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INVESTIGATING THE MODERATING INFLUENCE OF CULTURE ON THE LINK BETWEEN ETHICAL LEADERSHIP AND INDIVIDUAL-LEVEL ORGANIZATIONAL PERFORMANCE: A META-ANALYSIS

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Abstract

In this comprehensive meta-analysis study, we investigate the potential moderating effect of culture on the intricate interplay between ethical leadership and individual-level organizational performance. Our analysis is based on a global collection of studies conducted across diverse regions including Asia, Europe, North America, and other regions. Systematically reviewing the literature, we identified a substantial body of primary studies exploring the relationship between ethical leadership and individual-level organizational performance within the timeframe of 2011 to 2021. These studies span across 28 countries, with select studies encompassing multiple countries, contributing to a total of 86 studies and 127 effect sizes, collectively involving 53,761 individuals. Our findings reveal a significant positive association between ethical leadership and heightened organizational performance. Notably, our analysis indicates that this relationship remains consistent and robust across diverse cultural contexts, as culture does not moderate the observed connection.

Keywords: *Ethical Leadership, Meta-analysis, Organizational Performance*

INTRODUCTION

Within the expansive realm of organizational culture research, a significant body of studies has delved into the intricate dynamics surrounding the mediating role of organizational culture in the relationship between leadership and individual-level organizational performance (ILOP) (Xenikou, 2019). This study embarks on a meta-analysis endeavor to explore the moderating influence of culture on the nexus between ethical leadership (EL) and ILOP. Our analysis draws from a broad spectrum of studies conducted across diverse geographical regions, encompassing Asia, Europe, North America, and other regions.

Noteworthy contributions to the field come from the seminal work of Brown et al., (2005), where their definition of EL remains widely acknowledged, and the measurement scale they developed is extensively utilized. This present systematic study rigorously assesses a total of 86 primary studies that meet our stringent inclusion criteria, yielding a cumulative collection of 127 effect sizes (see Appendix A). Remarkably, among these effect sizes, 109 have employed the EL measurement scale devised by Brown et al., (2005), attesting to its enduring relevance (refer to Table 1).

Our investigation spans from 2011 to the cutoff date of 21st March 2021, encapsulating a contemporary timeframe. Criteria for inclusion encompass primary studies conducted in the English language that furnish correlation values and comprehensive participant descriptions. Through this rigorous methodological lens, we endeavor to shed light on the intricate interplay between EL, culture, and ILOP.

Table I - Scale used in primary studies to measurement - Ethical Leadership

variables	k	N	Scale used in primary studies to measurement - Ethical Leadership										
			Brown et al., (2005)	Pelletier & Bligh, (2006)	Turhan, (2007)	Hoogh & Hartog, (2008)	EmadiFar, (2009)	Kalshoven, (2011)	Borsa et al., (2012)	Meral et al., (2012)	Yukl et al., (2013)	Yang, (2014)	Dedeoglu et al., (2015)	Not Found

EL→JS	43	20,852	35	01	-	02	-	01	01	-	01	01	01	-
EL→OC	50	17,683	41	01	02	01	01	-	02	01	-	-	01	-
EL→TI	21	10,543	20	-	-	-	-	-	-	-	-	-	-	01
EL→EWB	13	4,683	13	-	-	-	-	-	-	-	-	-	-	-
Total	127	53,761	109	02	02	03	01	01	03	01	01	01	02	01

Note: EL = Ethical Leadership; JS = Job Satisfaction; OC = Organization Commitment; TI = Turnover Intention; EWA = Employees well-being;

At the heart of this study lies a keen exploration aimed at unveiling the moderating impact of culture on the intricate relationship existing between EL and Organizational Performance (OP), with a particular emphasis on the measurement of individual-level performance.

SYSTEMATIC REVIEW AND CLASSIFICATION OF COUNTRIES

Our meticulous systematic reviews have illuminated a rich landscape of primary studies centered around the domain of EL that met the stringent inclusion criteria for our present meta-analysis. Within this comprehensive collection, a notable observation emerges: a diversity of research endeavors spanning 28 countries. Additionally, a handful of studies extended beyond single-country exploration, encapsulating the global nature of the inquiry (see Table 2). To render our analysis more incisive, we engaged in a thoughtful categorization of these countries, resulting in three distinct classifications for our moderating analysis: (i) Studies held in Asia, (ii) Studies held in Europe, and (iii) Studies held in North America & Other regions. This strategic classification serves as a foundation for investigating the potential cultural impact that acts as a moderator in the intricate relationship between EL and OP. In alignment with this classification, we formulate the following hypothesis:

Hypothesis 1: Organizational culture exerts a complete moderating influence on the relationship between EL and OP.

Table 2: Ethical Leadership Styles and Countries Examined in Primary Studies

S. No.	Country	Continents	Ethical Leadership
1.	Indonesia	Asia	01
2.	Iran	Asia	02
3.	USA	North America	15
4.	Chine	Asia	18
5.	Turkey	Europe	11
6.	South Korea	Asia	07
7.	Canada	North America	02
8.	Bosnia and Herzegovina	Europe	04
9.	Brazil	Other*	02
10.	Pakistan	Asia	14
11.	Germany	Europe	08
12.	Israel	Asia	01
13.	Portugal	Europe	04
14.	Belgium	Europe	01
15.	Italy	Europe	04
16.	Romania	Europe	03
17.	Malaysia	Asia	09
18.	Kosovo	Europe	01
19.	Thailand	Asia	05
20.	Finland	Europe	02
21.	United Kingdom	Europe	03
22.	Congo	Other*	01
23.	Abu Dhabi	Asia	01
24.	Cameroon	Other*	01

25.	Jordan	Asia	02
26.	Iraq	Asia	01
27.	India	Asia	01
28.	Taiwan	Asia	01
29.	Multiple Counties	Other*	02
	Total		127

Other continents including- Australia, Brazil, Congo, South Africa, Nigeria, Cameroon and studies held in multiple counties

METHODOLOGY:

To unravel the nuanced intricacies of the relationship between EL and OP, we employed a robust and meticulously crafted methodology. Our approach encompassed the following components:

Statistical Indicators for Analysis: We hinged our analytical decisions upon the Q-statistics and I2 indicators. These served as pivotal metrics for gauging the need for sub-group and moderator analyses in the interplay between EL and OP.

Analysis Technique: Our data underwent rigorous analysis utilizing the Random-Effects Model. This model, operationalized using the Meta-Essentials Tool - Workbook 5 developed by Suurmond, Rhee, & Hak, (2017), is tailor-made for meta-analyzing correlation coefficients.

Effect Size Classification: Embracing the framework delineated by (Cohen, 1988), we classified correlations into small (.10), moderate (.30), and large (.50), providing us with an evaluative lens to discern the magnitude of observed effects.

Minimization of Artifacts: Following the methodology championed by Hunter & Schmidt (2004, p 74-95), we undertook the meticulous task of mitigating artifacts stemming from sampling and measurement errors, thus enhancing the integrity of our meta-analysis.

Handling Missing Data: In instances of missing Cronbach's alpha values in primary studies, we judiciously calculated the mean Cronbach's alpha. This approach, informed by the works of Mackey et al., (2015) and Peikai et al., (2020), facilitated robust data synthesis.

Heterogeneity and Moderator Analysis: Drawing insights from Borenstein et al. (2009), we initiated an evaluative process grounded in the Q-statistic. Should this statistic unveil significant results, indicative of heterogeneity, it paved the way for a comprehensive exploration of the moderating effect of organizational culture on the relationship between EL and OP.

Evaluation of Common Effect Size Hypothesis: The null hypothesis postulating a shared common effect size across all studies was rigorously evaluated through the Q-statistic. Complementing this, the tau2 statistic gauged the variance of true effect sizes in Fisher's Z unit.

Prediction Interval: As advocated by Borenstein et al. (2009), the 95% prediction interval was harnessed to assess the probability of a single population's true correlation falling within this range.

Through the orchestration of this comprehensive methodology, we sought to attain a nuanced understanding of the multifaceted interplay between EL, organizational culture, and performance.

RESULTS:

- Meta-Analysis Results: Our meticulous meta-analysis unearthed compelling insights that illuminate the intricate interplay between EL and its impact on OP, notably mediated through distinct employee dimensions. The analysis encompassed the following facets:
- Employee Job Satisfaction: A staggering total of 43 primary studies converged to reveal a significant positive influence of EL on OP, as underscored by employees' job satisfaction (k = 43, ρ+C = 0.55, N = 17,683).
- Organizational Commitment: Further delving into the organizational fabric, our analysis of 50 primary studies unveiled a robust connection between EL and OP, manifested through heightened organizational commitment (k = 50, ρ+C = 0.57, N = 17,683).
- Employee Well-being: In the realm of employee well-being, a notable insight emerged from an analysis of 13 primary studies, signifying the favorable impact of EL on OP (k = 13, ρ+C = 0.36, N = 4,683).
- Turnover Intention: Addressing a crucial aspect of OP, our analysis encompassed 21 primary studies, revealing a distinctive negative correlation between EL and turnover intention (k = 21, ρ+C = -0.08, N = 10,553) (see Table 3).

These meta-analysis results unveil a comprehensive spectrum of impacts that EL imparts upon OP through various dimensions of employee engagement and well-being. The observed trends highlight the multi-faceted and far-reaching nature of the relationship under examination.

Table 3 - Results of Meta-Analysis

Variable	K	N	r	ρ_+	ρ_{+C}	CI_{L}	CI_{U}	PI_{LL}	PI_{UL}	Q	P_Q	I^2	Tau ^{2} (z)	Tau (z)	Z	P_z

EL→JS	43	20,852	0.49	0.48	0.55	0.54	0.56	0.54	0.56	32.13	0.864	0.00%	0.00	0.00	101.11	0.000
EL→OC	50	17,683	0.47	0.48	0.57	0.55	0.58	0.51	0.61	70.50	0.024	30.50 %	0.00	0.04	66.63	0.000
EL→TI	21	10,543	-0.18	-0.07	-0.08	-0.08	-0.08	-0.08	-0.08	0.10	1.000	0.00%	0.00	0.00	-115.40	0.000
EL→EWB	13	4,683	0.33	0.32	0.36	0.35	0.38	0.35	0.38	2.49	0.998	0.00%	0.00	0.00	57.09	0.000

Note: following notations provide a comprehensive framework for interpreting the results and understanding the statistical indicators used in our meta-analysis study

- k: Studies covered;
- N: Sample Size Summurization;
- r: Sample-size-weighted mean observed correlation;
- ρ_{+}: Sample size adjusted correlation mean after removing the artifacts of sampling error;
- ρ_{+C}: Corrected correlation after removing first sampling error and then correct for measurement error;
- CI_{LL} and CI_{UL}: 95% confidence interval around the mean true score correlation as lower and upper level bounds;
- PI_{LL} and PL_{UL}: 95% Prediction Interval as lower and upper level bounds;
- Q: Test of heterogeneity;
- P_Q: P value < 0.001 of Q test;
- I^2: Index of heterogeneity, computed as the percentage of variability in effect sizes due to true differences among the studies;
- Tau^2: Estimate of the variance of the true effect sizes, used to assign weights to studies assuming random effects;
- Tau: Estimate of the standard deviation of the distribution of true effect size.

Moderation Effects:

The exploration of moderation effects forms a pivotal aspect of our analysis, focusing on the interplay of organizational culture within the dynamic nexus of EL and OP. Our investigation spanned studies conducted in Asia, Europe, North America, and Other regions, seeking to unveil the potential impact of organizational culture as a moderator in these relationships (refer to Table 4).

Remarkably, the Q-statistics, a key indicator of heterogeneity, yielded non-significant results at the 0.05 significance level for all relationships except one—EL → OC (Ethical Leadership → Organizational Commitment). This singular exception aside, our findings suggest a lack of substantial heterogeneity, obviating the need for further delving into moderators or sub-group analyses, in alignment with the insights of Borenstein et al., (2009)

Furthermore, the I^2 values for all four relationships are remarkably low, ranging from 0.00% to 39% (see Table 4). This serves as a testament to the homogeneity within the data, reaffirming the conclusion that a deeper exploration of moderators is unnecessary given the consistent nature of our results.

In essence, the moderation analysis underscores the uniformity in the impact of organizational culture on the relationship between EL and OP across different regions, reaffirming the robustness of our findings.

Table 4 – Results of Moderator Analysis in Meta-Analysis

Variables	k	ρ_{+C}	CI_{LL}	CI_{UL}	Weight	PI_{LL}	PI_{UL}	Analysis of Variance – SSB (Q)*SSW(Q)** SST (Q) ***	df	P	Pseudo R^2%	Q	P_Q	I^2 %	tau^2	tau
♦ EL→JS, Combined Effect Size	43	0.55	0.53	0.57	100%	0.51	0.58	7.59*	2	0.022	23.63	32.13	0.86	0.00	0.00	0.00
								24.54**	40	0.974						

								32.13***	42	0.864						
⇒ Asia	16	0.56	0.54	0.57	33.77%	0.54	0.57					7.54	0.94	0.00	0.00	0.00
⇒ Europe	19	0.56	0.54	0.57	35.35%	0.54	0.57					10.66	0.91	0.00	0.00	0.00
⇒ North America & Other	08	0.53	0.51	0.55	30.88%	0.51	0.55					6.33	0.50	0.00	0.00	0.00
♦ EL→ OC, Combined Effect Size	50	0.56	0.55	0.58	100%	0.55	0.58	1.84*	2	0.399	3.97	70.50	0.02	0.31	0.00	0.04
								44.47**	47	0.578						
								46.31***	49	0.583						
⇒ Asia	29	0.57	0.55	0.59	39.83%	0.51	0.63					46.02	0.02	0.39	0.00	0.04
⇒ Europe	13	0.56	0.53	0.59	20.01%	0.50	0.62					16.12	0.19	0.26	0.00	0.03
⇒ North America & Other	08	0.56	0.53	0.58	40.15%	0.53	0.58					5.28	0.63	0.00	0.00	0.00
♦ EL→TI, Combined Effect Size	21	-0.08	-0.08	-0.07	100%	-0.09	-0.07	0.08*	2	0.963	78.44	0.10	1.00	0.00	0.00	0.00
								0.02**	18	1.000						
								0.10***	20	1.000						
⇒ Asia	10	-0.08	-0.08	-0.08	33.16%	-0.08	-0.08					0.01	1.00	0.00	0.00	0.00
⇒ Europe	07	-0.08	-0.08	-0.08	33.11%	-0.08	-0.08					0.01	1.00	0.00	0.00	0.00
⇒ North America & Other	04	-0.08	-0.08	-0.07	33.73%	-0.08	-0.07					0.00	1.00	0.00	0.00	0.00
♦ EL→EWB, Combined Effect Size	12	0.36	0.34	0.38	100%	0.33	0.39	0.33*	1	0.568	13.63	2.40	1.00	0.00	0.00	0.00
								2.07**	10	0.996						
								2.40***	11	0.997						
⇒ Asia	08	0.37	0.35	0.39	44.55%	0.35	0.39					1.88	0.97	0.00	0.00	0.00
⇒ Europe	04	0.35	0.33	0.37	55.45%	0.33	0.37					0.19	0.98	0.00	0.00	0.00
⇒ North America & Other	00	Ex														

Note:

- k= Number of Studies;
- N= Total Sample Size;
- ρ_{+C} = Corrected correlation after removal of artifacts due to sampling and measurement;
- CI_{LL} and CI_{UL} = 95% confidence interval around the mean true score correlation as lower level and upper level bound;
- PI_{LL} and PL_{UL} = 95 % Prediction Interval as lower level and upper level bound;
- Q = Test of heterogeneity
- P_Q = p value <0.001 of Q test
- I^2= helps to understand how consistent or inconsistent the results of individual studies are in the context of the overall meta-analysis;
- Tau^2 = which is an estimate of the variance of the true effect sizes in a meta-analysis. It's used to determine the amount of variability between studies' effect sizes that can't be attributed to sampling error alone. Essentially, Tau-squared helps account for the differences in effect sizes that might be due to factors other than random chance, such as true underlying differences between studies. It's an important parameter in meta-analysis because it helps researchers understand the heterogeneity or variability among the study results.
- Tau = It estimate of the standard deviation of the distribution of true effect size.
- NQ = Not qualified studies due to same sample; Ex = Subgroup excluded from the analysis due to small sample size

DISCUSSION

The discussion section offers a comprehensive exploration and interpretation of the intricate findings that emerged from our meta-analysis endeavor. Encompassing 86 research studies, alongside the meticulous examination of 127 effect sizes involving an extensive participant pool of 53,761 individuals, this study embarked on a profound exploration of the nexus between EL and OP.

Within this context, organizational culture emerged as a pivotal variable of interest, designated as a moderator in the relationship under scrutiny, as advocated by Karada, (2015) in a similar context. The objective was to uncover whether organizational culture, characterized by its multifaceted impact on employee behavior and organizational dynamics, significantly moderates the connection between EL and OP, particularly in the context of individual-level measurement.

Yet, as our meta-analysis unravelled, an intriguing discovery materialized: the results did not signify a statistically significant effect of organizational culture as a moderator within the intricate fabric of the EL-OP relationship, particularly when gauged at the level of individual performance measurement. This unexpected outcome beckons us to tread cautiously and further scrutinize the complexities inherent in these relationships.

Within the realm of the ensuing discussion, we will navigate through these findings, juxtaposing them against existing literature, theoretical frameworks, and practical implications. This interpretative journey seeks to shed light on potential insights, generate new avenues for research, and prompt a nuanced understanding of how EL and organizational culture coalesce to shape ILOP.

FUTURE RESEARCH RECOMMENDATIONS

Our meta-analysis has provided valuable insights into the complex relationship between Ethical Leadership (EL) and Organizational Performance (OP) while examining the moderating role of organizational culture. However, it has also raised intriguing questions and highlighted avenues for future research.

- **Exploring Alternative Moderators**: While our study did not find a statistically significant moderating effect of organizational culture at the individual performance level, future research could investigate other potential moderators. Factors such as industry type, leadership styles, or cultural contexts may play crucial roles in shaping the EL-OP relationship.
- **Longitudinal Studies**: Conducting longitudinal studies can offer a deeper understanding of the causal relationships between EL, organizational culture, and OP. Tracking changes over time and assessing how leadership impacts performance in evolving organizational cultures can provide richer insights.
- **Qualitative Investigations**: Complementing quantitative meta-analyses with qualitative research can offer a more comprehensive view. Qualitative studies can delve into the experiences and perceptions of employees and leaders, shedding light on the underlying mechanisms at play.
- **Multilevel Analysis**: Future research may consider a multilevel approach, examining the interplay between leadership and performance at both individual and organizational levels. This approach can capture nuances that might be overlooked in purely individual-level analyses.
- **Interventions and Practices**: Investigating practical interventions and leadership development programs that foster ethical leadership and positively influence organizational performance is essential. Future studies could evaluate the effectiveness of such interventions and their long-term impact on organizational outcomes.
- **Cross-Cultural Comparisons**: Given the global nature of organizations, cross-cultural studies can explore how cultural differences impact the EL-OP relationship. Comparing diverse cultural contexts can provide valuable insights for multinational companies.

- **Impact of Leadership Training**: Research focusing on the impact of training programs aimed at enhancing ethical leadership skills is warranted. Assessing whether such programs lead to measurable improvements in organizational performance can guide leadership development efforts.

In conclusion, our study serves as a steppingstone for future investigations into the intricate connections between ethical leadership, organizational culture, and performance. By addressing these research recommendations, scholars can contribute to a more nuanced and comprehensive understanding of leadership's role in shaping organizational success.

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Appendix A

Information extracted from each primary study/sample included in the meta-analysis

S. No.	PV	OV	Name of the Studies	Participants in the Study	Country	Published	*n*	*r*	Scale Used for PV	α of PV	Scale Used for OV	α of OV
1.	EL	JS	1) Zappalà, Salvatore, (2020)	Employees	Italy	Yes	637	0.49	Brown et al., (2005)	0.94	Wanous et al., (1997) for JS single item	0.75*
2.	EL	JS	2) Negis (2020)	Teachers	Turkey	Yes	306	0.75	Brown et al., (2005)	0.95	Weiss et al., (1967)	0.95
3.	EL	JS	3) Freire & Bettencourt, (2020)	Employees	Portugal	Yes	234	0.62	Brown et al., (2005)	0.94	Spector, (1985)	0.80
4.	EL	JS	4) Zhou et al., (2020)	Employees	China	Yes	460	0.57	Brown et al., (2005)	0.97	Hackman & Oldham, (1980)	0.88
5.	EL	JS	5) Mostafa, Farley, & Zaharie, (2020)	Nurses	Romania	Yes	460	0.42	Brown et al., (2005)	0.94	Seashore et al., (1982)	0.92
6.	EL	JS	6) Nejati et al., (2020)	Employees	Malaysia	Yes	851	0.50	Brown et al., (2005)	0.89	JS single item	0.75*
7.	EL	JS	7) Kaffashpoor & Sadeghian, (2020)	Nurses	Iran	Yes	166	0.18	Yang, (2014)	0.88	Yang, (2014)	0.76
8.	EL	JS	8) Tafolli et al., (2020)	Employees	Kosovo	Yes	434	0.74	Pelletier & Bligh, (2006)	0.91	Valentine & Fleischman, (2008)	0.73
9.	EL	JS	9) Qing et al., (2019)	Employees	China	Yes	467	0.25	Brown et al., (2005)	0.93	Cammann et al., (1983)	0.86

10.	EL	JS	10) O'Keefe et al., (2019)	Armed Forces	Canada	Yes	3,390	0.42	Brown et al., (2005)	0.95	Aryee, Fields, & Luk, (1999) and Brayfied et al., (1951)	0.92
11.	EL	JS	11) Kılıçoğlu et al., (2019)	Teachers	Turkey	Yes	574	0.48	Hoogh & Hartog, (2008)	0.89	Spector, (1985)	0.81
12.	EL	JS	12) Özden et al., (2019)	Nurses	Turkey	Yes	285	0.60	Hoogh & Hartog, (2008)	0.91	Weiss et al., (1967)	0.91
13.	EL	JS	13) Ahmad & Umrani, (2019)	Employees	Pakistan	Yes	177	0.24	Brown et al., (2005)	0.96	Eisenberger et al., (1997)	0.80
14.	EL	JS	14) Jang & Oh, (2019)	Nurses	South Korea	Yes	263	0.53	Kalshoven, (2011)	0.94	Weiss et al., (1967)	0.85
15.	EL	JS	15) Filho et al., (2019)	Employees	Brazil	Yes	405	0.43	Borsa et al., (2012)	0.96	Silva & Ferreira, (2009)	0.90
16.	EL	JS	16) Charoensap et al., (2019)	Students	Thailand	Yes	862	0.52	Brown et al., (2005)	0.94	Judge, Bono, & Locke, (2000)	0.86
17.	EL	JS	17) Bormann et al., (2018)	Employees	Germany	Yes	1490	0.65	Brown et al., (2005)	0.94	Neuberger & Allerbeck, (1978)	0.84
18.	EL	JS	18) Bormann et al., (2018)	Employees	Germany	Yes	168	0.69	Brown et al., (2005)	0.94	Neuberger & Allerbeck, (1978)	0.84
19.	EL	JS	19) Bormann et al., (2018)	Employees	Germany	Yes	1,468	0.60	Brown et al., (2005)	0.82	Neuberger & Allerbeck, (1978)	0.83

20.	EL	JS	20) Bormann et al., (2018)	Employees	Germany	Yes	137	0.33	Brown et al., (2005)	0.82	Neuberger & Allerbeck, (1978)	0.83
21.	EL	JS	21) Haller, Fischer & Frey, (2018)	Employees	Germany	Yes	235	0.52	Brown et al., (2005)	0.90	Smith, Kendall and Hulin, (1969)	0.90
22.	EL	JS	22) Haller et al., (2018)	Employees	Germany	Yes	169	0.66	Brown et al., (2005)	0.90	single item scale	0.75 *
23.	EL	JS	23) Moon & Jung, (2018)	Employees	USA	Yes	411	0.70	Brown et al., (2005)	0.89	single item scale	0.75 *
24.	EL	JS	24) Shafique et al., (2018)	Employees	Pakistan	Yes	196	0.45	Brown et al., (2005)	0.90	Yang & Islam, (2012)	0.89
25.	EL	JS	25) Dinc, (2018)	Employees	Bosnia and Herzegovina	Yes	515	0.34	Brown et al., (2005)	0.95	Brayfied et al., (1951)	0.77
26.	EL	JS	26) Muhammad Rizwan, (2017)	Employees	Pakistan	Yes	210	0.58	Dedeoglu et al., (2015)	0.89 *	Droussiotis & Austin, (2007)	0.75 *
27.	EL	JS	27) Wang & Xu, (2017)	Employees	China	Yes	377	0.40	Brown et al., (2005)	0.82	Tsui, Egan, & O'Reilly, (1992)	0.83
28.	EL	JS	28) Lindblom, Kajalo, & Mitronen, (2017)	Employees	Finland	Yes	208	0.46	Brown et al., (2005)	0.96	Lee et al., (2011)	0.82
29.	EL	JS	29) Chadee, (2017)	Employees	China	Yes	388	0.43	Brown et al., (2005)	0.81	Cammann et al., (1979)	0.85
30.	EL	JS	30) Potipiroon & Ford, (2017)	Employees	Thailand	Yes	196	0.20	Brown et al., (2005)	0.98	Brayfied et al., (1951)	0.80

31.	EL	JS	31) Tu, Lu, & Yu, (2016)	Employees	China	Yes	371	0.31	Brown et al., (2005)	0.87	Cammann et al., (1979)	0.91
32.	EL	JS	32) Güngör, (2016)	Employees	Turkey	Yes	319	0.44	Brown et al., (2005)	0.79	Sepector, (1986)	0.82
33.	EL	JS	33) Mozumder, (2016)	Employees	United Kingdom	Yes	284	0.22	Brown et al., (2005)	0.96	Hackman & Oldham, (1975)	0.89
34.	EL	JS	34) Evans, Allen, & Clayton, (2016)	Student	USA	Yes	223	0.58	Brown et al., (2005)	0.94	Cammann et al., (1983)	0.87
35.	EL	JS	35) Zhu et al., (2015)	Employees	Romania	Yes	302	0.33	Brown et al., (2005)	0.92	Walumbwa & Bruce Avolio and Weichun Zhu, (2008)	0.83
36.	EL	JS	36) Hassan, (2015)	Employees	USA	Yes	415	0.57	Yukl et al., (2013)	0.96	Cammann et al., (1979)	0.87
37.	EL	JS	37) Dinc & Aydemir, (2014)	Employees	Bosnia and Herzegovina	Yes	213	0.34	Brown et al., (2005)	0.93	Brayfied et al., (1951)	0.78
38.	EL	JS	38) Qin et al., (2014)	Employees	China	Yes	285	0.67	Brown et al., (2005)	0.90	Weiss et al., (1967)	0.74
39.	EL	JS	39) Sharif & Scandura, (2013)	Employees	USA	Yes	199	0.60	Brown et al., (2005)	0.93	Hoppock, (1935)	0.91
40.	EL	JS	40) Ghahroodi et al., (2013)	Employees	Malaysia	Yes	117	0.52	Brown et al., (2005)	0.86	Babakus, (2003)	0.92

41.	EL	JS	41) Avey, Wernsing, & Palanski, (2012)	Employees	USA	Yes	845	0.37	Brown et al., (2005)	0.94	Hackman & Oldham, (1980)	0.78
42.	EL	JS	42) Avey et al., (2012)	Employees	USA	Yes	939	0.37	Brown et al., (2005)	0.94	Hackman & Oldham, (1980)	0.88
43.	EL	JS	43) Walumbwa et al., (2011)	Employees	China	Yes	201	0.14	Brown et al., (2005)	0.87	Tsui et al., (1997)	0.92
44.	EL	OC	1) Owais, Muhammad, (2021)	Employees	Pakistan	Yes	500	0.35	Brown et al., (2005)	0.89	Meyer and Allen, (1997)	0.56
45.	EL	OC	2) Nejati et al., (2020)	Employees	Malaysia	Yes	851	0.59	Brown et al., (2005)	0.89	Meyer et al., (1993)	0.70
46.	EL	OC	3) Negis (2020)	Teachers	Turkey	Yes	306	0.43	Brown et al., (2005)	0.95	Meyer et al., (1993)	0.75
47.	EL	OC	4) Mostafa et al., (2020)	Nurses	Romania	Yes	460	0.53	Brown et al., (2005)	0.94	Allen & Meyer, (1990)	0.95
48.	EL	OC	5) Lee, Hyung & Sanghee, (2020)	Employees	South Korea	Yes	224	0.34	Brown et al., (2005)	0.95	Meyer et al., (1993)	0.88
49.	EL	OC	6) Muhammad et al., (2020)	Employees	China	Yes	233	0.39	Brown et al., (2005)	0.84	Meyer et al., (1993)	0.79
50.	EL	OC	7) Zhang & Jiang, (2020)	Employees	China	Yes	943	0.49	Brown et al., (2005)	0.85	Allen & Meyer, (1990)	0.83
51.	EL	OC	8) Danish et al., (2020)	Employees	Pakistan	Yes	340	0.50	Brown et al., (2005)	0.75	Ragu-Nathan et al., (2008)	0.80

52.	EL	OC	9) Tiamboonprasert et al., (2020)	Employees	Thailand	Yes	358	0.51	Brown et al., (2005)	0.91	Allen & Meyer, (1990)	0.69
53.	EL	OC	10) Kim & Kim, (2020)	Employees	South Korea	Yes	301	0.44	Brown et al., (2005)	0.91	Meyer and Allen, (1997)	0.90
54.	EL	OC	11) Hashim, (2020)	Employees	Malaysia	Yes	347	0.17	Brown et al., (2005)	0.91	Meyer et al., (1993)	0.95
55.	EL	OC	12) Mitonga-Monga, (2020)	Employees	Congo	Yes	353	0.77	Brown et al., (2005)	0.78	Meyer and Allen, (1997)	0.80
56.	EL	OC	13) Masood, Habeeba, (2020)	Employees	Pakistan	No	286	0.49	Brown et al., (2005)	0.82	Meyer et al., (1993)	0.75
57.	EL	OC	14) Qing et al., (2019)	Employees	China	Yes	467	0.57	Brown et al., (2005)	0.93	Meyer et al., (1993)	0.93
58.	EL	OC	15) Kılıçoğlu et al., (2019)	Teachers	Turkey	Yes	574	0.39	Hoogh & Hartog, (2008)	0.89	Allen & Meyer, (1990)	0.80
59.	EL	OC	16) Lee et al., (2019)	Employees	South Korea	Yes	92	0.51	Brown et al., (2005)	0.97	Meyer et al., (1993)	0.71
60.	EL	OC	17) Lee et al., (2019)	Students	South Korea	Yes	142	0.37	Brown et al., (2005)	0.97	Meyer et al., (1993)	0.83
61.	EL	OC	18) Zulhelmi, (2019)	Teachers	Indonesia	Yes	137	0.66	Meral et al., (2012)	0.70	Ellinger et al., (2013)	0.70
62.	EL	OC	19) Charoensap et al., (2019)	Students	Thailand	Yes	862	0.48	Brown et al., (2005)	0.94	Meyer et al., (1993)	0.76

63.	E L	OC	20) Filho et al., (2019)	Employees	Brazil	Yes	405	0.32	Borsa et al , (2012)	0.96	Meyer, (1991)	0.90
64.	E L	OC	21) Mohammed et al, (2019)	Police	Abu Dhabi	Yes	568	0.50	Borsa et al , (2012)	0.93	Allen, (1996)	0.90
65.	E L	OC	22) Enow et al., (2019)	Employees	Cameroon	Yes	150	0.41	Brown et al., (2005)	0.97	Meyer et al., (1993)	0.91
66.	E L	OC	23) Abuzaid, (2018)	Employees	Jordan	Yes	216	0.61	Brown et al., (2005)	0.91	Meyer & Allen, (2004)	0.93
67.	E L	OC	24) Benevene et al., (2018)	Employees	Italy	Yes	198	0.52	Brown et al., (2005)	0.93	Allen & Meyer, (1990)	0.92
68.	E L	OC	25) Haller et al., (2018)	Employees	Germany	Yes	235	0.43	Brown et al., (2005)	0.90	Meyer et al., (1993)	0.88
69.	E L	OC	26) Haller et al., (2018)	Employees	Germany	Yes	169	0.53	Brown et al., (2005)	0.90	Meyer et al., (1993)	0.88
70.	E L	OC	27) Dinc, (2018)	Employees	Bosnia and Herzegovina	Yes	515	0.27	Brown et al., (2005)	0.95	Meyer and Allen, (1997)	0.84
71.	E L	OC	28) Zahra et al., (2018)	Nurses	Iran	Yes	340	0.21	EmadiFar, (2009)	0.96	Allen & Meyer, (1990)	0.89
72.	E L	OC	29) Karakuş, (2018)	Teachers	Turkey	Yes	199	0.39	Turhan, (2007)	0.89	Karakus, Mehmet, (2009)	0.59
73.	E L	OC	30) Karakuş, (2018)	Teachers	Turkey	Yes	204	0.19	Turhan, (2007)	0.89	Karakus, Mehmet, (2009)	0.59

74.	EL	OC	31) Qi, (2018)	Employees	China	Yes	223	0.23	Brown et al., (2005)	0.88	Meyer et al., (1993)	0.86
75.	EL	OC	32) Zuhaira et al., (2018)	Employees	Iraq	Yes	262	0.02	Brown et al., (2005)	0.69	Kim et al., (2016)	0.81
76.	EL	OC	33) Muhammad Rizwan, (2017)	Employees	Pakistan	Yes	210	0.89	Dedeoglu et al., (2015)	0.89*	Dedeoglu et al., (2015)	0.83*
77.	EL	OC	34) Wang & Xu, (2017)	Employees	China	Yes	377	0.35	Brown et al., (2005)	0.82	Meyer et al., (1993)	0.89
78.	EL	OC	35) Neves, Almeida, & João, (2017)	Employees	Portugal	Yes	193	0.21	Brown et al., (2005)	0.92	Herscovitch & Meyer, (2002)	0.91
79.	EL	OC	36) Cotton et al., (2017)	Employees	USA	Yes	2,364	0.54	Brown et al., (2005)	0.90	Meyer and Allen, (1997)	0.81
80.	EL	OC	37) Potipiroon & Ford, (2017)	Employees	Thailand	Yes	196	0.17	Brown et al., (2005)	0.98	Meyer et al., (1993)	0.90
81.	EL	OC	38) Evans et al., (2016)	Students	USA	Yes	223	0.64	Brown et al., (2005)	0.94	Mowday et al., (1979)	0.93
82.	EL	OC	39) Li et al., (2015)	Students	China	Yes	189	0.58	Brown et al., (2005)	0.80	Allen, (1996)	0.83
83.	EL	OC	40) Li et al., (2015)	Employees	China	Yes	199	0.53	Brown et al., (2005)	0.91	Allen, (1996)	0.75
84.	EL	OC	41) Demirtas & Akdogan, (2015)	Employees	Turkey	Yes	447	0.63	Brown et al., (2005)	0.93	Meyer, (1991)	0.85

85.	EL	OC	42) Raymond et al., (2015)	Employees	China	Yes	176	0.38	Brown et al., (2005)	0.85	Allen & Meyer, (1990)	0.83
86.	EL	OC	43) Dinc & Aydemir, (2014)	Employees	Bosnia and Herzegovina	Yes	213	0.55	Brown et al., (2005)	0.93	Meyer and Allen, (1997)	0.79
87.	EL	OC	44) Neves & Story, (2013)	Employees	Portugal	Yes	224	0.45	Brown et al., (2005)	0.88	Meyer et al., (1993)	0.75
88.	EL	OC	45) Beeri, Dayan, & Werner, (2013)	Employees	Israel	Yes	108	0.51	Pelletier & Bligh, (2006)	0.80	Mowday et al., (1979)	0.82
89.	EL	OC	46) Ghahroodi et al., (2013)	Employees	Malaysia	Yes	117	0.71	Brown et al., (2005)	0.86	Meyer, (1991)	0.96
90.	EL	OC	47) Mitchell et al., (2013)	Employees	USA	Yes	250	0.50	Brown et al., (2005)	0.82	Meyer, (1991)	0.89
91.	EL	OC	48) Hansen et al., (2013)	Employees	USA	Yes	201	0.60	Brown et al., (2005)	0.94	Meyer and Allen, (1997)	0.87
92.	EL	OC	49) Philipp & Lopez, (2013)	Employees	USA	Yes	255	0.55	Brown et al., (2005)	0.95	Allen & Meyer, (1990)	0.82
93.	EL	OC	50) Farooq et al., (2012)	Employees	Malaysia	Yes	281	0.45	Brown et al., (2005)	0.81	Allen & Meyer, (1990)	0.88
94.	EL	TI	1) Nejati et al., (2020)	Employees	Malaysia	Yes	851	0.36	Brown et al., (2005)	0.89	Robert, (1993)	0.82
95.	EL	TI	2) Mostafa et al., (2020)	Nurses	Romania	Yes	460	-0.39	Brown et al., (2005)	0.94	O'Reilly, Chatman, & Caldwell, (1991)	0.93

96.	E L	TI	3) O'Keefe et al., (2019)	Armed Forces	Canada	Yes	3,390	0.18	Brown et al., (2005)	0.95	NF	0.88
97.	E L	TI	4) Lee et al., (2019)	Employees	South Korea	Yes	92	-0.19	Brown et al., (2005)	0.97	Cammann et al., (1979)	0.75
98.	E L	TI	5) Lee et al., (2019)	Students	South Korea	Yes	142	-0.19	Brown et al., (2005)	0.92	Cammann et al., (1979)	0.80
99.	E L	TI	6) Shafique et al., (2018)	Employees	Pakistan	Yes	196	0.28	Brown et al., (2005)	0.90	Elçi et al., (2012)	0.84
100.	E L	TI	7) Benevene et al., (2018)	Employees	Italy	Yes	198	0.17	Brown et al., (2005)	0.92	Single item	0.84 *
101.	E L	TI	8) Mehmood et al., (2018)	Employees	Pakistan	Yes	265	0.58	Brown et al., (2005)	0.89	Robert (1993)	0.74
102.	E L	TI	9) Majeed et al., (2018)	Employees	Pakistan	Yes	240	-0.41	Brown et al., (2005)	0.87	Jacobs & Roodt, (2008)	0.83
103.	E L	TI	10) Vihari & Rao, (2018)	Employee	India	Yes	312	-0.37	NF	0.92	NF	0.84
104.	E L	TI	11) Wang & Xu, (2017)	Employees	China	Yes	377	-0.23	Brown et al., (2005)	0.82	Farh et al., (1998)	0.90
105.	E L	TI	12) Quade, Perry, & Hunter, (2017)	Employees	USA	Yes	299	-0.30	Brown et al., (2005)	0.94	Jaros, (1997)	0.89
106.	E L	TI	13) Lindblom et al., (2017)	Employees	Finland	Yes	208	-0.14	Brown et al., (2005)	0.96	Shankar Ganesan, (1996)	0.80

107.	EL	TI	14) Neves et al., (2017)	Employees	Portugal	Yes	193	-0.05	Brown et al., (2005)	0.92	Oreg, (2006)	0.85
108.	EL	TI	15) Yau-De, (2015)	Employees	Taiwan	Yes	279	-0.42	Brown et al., (2005)	0.76	Jenkins, (1993)	0.88
109.	EL	TI	16) Demirtas & Akdogan, (2015)	Employees	Turkey	Yes	447	-0.43	Brown et al., (2005)	0.93	Rosin & Korabik, (1991)	0.91
110.	EL	TI	17) Palanski, Avey, & Jiraporn, (2014)	Employees	USA	Yes	939	-0.32	Brown et al., (2005)	0.94	Blau, (1994)	0.94
111.	EL	TI	18) Babalola et al., (2014)	Employees	Belgium	Yes	124	-0.12	Brown et al., (2005)	0.91	Kelloway et al., (1999)	0.95
112.	EL	TI	19) DeConinck, (2014)	Employees	USA	Yes	331	-0.35	Brown et al., (2005)	0.93	Konovsky & Cropanzano, (1991)	0.91
113.	EL	TI	20) Ghahroodi et al., (2013)	Employees	Malaysia	Yes	117	-0.76	Brown et al., (2005)	0.86	Osman, (2008)	0.84
114.	EL	TI	21) Meral et al., (2012)	Employees	Turkey	Yes	1,093	-0.36	Brown et al., (2005)	0.91	Mobley et al., (1979)	0.92
115.	EL	EWB	1) Sarwar et al., (2020)	Employees	Pakistan and Italy	Yes	697	0.37	Brown et al., (2005)	0.89	Zheng et al., (2015)	0.91
116.	EL	EWB	2) Sarwar et al., (2020)	Employees	Pakistan	Yes	329	0.40	Brown et al., (2005)	0.89	Zheng et al., (2015)	0.89
117.	EL	EWB	3) Sarwar et al., (2020)	Employees	Italy	Yes	368	0.33	Brown et al., (2005)	0.89	Zheng et al., (2015)	0.93

118.	EL	EWB	4) Ahmad, Saima, (2020)	Employees	Pakistan	Yes	330	0.40	Brown et al., (2005)	0.92	Warr, (1990)	0.88
119.	EL	EWB	5) Fu et al., (2020)	Employees	China	Yes	227	-0.14	Brown et al., (2005)	0.93	Zheng et al., (2015)	0.86
120.	EL	EWB	6) Bhatti et al., (2020)	Employees	Pakistan	Yes	406	0.52	Brown et al., (2005)	0.82	Wang, Pauleen, & Zhang, (2016)	0.86
121.	EL	EWB	7) Yousaf, Abid, & Butt, (2019)	Employees	Pakistan	Yes	297	0.12	Brown et al., (2005)	0.80	Diener et al., (1985)	0.70
122.	EL	EWB	8) Muhannad, (2019)	Employees	Jordan	Yes	93	0.27	Brown et al., (2005)	0.90	Ryff, (1989)	0.88
123.	EL	EWB	9) Mozumder, (2016)	Middle Level Management	United Kingdom	Yes	284	0.33	Brown et al., (2005)	0.96	Warr, (1990)	0.89
124.	EL	EWB	10) Mozumder, (2016)	Supervisors	United Kingdom	Yes	284	0.67	Brown et al., (2005)	0.96	Warr, (1990)	0.89
125.	EL	EWB	11) Li et al., (2013)	Employee	China	Yes	302	0.46	Brown et al., (2005)	0.82	Warr, (1992)	0.86
126.	EL	EWB	12) Avey et al., (2012)	Employees	USA	Yes	845	0.17	Brown et al., (2005)	0.94	Berkman, (1971)	0.86
127.	EL	EWB	13) Kalshoven & Boon, (2012)	Employees	Netherland, Germany, Austria, Greece	Yes	221	0.23	Brown et al., (2005)	0.84	Warr, (1990)	0.86

Note. PV = Predictor Variable; OV = Outcome Variable; SL = Spiritual Leadership; AL = Authentic Leadership; EL = Ethical Leadership; EML = Empowering Leadership; JS = Job Satisfaction; OC = Organization Commitment; PF = Personal Fulfillment; TI = Turnover Intention; EWA = Employees well -being; n = Total Sample Size; r = Correlation; α = value of Cronbach's alpha; α^* = Mean value of Cronbach's alpha as shown in Table 3 for mean of Internal Consistency Reliabilities for All Study Variables; NF=Not found