successes and failures rely on once own struggles and activities or simply they have potential to regulate their results and they are answerable for every happening.

According to Borucki, (2012) External locus of control denotes to the views that managers, administrators, administrations and other individuals are more influential to style decision about person's lives and results People possessed external locus of control reflect that destiny, luck, chance, friends, as well as supervisors regulate the products that they experience themselves that's why they donate their victories, failures and conclusions to external sources. In this study the researcher takes the locus of control as moderator between (ethical

Leadership) the independent variable and (job stress) dependent variable. In previous studies (Shalini Srivastava, 2009), Dirks& Ferrin, (2012) locus of control is used as moderator as well.

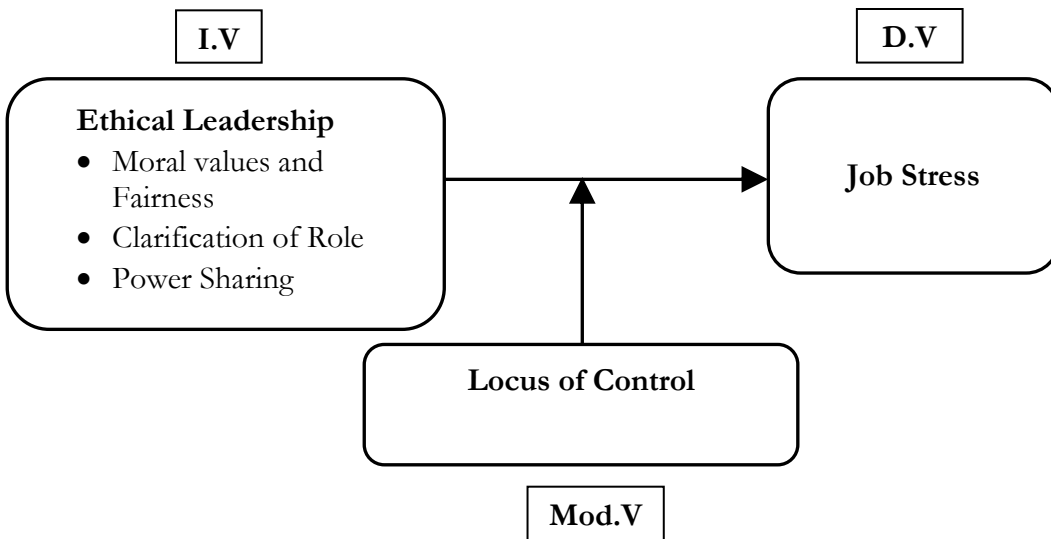
H4: *Ethical leadership style indirectly impacts on the job stress that moderates by workers locus of control.*

The following theoretical framework is designed to investigate the relationship among various variables.

Figure 1 Aim is to examine the relationship between occupational stress and organisational commitment of employees at middle and operational level. Additionally, the occupational therapists role is examined through self-developed 'stress model' containing perceived job satisfaction, organisational commitment, and distinctive stressors. Using purposive, snowball and convenience sampling 825 responses (403 from UK and 422 from Pakistan) gathered through on-line matrix based survey questionnaire to gain quantitative perspective. Findings showed female workers are less stress than male workers. Due to low social support, non-managerial employees are vulnerable to stress than their counterpart managerial position employees. Furthermore, Pakistani workforce experience greater stress than UK workforce does. Moreover, personal factors stressed females while organisational factors affect males. Personality often hinders females' organisational commitment while role demand and organisational leadership mainly affect male employees in both countries. Females use support more often than males for overcoming stress. Managerial position males have higher affective commitment whereas managerial level females have high normative commitment and continuance commitment. Although, degree of stress is higher in Pakistan comparing to UK but causes and effects are not significantly different. Aim is to examine the relationship between occupational stress and organisational commitment of employees at middle and operational level. Additionally, the occupational therapists role is examined through self-developed 'stress model' containing perceived job satisfaction, organisational commitment, and distinctive stressors. Using purposive, snowball and convenience sampling 825 responses (403 from UK and 422 from Pakistan) gathered through on-line matrix based survey questionnaire to gain quantitative perspective. Findings showed female workers are less stress than male workers. Due to low social support, non-managerial employees are vulnerable to stress than their counterpart managerial position employees. Furthermore, Pakistani workforce experience greater stress than UK workforce does. Moreover, personal factors stressed females while organisational factors affect males. Personality often hinders females' organisational commitment while role demand and organisational leadership mainly affect male employees in both countries. Females use support more often than males for overcoming stress. Managerial position males have higher affective commitment whereas managerial level females have high normative commitment and continuance commitment. Although, degree of stress is higher in Pakistan comparing to UK but causes and effects are not significantly different. Aim is to examine the relationship between occupational stress and organisational commitment of employees at middle and operational level. Additionally, the occupational therapists role is examined through self-developed 'stress model' containing perceived job satisfaction, organisational commitment, and distinctive stressors. Using purposive, snowball and convenience sampling 825 responses (403 from UK and 422 from Pakistan) gathered through on-line matrix based survey questionnaire to gain quantitative perspective. Findings showed female workers are less stress than male workers. Due to low social support, non-managerial

employees are vulnerable to stress than their counterpart managerial position employees. Furthermore, Pakistani workforce experience greater stress than UK workforce does. Moreover, personal factors stressed females while organisational factors affect males. Personality often hinders females' organisational commitment while role demand and organisational leadership mainly affect male employees in both countries. Females use support more often than males for overcoming stress. Managerial position males have higher affective commitment whereas managerial level females have high normative commitment and continuance commitment. Although, degree of stress is higher in Pakistan comparing to UK but causes and effects are not significantly different.

Theoretical Framework



The above theoretical framework has been developed to show the relationship of various dimensions of ethical leadership and job stress with locus of control as a moderator. In this study we take ethical leadership as independent variable, while job stress is the dependent variable. Ethical leadership consists of three distinguishable dimensions which are moral values and fairness, clarification of roles and power sharing and we took locus of control as the moderator.

Methodology

In this study we used the deductive approach. The study sample includes middle level manager of the 3 service sector organizations i.e. Banks, universities and hospitals of three cities, Rawalpindi, Islamabad and Lahore. A questionnaire was given to the respondents in their workplace. This is a quantitative type of research and data is collected from a single point of time. (Thomas, 2004) says in his book that survey research aspires to create generalization about population by collecting and gathering the data from samples. Survey method is used to collect data from large number of people in a short time period and it is less costly as well. This study uses the questionnaire strategy to collect the data. The use of this strategy has many benefits it's very effective, cheap and easy to conduct. SPSS 20 is used to process data for further analysis. Reliability

analysis, frequency distributions, correlation test and regression analysis is performed in this study to check the relationship between variables of the study i.e. Independent variable ethical leadership (role clarification, morality and fairness, and power sharing), moderating variable locus of control and dependent variable was job stress. Regression analysis was used to check the impact of dimensions of ethical leadership (moral values and fairness, clarification of roles and power sharing) has on job stress and to find the impact of locus of control acting as a moderating variable. The moderation analysis model based on PROCESS macro's Model No.1 is used for calculating moderation effect of locus of control.

Demographic Profile

Table 1: Demographic Profile (Gender, Age, Education, Firm Type).

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	150	54.5	54.5	54.5
Female	121	45.5	45.5	100.0
Total	271	100.0	100.0	
Age				
> 25	46	16.4	16.4	16.4
25-35	161	60.4	60.4	76.7
36-45	59	21.5	21.5	98.2
< 45	5	1.8	1.8	100.0
Total	271	100.0	100.0	
Education				
Graduate	132	48.0	48.0	48.0
Masters	98	35.6	35.6	83.6
Others	41	16.3	16.3	100.0
Total	271	100.0	100.0	
Type of Firm				
Hospitals	42	16.7	16.7	16.7
Banks	181	65.8	65.8	82.5
Universities	48	17.5	17.5	100.0
Total	271	100.0	100.0	

Table 1 discusses the demographic variables of the study. The respondents characteristics like gender, age, qualification and organization of the respondent is shown. For gender the majority of the respondents are male, which are 55% in the sample, whereas 45% of respondent are females. The above said fact shows that majority employees are male. For age group the majority of the respondent lies between 25-35 years age, that is 60.4% of the sample, whereas the 21.5% of respondent have 36-45 years age, 16.4% of respondent are less than 25 years old, 1.8% respondent of the total sample size are 45+ age. For qualification 48% of the sample respondents are graduates, whereas 35.6% of respondents are master's degree holders. For type of firm most of the respondent are from banking sector which are 65.8% of the sample size.

Reliability Analysis:

Table 2: Reliability Analysis.

Variables	Cronbach's Alpha	N of Items
Morality and Fairness	.768	6
Role Clarification	.789	5
Power Sharing	.831	6
Locus of Control	.840	9
Job Stress	.756	12
Total No. of Items		38

Table 2 shows the reliability statistics for the different items of the research questionnaire and for all the five variables the Cronbach's alpha value is greater than .7 which shows that items used in the research tool are consistent and reliable. The values of Cronbach's alpha for morality and fairness, role clarification, power sharing, locus of control, job stress are .768, .789, .831, .840 and .756 respectively.

Pearson Correlation Analysis

Table 3: Pearson Correlation Analysis.

		Moral values and Fairness	Clarification of role	Sharing Power	Locus of Control	Job Stress
Moral values and Fairness	Pearson Correlation	1	.124*	.251**	.264**	.174**
	Sig. (2-tailed)		.036	.001	.001	.002
	N	271	271	271	271	271
Clarification of role	Pearson Correlation	.124*	1	.650**	.660**	.488**
	Sig. (2-tailed)	.036		.001	.001	.000
	N	271	271	271	271	271
Sharing Power	Pearson Correlation	.251**	.650**	1	.710**	.731**
	Sig. (2-tailed)	.001	.001		.000	.000
	N	271	271	271	271	271
Locus of Control	Pearson Correlation	.264**	.660**	.710**	1	.514**
	Sig. (2-tailed)	.001	.002	.000		.000
	N	271	271	271	271	271
Job Stress	Pearson Correlation	.174**	.488**	.731**	.514**	1
	Sig. (2-tailed)	.002	.000	.000	.001	
	N	271	271	271	271	271

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

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

The correlation matrix of the dependent variable including Job Stress, moderator Locus of control and independent variable that are moral values and fairness, clarification of role and power sharing are given in the above table. The above table results show the measure of a job stress has a significant correlation with moral values and fairness, clarification of roles and sharing power and Locus of control. The Pearson's r for the correlation between the variables moral values & fairness and job stress is .174 which indicates a weak relationship between the variables, role clarification and job stress is .488 which meanest there is a moderate relationship among the variables, power sharing and job stress is .73 which shows that there is a strong relationship, moderating variable locus of control and job stress is .514 which is clearly indicates the moderate relationship between locus of control and job stress.

Finally the table show that locus of control has a significant correlation with moral values and fairness, power sharing and clarification of roles, and job stress.

Regression Analysis

According to table 4 below the regression analysis results shows the value of R square is .576 and the value of adjusted R square is .549 which shows that our model is significant and it accounts for 54% change in our dependent variable (Job Stress) is because of the independent and moderating variables i.e. Role Clarification, Power Sharing, Morality and fairness, Locus of Control.

Table 4: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.576	.549	.36590

a. Predictors: Constant value, Moral values and Fairness, Clarification of Role, Power Sharing, locus of control.

According to table 5 below the P value is significant in the ANOVAA Model which is .000 which indicates that our research hypothesis are accepted and all the independent and moderating variables (Role Clarification, Power Sharing, Moral values and fairness, Locus of Control) are significantly related to our dependent variable (Job Stress).

Table 5: Model ANOVAA.

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	2.083	4	2.083	9.712	.000 ^b
	Residual	58.557	270	.214		
	Total	60.640	274			

a. Dependent Variable: Job Stress.

b. Predictors: (Constant), Moral values and Fairness, Clarification of Role, Power Sharing, locus of control.

Table 6: Coefficients.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.198	.208		14.286	.000
	Moral values& Fairness	.164	.052	.183	4.116	.002
	Clarification of roles	.566	.048	.587	11.013	.000
	Power Sharing	.608	.034	.731	16.638	.000
	Locus of Control	.601	.046	.613	11.847	.000

a. Dependent Variable: Job Stress.

According to table 6 for the Beta Coefficients are significant and the values for t and P values for the independent variable Moral values and fairness is 4.116 and .002 which are both significant it means that our research hypothesis is supported by these results that morality and fairness has a significant effect on job stress.

For role clarification the Beta Coefficients are significant and the values for t and P values for the independent variable Clarification of roles is 11.013 and .000 which are both significant it means that our research hypothesis is supported by these results that role clarification is significantly effecting on job stress.

For power sharing the Beta Coefficients are significant and the values for t and P values for the independent variable power sharing is 16.638 and .000 which are both significant it means that our research hypothesis is supported by these results that power sharing is significantly effecting on job stress

For locus of control the Beta Coefficients are significant and the values for t and P values for the independent variable locus of control is 11.847 and .000 which are both significant it means that our research hypothesis is supported by these results that locus of control is significantly effecting on job stress

Moderated Regression Analysis

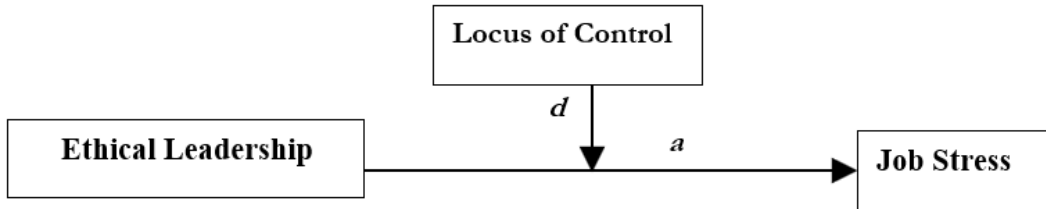


Figure 2: Conceptual Model/Moderation.

Figure 2 shows the conceptual and statistical model for moderation analysis (model No. 1) proposed by Hayes (2013). In figure 2, path a shows that relationship of ethical leadership and job stress, while path d tells us about the impact of locus of control on the relationship between ethical leadership and job stress.

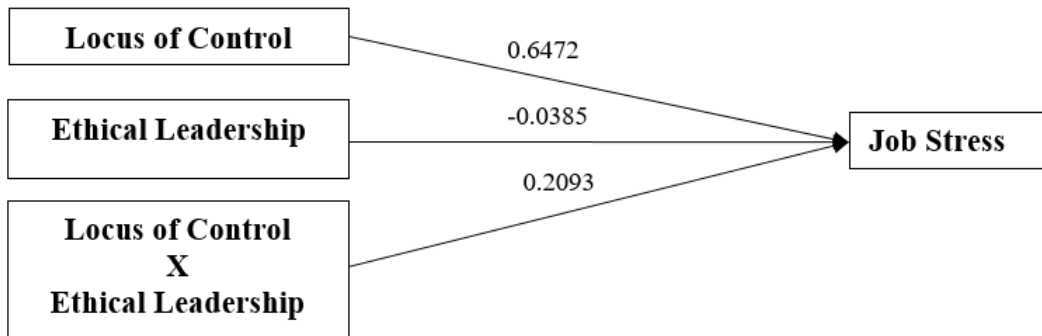


Figure 3: Statistical Model/Moderation.

Figure 3, shows moderation analysis in terms of path coefficients. The results of moderation analysis show that ethical leadership on job stress (path a) positive and significant (B=.6472, SE=.1385, p<.05), while impact locus of control and job stress (path d) found negative and insignificant (B=-.0385, SE=.1705, p>.05). Lastly the interaction of ethical leadership and locus of control found positive and significant (B= .2093, SE=.0513, p<.05).

Table 7: Conditional Process Analysis Moderator Variable Model.

Antecedent	Job Stress					
	B	SE	T	P	LLCI	ULCI
Ethical Leadership	.6472	.1385	4.4583	0.0000	.4548	.9498
Locus of Control	-.0385	.1705	-3.838	.6768	-.3548	.2178
Ethical Leadership X Locus of Control	.2093	.0513	2.3300	0.0042	.0082	.2103
R ² = 0.7908						

The above table 7 highlights the results of conditional-process-analysis. Results show the link between ethical leadership and Job Stress was found significant and positive ($B=.6472$), and locus of control and Job Stress was found to be negative ($B= -.0385$) and insignificant. The moderating effect of locus of control was found significant (H4 accepted), in positive direction ($B = .2093$), it means that joint effect of independent variables results in decrease in job stress, but according to results this interacting joint effect is small in its size.

The R-square value 0.7908 for moderation analysis tells that 79% variation occurs in job stress is due to independent variables (ethical leadership, locus of control). But the beta scores of ethical leadership (0.6472) and locus of control (-.0385) depict that ethical leadership contributes 64% while locus of control contributes negatively 3% in reducing job stress at workplace. The joint/interaction effect of ethical leadership and locus of control towards job stress is (.2093).

Conclusion

In this study we check the impact of ethical leaders behavioral dimensions like moral values and fairness, clarification of roles and power sharing have on job stress of employees and how locus of control can play a moderating role. The results suggested that moral values and fairness had a very significant effect on reducing job stress at the work place especially in the service sector like banks, hospitals and universities where employees had to deliver services to a diversified range of clients so they look at their bosses for motivation and equity and morality and fairness of leader provide just that and similar findings were reported by Huang & Paterson, (2017)

Secondly the results revealed that clarification of roles by the managers has a profound affect in reducing job stress of employees in the service sector and employees in hospitals and banks face critical situations where they need a lot of clarity and help in their tasks by their supervisors before they perform these tasks. In this study we found a significant effect of role clarity with job stress which confirmed similar results found by Antonakis (2021)

The study also concludes that sharing power by managers in service sector firms creates a climate of trust and equality among employees thus leading to lower level of stress. These findings are similar to previous findings reported by Rehman et al., (2020) where they proposed that ethical leaders integrate ethical ideologies in their values, views, and activities and share their powers and delegate authority to lower levels.

Finally the results shows that locus of control acts as a moderating variable between ethical leaders behavior and job stress faced by the employees and without considering the effect of locus of control the relationship between ethical leadership behavior and job stress is negative related but it modifies when people with external locus of control exists these results are similar to those of (Shalini Srivastava, 2009) where external locus of control denotes to the views that managers, administrators, administrations and other individuals are more influential to style decision about person's lives and results and people possessing external locus of control reflect that leadership, destiny, luck, chance, friends, as well as supervisors regulate the products that they experience themselves that's why they donate their victories and failures.

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