The Effect Of Ethical Leadership On Turnover Intension With Mediating Role Of Work-Related Stress: Empirical Study Of Pharmaceutical Companies In Egypt

Amal Beshr [1], Prof. Dr. Mohamed Wahba [2], Prof. Dr. Mohamed A. Ragheb [3], Dr. Dalia Amara [4]

[1,2,3,4] *The Arab Academy for Science and Technology & Maritime Transport, Alexandria, Egypt.*
Email: [1] *amalbeshr25@gmail.com,* [2] *Mwahba@aast.edu,* [3] *raghebmm@aast.edu,*
[4] *daliaamara@hotmail.com*

Abstract

The purpose of this research is to empirically investigate the relationship between leadership ethics and turnover intention with mediating role of work-related stress in pharmaceutical companies in Egypt. The objectives of This research are to investigate the relationship between ethical leadership and turnover intention , to examine the relationship between ethical leadership and work-related stress , to test the relationship between work related stress and turnover intention , to examine the mediation role of work-related stress between ethical leadership and turnover intention , and to validate the proposed model investigating relationship between leadership ethics and turnover intention with mediating role of work-related stress in pharmaceutical companies in Egypt using structural equation modelling. The methodology will be based on quantitative analysis by using a questionnaire tool to gather required data and structural equation model analyses (SEM) using AMOS software version 25. The main conclusions drawn from this study are the direct effect between Ethical Leadership and Turnover Intention is statistically significant, the direct effect between Ethical Leadership and Work-Related Stress is statistically significant, and the direct effect between Work-Related Stress and Turnover Intention is statistically significant., Finally, the study found that work related stress mediates the relationship between ethical leadership and turnover intention.

Key words: Ethical leadership, Job-related Stress, Turnover Intention, pharmaceutical industry.

I. INTRODUCTION

The pharmaceutical industry is growing enormously across the globe. The corporations are directing from survival strategy into competitive strategy. There is an endless thirst for the best and the brightest of employees. The ever-growing industry is facing the problem of heavy attrition. Subsequent information technology, the pharmaceuticals industry is grappling with the maximum level of attrition. The sector's high churn other than the normal rate of attrition is mostly due to high stress at work, burnout, and inadequate payment. The supply from the educational institutes is enough to meet the requirements of the pharmaceutical industry. Companies invest a lot on their employees in terms of induction, developing, maintaining, training, and retaining them in their companies. Therefore, management tries to diminish employee's turnover. Though, there is no standard framework for comprehending the employees turnover process as whole, an extensive range of factors have been found valuable in interpreting employee turnover. Thus, there is a need to develop a fuller understanding of the employee turnover, more particularly, the causes- what determines employee turnover, effects and strategies that

executives can put in place diminish turnover. With the globalization which is enhancing competition, organizations must endure to develop tangible products and services which are grounded on strategies created by employees. Those employees are extremely crucial to the organization as their value to the organization is principally intangible and not simply replicated. Therefore, executives must recognize that employees as major contributors to the efficient accomplishment of the organization's success. Executives should control employee turnover intended for the benefit of the organization success. Employee turnover is well-thought-out to be one of the persisting problems in pharmaceuticals organizations (Armstrong, 2009). In particular if it encompasses quality employees who have worked for the organization for several years, high performers also experienced and loyal persons (Somaya, Williamson, 2008). The turnover means that another organization may acquire a new knowledge employee who can become its competitive advantage. Many factors, such as commitment, job stress, self-esteem, and supervisor support can have an impact on turnover intention (Siong et al, 2006). Due to Firth et al., (2007) leadership behaviors directly affect commitment and satisfaction of employees, and this sequentially affects the turnover behaviors. One of the imperative leadership behaviors is related with ethics. Trevino et al (2003) stated that the ethical dimension of leadership is significant due to the leaders impact on the behaviors of employees. Ethical leaders behave as role models in the companies, they promote ethical behavior amongst their subordinates (Brown et al, 2005). On the other hand, the experience besides the range of factors that lead to job related stress cause employees to leave their organizations (Firth et al., 2007). The main aim of this paper is to examine the relationship between leadership ethics and turnover intention with mediating role of work-related stress in pharmaceutical companies in Egypt. The study will be guided by the following objectives:

1- To investigate the relationship between ethical leadership and turnover intention in pharmaceutical companies in Egypt.
2- To examine the relationship between ethical leadership and work-related stress in pharmaceutical companies in Egypt.
3- To test the relationship between work related stress and turnover intention in pharmaceutical companies in Egypt.
4- To examine the mediation role of work-related stress between ethical leadership and turnover intention in pharmaceutical companies in Egypt.
5- To validate the proposed model investigating relationship between leadership ethics and turnover intention with mediating role of work-related stress in pharmaceutical companies in Egypt.

II. LITERATURE REVIEW

Ethical leadership is considered as the independent variable, work related stress is considered as the mediator variable and the turn over intention is considered as the dependent variable.

2.1 Ethical leadership

Ethical leadership has been defined as displaying the appropriate normative behaviors through personal actions and interpersonal relationships and the inspiration of such behaviors to followers through two-way communication (Brown et al., 2005). Leaders are considered to be the main driving force of ethical behavior in organizations (Ye et al., 2022). researchers have argued that leaders can increase an organization's competitive advantages not only by managing financial performance but also by creating ethical codes within the workplace (Ete et al., 2022). For this reason, today, ethical leadership, which is conceptualized as a model of a leader with appropriate normative behavior and the promotion of such behavior among followers, has become an important and influential topic in the literature of organization and management (Byun et al., 2018). Followers consider ethical leaders as honest, trustworthy, fair and principled human beings who care about other people and the community in which they

operate (Jha and Singh, 2019). Ethical leaders do not just preach about ethics, but the values they set for their companies are the values they believe in and adhere to in their lives (Hsieh et al., 2020). Their honesty not only has the power to influence the ethical behavior of their followers but also can have a major impact on the success of the business and the financial performance of the organization (Dimitriou and Schwepker, 2019). Ethical leaders allow their employees to express their opinions and participate in decisions, listen to their thoughts and ideas, instill in them a sense of trust and show genuine interest in their welfare, comfort and development (Gillet et al., 2018). Moreover, ethical leaders can evoke a mechanism of value internalization in their followers (Zheng et al., 2022). Conceptually, the moral aspect of ethical leadership embodies admirable qualities such as integrity, reliability and trustworthiness, which may be resulted in taking responsibility for decisions and actions, including using effective incentive systems to encourage ethical behaviors and eliminate unethical ones; and also, to discipline employees for their disruptive behaviors (Nguyen et al., 2021).

2.2 Work related stress

Pharmaceutical staff, specifically, deal with frequent and varied stressors for instance : unreasonable work conditions, long work hours, and work environment (many patients also too little time for each patient), sleep disorders owing to night shifts, loss of autonomy (the pharmacist is forced to cope with the social, economic, and legal implications of his/her decisions; patients are well informed because of exposure to the internet), lack of balance among work and personal life, isolation (a pharmacist cannot debate patients with colleagues because of confidentiality issues), comparatively low pay in comparison to what is expected in return for the experience, long years of training and long work hours, professional responsibility, low promotion options, dealing with illness and death on a daily basis, fear of lawsuits for medical malpractice, a sense of failure (when a

patient is not cured), and more (Klein et al., 2011).

Consequently, it is not surprising that pharmaceutical staff experience work stress. Stress at the workplace has become a significant issue because its penalties can take a heavy toll on organizations and their employees (Barling et al., 2005). High levels of stress can weaken workers' performance and bring about negative behavioral and attitudinal work results (Gilboa et al., 2008). leadership affects employees' psychological process resulting from work-related stressors (Bakker and Demerouti, 2018). Work-related stress may result from individual (e.g. personality traits), organizational/job (characteristics of job and organizational roles) and social factors (e.g. economic environments) (Razinskas and Hoegl, 2020). professionals are typically confronted with stressors derived from multiple organizational roles (statuses) and challenging goals Henderson et al., 2016).

2.3 Turn over Intention

According to Boamah and Laschinger (2016), an organizational member's Turnover Intention (**TI**) is their subjective desire to leave their current work for alternative chances. Turnover, according to Carlson et al. (2017), is the permanent exit from an organization, whether **voluntarily** or **involuntary**. Employee turnover, according to DiPietro and Bufquin (2018), can be thought of as an employee cycle in a specific industry, in which employees rotate between employment and unemployment, as well as between organizations, jobs, and occupations. It's also the percentage of employees that quit their jobs. Meanwhile, Ertas (2015) defined turnover as the voluntary termination of an employee's involvement in an organization. Turnover intention is defined as an individual's assessment of the likelihood of changing jobs within a set period of time. When an idea of turnover enters an employee's head, the likelihood of turnover increases. The major reasons for studying turnover intent have been extensively debated by several academics from various perspectives (Jermsittiparsert et al.,

2019). There are two different types of turnover: involuntary and voluntary.

Involuntary turnover is less expensive because it is planned and occurs as a result of an employee's departure, usually owing to poor performance (Barrick & Mount, 1994) or redundancy as a result of the company's downsizing (Morrell, Loan-Clarke, & Wilkinson, 2004). Conversely, voluntary turnover may relate to any combination of many factors, such as negative boss-employee relationships (Schwepker Jr., 2001), dissatisfaction with salary (Sharma, 2016), persistent loss of motivation leading to burnout, also known as emotional exhaustion (Kim, 2015), work-life conflict and the need to

care for parents, and a better salary offer from another organisation (Nawaz and Pangil, 2016). This is by no means an exhaustive list, but it provides a sampling of the numerous reasons why individuals decide to leave a company. Voluntary turnover is often more problematic than involuntary turnover since it is harder to forecast and its results can have a significant impact on the functioning of the company.

III. ONCEPTUAL FRAMEWORK

Based on the literature review, the research conceptual Framework were formulated as below:
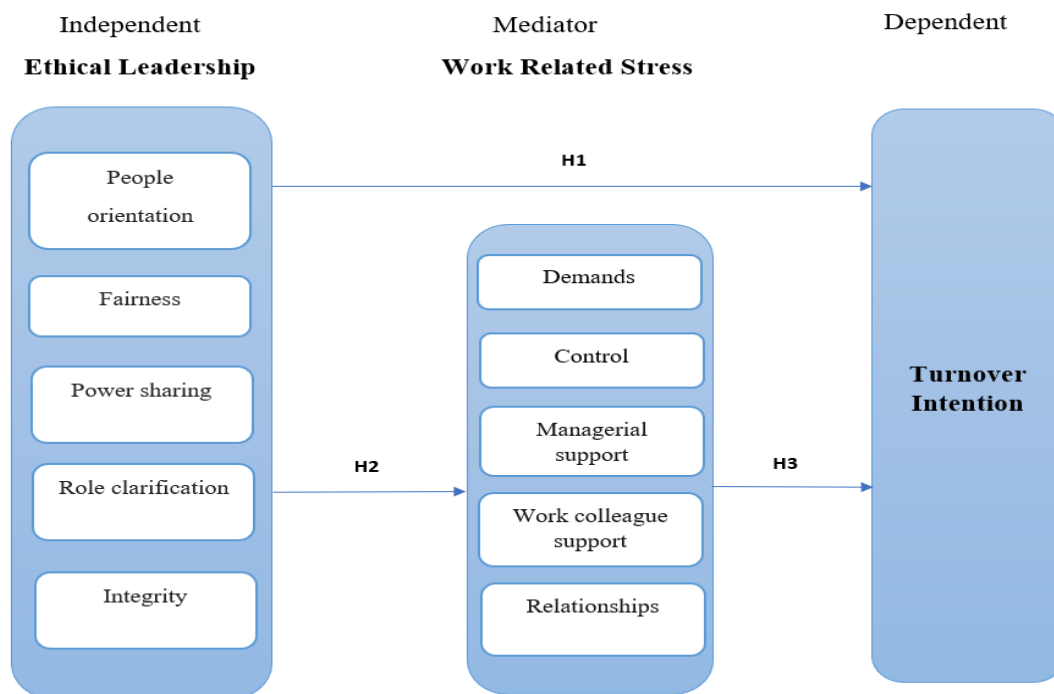

Figure 1- Conceptual Framework

IV. RESEARCH HYPOTHESES

Based on the conceptual framework, the hypothesized model and reviewing of the related studies and theories, the study hypotheses were formulated as below:

H1: Ethical Leadership has an effect on Turnover Intention.

H2: Ethical Leadership has an effect on Work Related Stress.

H3: Work Related Stress has an effect on Turnover Intention.

H4: Work Related Stress mediates the relationship between Ethical Leadership and Turnover Intention.

5-Operational definition - Measurement of variables:

The operational definition of a variable is the specific way in which it is measured in the research (Sekaran and Bougie, 2016).

Table 1: Operational Definition -Variables Measurement

Variable	Source
Independent Variable: Ethical Leadership	Kalshoven (2011)
Mediator: Work Related Stress	Cousins, et al., (2004)
Dependent Variable: Turnover Intention	Menezes et al., (2018)

V. RESEARCH METHODOLOGY

For the purpose of this research, the research population refers to Egyptian employees working in pharmaceutical industry. The research questionnaire was administered to nine hundred (800) respondents, 555 questionnaires representing 61.6% were returned, and 73 questionnaires representing 8.1% were incomplete or ineligible or refusals and 345 (38.4%) were not reached. There were 482 acceptable responses, a response rate 53.5%, which is highly adequate for the nature of this study. In this Research Paper, the Amos 25.0 software package was used to perform the structural equation modelling (SEM) to investigate the inter-relationships between the constructs of the hypothesized model. Hypotheses Testing Following a confirmatory factor analysis, the valuation of the structural model through testing of the hypotheses underlying the research model is conducted.

VI. RESULTS AND FINDINGS

Composite reliability (CR) is used to measure the reliability of a construct in the measurement model. CR is a more presenting way of overall reliability and it determines the consistency of the construct itself (Hair et al., 2019). CR of People orientation = 0.868, Fairness =0.839, Power sharing =0.823, Role clarification = 0.833, Integrity = 0.787, Demands = 0.925, Control =0.830, Managerial support =0.835, Work colleague support = 0.853, Relationships = 0.917 and Turnover Intention =0.951). So, it clearly identified that in measurement model all construct have good reliability.

The average variances extracted (AVE) should always above 0.50 (Hair et al., 2019). The results show that AVE of the particular constructs (People orientation = 0.623, Fairness =0.569, Power sharing =0.538, Role clarification = 0.556, Integrity = 0.559, Demands = 0.713, Control =0.550, Managerial support =0.560, Work colleague support = 0.597, Relationships = 0.735 and Turnover Intention =0.710) are more than 0.500. Overall, these measurement results are satisfactory and suggest that it is appropriate to proceed with the evaluation of the structural model.

Measurement model Results:

The 11 factor was subjected to CFA using the AMOS software. DF was 215 (it should be more than 0), χ^2/DF has a value of 1.901, that is less than 3.0 (it should be less than or equal 3.0). The RMSEA was .043 (it should be less than 0.08). The TLI index was .956 which is very close to 1.0 (a value of 1.0 indicates perfect fit). The CFI was .963. All indices are close to a value of 1.0 in CFA, indicating that the measurement models provide good support for the factor structure determined through the CFA.

Table 2: Measurement' model result

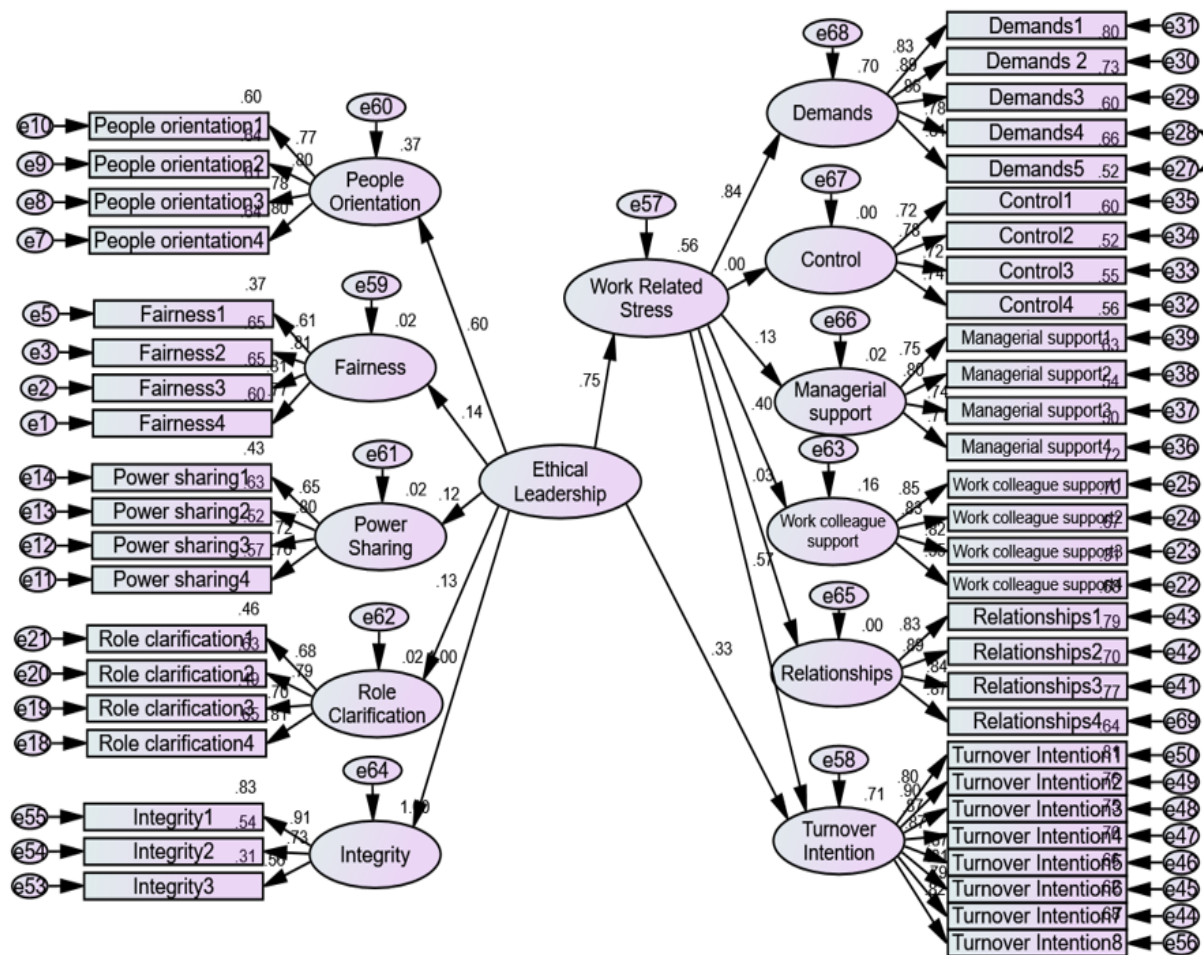| Goodness of Fit Measures	Name of index	Model Result	Remark
Chi-Square	χ^2	408.638	accepted
Degrees of Freedom	DF	215	accepted
Chi-Square/ Degrees of Freedom	χ^2/DF	1.901	accepted
Comparative Fit' Index	CFI	.963	accepted
Tucker Lewis Index	TLI	.956	accepted
Root Mean' Square Error of Approximation	RMSEA	.043	accepted

Structural model

Figure (2) Structural Model (Final Result)

Structural model summary:

The results of structural' model using the AMOS software, shows that DF was 1067 (it should be more than 0), χ^2/DF has a value of 2.166, that is less than 3.0 (it should be less than or equal 3.0). The RMSEA was .049 (it should be less than 0.08). The TLI index was .908 which is very close to 1.0 (a value of 1.0 indicates perfect fit). The CFI was .913. All indices are close to a value of 1.0 in CFA, indicating that the measurement models provide good support for the factor structure determined through the CFA.

VII. CONCLUSION

This researcher explores the analytical part performed to test the hypotheses the researcher is seeking to fulfill the research objectives. A summary of findings and conclusion could now be presented.

Regarding the first objective: investigating the relationship between ethical leadership and turnover intention in pharmaceutical companies in Egypt.

Due to the individual test of significance of the relationship between the variables. It reveals an effect between Ethical Leadership and Turnover Intention (β = .331, CR (Critical Ratio) = 2.625, CR > 1.96, p = 0. 009, p<0.05). Therefore, (**H1:** Ethical Leadership has an effect on Turnover Intention) is supported.

This result is consistent with Kahn, (2007); De Hoogh & Den Hartog, (2008); Piccolo et al., (2010); Eisenbeiss, (2012); Palanski, (2014); DeConinck, (2014); Azanza et al., (2015); Fehr et al., (2015); Babalola et al., (2016(; Lin and Liu, (2017); Shafique et al. (2018); Yurtkoru, (2018); Suifan et al., (2020) and Marquardt et al., (2021).

Regarding the second objective: examining the relationship between ethical leadership

and work-related stress in pharmaceutical companies in Egypt.

According to the analysis performed testing the relationship between the variables. **H2:** Ethical Leadership has an effect on Work Related Stress is supported as the result shows that (β = .749, CR (Critical Ratio) = 10.643, CR > 1.96, p = 0. 000, p<0.05).That result is consistent with Brown & Treviño (2006); Jaramillo et al., (2005); Kortum et al., (2010); Resick et al. (2011); Kalshoven et al., (2011); Elci et al., (2012); Elci et al. (2012); Tian (2013); Zhou et al. (2015); Bedi et al. (2016); Aabdeen et al. (2016); Eslamieh & Davoudi (2016) and Schwepker and Good, (2016) who stated that Ethical Leadership has an effect on Work Related Stress.

Regarding the third objective:

Testing the relationship between work related stress and turnover intention in pharmaceutical companies in Egypt. The result shows that **H3:** Work Related Stress has an effect on Turnover Intention. (β = 0.566, CR (Critical Ratio) = 3.621, CR > 1.96, p = 0.000, p<0.05) is supported. That result is consistent with Noor & Maad (2008); Applebaum et al., (2010); Chen et al., (2010); Ali (2013); Aharon (2015); Giorgi et al., (2015; Bao & Zhong, (2019) ;Young Ahn and Chanoyu , (2019); Razinskas and Hoegl, (2020); Kluemper, (2021) and Quazi et al., (2021) .

Regarding the fourth objective: examining the mediation role of work-related stress between ethical leadership and turnover intention in pharmaceutical companies in Egypt.

As supported and proved by H2 and H3 and parenting both hypotheses together by considering the direct effects as the following : the direct effect between Ethical Leadership and Turnover Intention is statistically significant, the direct effect between Ethical Leadership and Work-Related Stress is statistically significant and the direct effect between Work-Related Stress and Turnover Intention is statistically significant. It is proved that work-related stress

is **partially mediating** the relationship between ethical leadership and turnover intention.

Regarding the fifth objective: to develop and validate the proposed model investigating the relationship between leadership ethics and turnover intention with mediating role of work-related stress in pharmaceutical companies in Egypt.

Based on the outcome of the measurement model analysis and the structural model analysis, the research model was re-arranged to conform to the outcome of the two analyses, the final model of research has sought to examine and understand the effects of leadership ethics on turnover intention with mediating role of work-related stress, in particular. The results indicate that work-related stress is partially mediating the relationship between the independent and dependent variables. There are some research models considered the main relationship (i.e: Suifan et al., (2020) and Marquardt et al., (2021)). However, this study developed a comprehensive framework, displaying the relationships in an important field like pharmaceutical industry in emerging market like Egypt, which has theoretical and practical implications for future research.

VIII. DISCUSSION

Although, as evidenced by the numerous examples of ethical lapses and charges, a lack of emphasis and support for ethical leadership has been an ongoing risk for decades. The COVID-19 pandemic brought the issue to light. Most healthcare organisations were caught off guard when it came to dealing with the complex ethical issues surrounding pandemics in general and vaccinations in particular. A few pharmacies quickly formed Incident Management Systems (IMS) committees, allowing for broad input from a diverse stakeholder group; with these committees, they quickly positioned themselves well for informed decision-making and clear communication in the face of many ethically grey choices. Some of these pharmacies also moved quickly to include ethicists on their IMS committees and working groups. Although most

pharmaceutical companies (and governments) eventually adopted these approaches, the lack of consistent and proactive action suggests a general lack of leadership preparation for ethical decision-making. Leaders can expect to find themselves in more and more situations requiring deliberate decision-making in the rapidly evolving healthcare environment. Reflection and informed approaches to ethical decision-making are recommended. In the post-pandemic world, as the government works to recover from the enormous financial burden of COVID-19, there will be enormous pressure to optimise healthcare costs and utilisation. Leaders should be prepared to deal with difficult and multifaceted situations. Leaders are now expected to respond publicly to current sociopolitical issues such as the Black Lives Matter movement. Fundamental leadership ethics training, as well as scenario planning and simulations, are required. The study's findings have important practical implications for managers. According to the findings, organisations should prioritise the selection and development of leaders and supervisors who regard ethical behaviours as an important part of their vision and manner. This can be accomplished through effective hiring processes that emphasise ethical measures, as well as management and leadership development programmes that emphasise ethical conduct and professional ethics. By doing so, organisations can not only promote ethical behaviour and accountability, but also create motivated and empowered employees who successfully increase organisational performance, decrease work-related stress, and influence employee turnover intentions in an important area such as Egypt's pharmaceutical sector.

IX. LIMITATIONS AND FUTURE DIRECTIONS

First: Because this study was cross-sectional, it is not possible to investigate the nature of cause-and-effect connections between the variables. Future study should therefore focus on the requirement for a longitudinal strategy.

Second, because this study's sample was limited to one nation (Egypt) and the pharmaceutical industry, it is important to proceed with caution when interpreting the results. Despite the fact that the research context is extremely specialised, it is thought that the conclusions apply to various industries and nations.

Third: a convenience sample approach was used to gather information from respondents over a predetermined period of time, which led to a limitation. The range of respondents who might participate was restricted by the short time window for data collecting. Because responses are acquired based on respondents' accessibility and may not give a representative sample, the convenience sampling approach used to gather responses may have also limited the range of respondents who would participate.

REFERENCES:

1. Aabdeen, Z., M. Khan, G. Khan, G.H. Farooq, M. Salman., and M. Rizwan. 2016. "The Impact of Ethical Leadership, Leadership Effectiveness, Work Related Stress and Turnover Intention on the Organizational Commitment." International Journal of Economics and Business Administration 2(2): 7-14.

2. Aharon Tziner (2015), "Work stress and turnover intentions among hospital physicians:The mediating role of burnout and work satisfaction ",A. Tziner et al. / Journal of Work and Organizational Psychology 31 (2015) 207–213, www. elsevier.es/rpto .

3. Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. Journal of Nursing Administration, 40,323-328.

4. Azanza, G., Moriano, J.A., Molero, F. and Levy Mangin, J.P. (2015), "The effects of authentic leadership on turnover intention", Leadership and Organization Development Journal, Vol. 36 No. 8, pp. 955-971.

5. Armstrong, M. (2009). Armstrong´s handbook of human resource management practice. London:

6. Kogan Page, ISBN 978-0-7494-5242-1.

7. Babalola, M.T., Stouten, J. and Euwema, M. (2016), "Frequent change and turnover intention: the moderating role of ethical leadership", Journal of Business Ethics, Vol. 134 No. 2, pp. 311-322.

8. Bakker, A.B. and Demerouti, E. (2018), "Multiple levels in job demands-resources theory: implications for employee well-being and performance", in Diener, E. Oishi, S. and Tay L. (Eds), Handbook of well-being Noba Scholar.

9. Bao, Y. and Zhong, W. (2019), "Public service motivation matters: examining the differential effects of challenge and hindrance stressors on organizational identification and turnover intention", Public Management Review, Vol. 23 No. 4, pp. 545-566.

10. Barling, J., Kelloway, E. K., & Frone, M. (Eds.). (2005). Handbook of Work Stress. CA: Sage Publications.

11. Barrick, M. R., & Mount, M. K. (1994). Antecedents of involuntary turnover due to a reduction in force. Personnel Psychology, 515-535. doi:10.1111/j. 1744-6570.1994.tb01735.x.

12. Bedi, A., Alpaslan, C. M., & Green, S. (2016). A Meta-analytic Review of Ethical Leadership Outcomes and Moderators. Journal of Business Ethics, 139(3), 517–536. https:// doi.org/10. 1007/s10551-015-2625-1.

13. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. The Leadership Quarterly, 17(6), 595-616. doi:10.1016/j. leaqua. 2006.10.004.

14. Brown, M.E., Treviño, L.K. and Harrison, D.A. (2005), "Ethical leadership: a social learning perspective for construct development and testing", Organizational Behavior and Human Decision Processes, Vol. 97 No. 2, pp. 117-134.

15. Byun, G., Karau, S.J., Dai, Y. and Lee, S. (2018), "A three-level examination of the cascading effects of ethical leadership on employee outcomes: a moderated mediation analysis", Journal of Business Research, Vol. 88, pp. 44-53.

16. Chen, M-F., Lin, C-P., & Lien, G-Y. (2010). Modeling job stress as a mediating role in predicting turnover intention. The Service Industries Journal, 1743-9507.

17. De Hoogh, A.H. and Den Hartog, D.N. (2008), "Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: a multi-method study", The Leadership Quarterly, Vol. 19 No. 3, pp. 297-311.

18. DeConinck, J. B. (2014). Outcomes of ethical leadership among salespeople. Journal of Business Research, 5(68), 1086–1093. doi: doi:10.1016/j. jbusres. 2014.10.011.

19. Dimitriou, C.K. and Schwepker, C.H. Jr, (2019), "Enhancing the lodging experience through ethical leadership", International Journal of Contemporary Hospitality Management, Vol. 31 No. 2,pp. 669-690.

20. DiPietro, R., & Bufquin, D. (2018). Effects of work status congruence and perceived management concern for employees on turnover intentions in a fast casual restaurant chain. Journal of Human Resources in Hospitality & Tourism, 17(1), 38-59.

21. Eisenbeiss, S. A. (2012). Re-thinking ethical leadership: An interdisciplinary integrative approach. The Leadership Quarterly, 23(5), 791-808. doi:10.1016/ j.leaqua.2012.03.001.

22. Ertas, N. (2015). Turnover intentions and work motivations of millennial employees in federal service. Public Personnel Management, 44(3), 401-423.

23. Eslamieh, F. and A. Davoudi. 2016. "An Analysis of the Relationship between Managers' Ethical Leadership Style with Teachers' Organizational Commitment

and Job Burnout." International Journal of Organizational Leadership 5(4): 380-392.

24. Ete, Z., Epitropaki, O., Zhou, Q. and Graham, L. (2022), "Leader and organizational behavioral integrity and follower behavioral outcomes: the role of identification processes", Journal of Business Ethics, Vol. 176 No. 4, pp. 741-760.

25. Elçi, M., Şener, I., Aksoy, S., Alpkan, L. 2012. The Impact of Ethical Leadership and Leadership Effectiveness on Employees' Turnover Intention: The Mediating Role of Work-Related Stress. Procedia - Social and Behavioral Sciences, 58, 289-297.

26. Fehr, R., Yam, K.C.S. and Dang, C. (2015), "Moralized leadership: the construction and consequences of ethical leader perceptions", Academy of Management Review,Vol.40 No. 2, pp. 182-209.

27. Firth, L., Mellor, D.J., Moore, K.A. and Loquet, C. (2007). How Can Managers Reduce Employee Intention to Quit? Journal of Managerial Psychology, 19(2), 170-187.

28. Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: Examining main and moderating effects. Personnel Psychology, 61, 227–271.

29. Gillet, N., Fouquereau, E., Coillot, H., Bonnetain, F., Dupont, S., Moret, L., Anota, A. and Colombat, P. (2018), "Ethical leadership, professional caregivers' well-being, and patients' perceptions of quality of care in oncology", European Journal of Oncology Nursing, Vol. 33, pp. 1-7.

30. Giorgi, G., Shoss, M.K. and Leon-Perez, J.M. (2015), "Going beyond workplace stressors: economic crisis and perceived employability in relation to psychological distress and job dissatisfaction", International Journal of

StressManagement, Vol. 22No. 2, pp. 137-158.

31. Hair, J., C.Black, W., J.Babin, B., & E.Anderson, R. (2019). 'Multivariate Data Analysis' (8th ed.). England: Pearson Prentice.

32. Hsieh, H.H., Hsu, H.H., Kao, K.Y. and Wang, C.C. (2020), "Ethical leadership and employee unethical pro-organizational behavior: a moderated mediation model of moral disengagement and coworker ethical behavior", Leadership and Organization Development Journal, Vol. 41 No. 6, pp. 799-812, doi: 10.1108/LODJ-10-2019-0464.

33. Henderson, L.S., Stackman, R.W. and Lindekilde, R. (2016), "The centrality of communication norm alignment, role clarity, and trust in global project teams", International Journal of Project Management, Vol. 34 No. 8, pp. 1717-1730.

34. Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2018), Multivariate Data Analysis, 8th ed., Cengage Learning, Andover, Hampshire.

35. Jaramillo, F., R. Nixon, and D. Sams. 2005. "The Effect of Law Enforcement Stress on Organizational Commitment." An International Journal of Police Strategies and Management. 28(2): 321-336.

36. Jha, J.K. and Singh, M. (2019), "Exploring the mechanisms of influence of ethical leadership on employment relations", IIMB Management Review, Vol. 31 No. 4, pp. 385-395.

37. Kahn, W.A. (2007), "Meaningful connections: positive relationships and attachments at work", in Dutton, J.E. and Ragins, B.R. (Eds), Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation, Lawrence Erlbaum Associates, Mahwah, NJ, pp. 189-206.

38. Kalshoven, K., Den Hartog, D.N. and De Hoogh, A.H.B. (2011), "Ethical

leadership at work questionnaire (ELW): development and validation of a multidimensional measure", The Leadership Quarterly, Vol. 22 No. 1, pp. 51-69.

39. Kortum, E., S. Leka, and T. Cox. 2010. "Psychosocial Risks and Work Related Stress in Developing Countries: Health Impact, Priorities, Barriers and Solutions." International Journal of Occupational & Medical Environment Health 23(3): 225-38.

40. Lin, C.P. and Liu, M.L. (2017), "Examining the effects of corporate social responsibility and ethical leadership on turnover intention", Personnel Review, Vol. 46 No. 3, pp. 526-550.

41. Marquardt, D.J., Casper, W.J. and Kuenzi, M. (2021), "Leader goal orientation and ethical leadership: a socio-cognitive approach of the impact of leader goal-oriented behavior on employee unethical behavior", Journal of Business Ethics, Vol. 172 No. 3, pp. 545-561.

42. MD. Quazi N, Dsouza F, Soumya R et.al. Job stress and turnover intention among nurses in selected hospital: correlational study. Int J Health Sci Res. 2021; 11(1):61-65.

43. MM Ali. Occupational Stress and Turnover Intention: Implications for Nursing Management. International Journal of Health policy and management (2013). 1(2):169-76.

44. Morrell, K. M., Loan-Clarke, J., & Wilkinson, A. J. (2004). Organisational change and employee turnover. Personnel Review, 33(2), 161-173. doi:10.1108/004 83480410518022.

45. Mulki, JP., Jaramillo, JF. and Locander, W.B. (2007). Effect of Ethical Climate on Turnover Intention: Linking Attitudinal - and Stress Theory, Journal of Business Ethics, 78(4), 559-574.

46. Mackay, C. J., Cousins, R., Kelly, P. J., Lee, S., & Mccaig, R. H. (2004). 'Management Standards' and work-related stress in the UK: Policy

background and science. Work & Stress , 18(2), 91_/112.

47. Menezes, I., Lozado, J., Menezes, A.C., Moraes, E., Sandbrand, D., Muszynski, P. and Ruggeri, K., 2018. Development and validation of the multidimensional turnover intentions scale.

48. Nawaz, M. A., & Hassan, S. (2016). Tourism in South Asia. International Journal of Economic Perspectives, 10(4), 591-601.

49. Nguyen, N.T.T., Nguyen, N.P. and Hoai, T.T. (2021), "Ethical leadership, corporate social responsibility, firm reputation, and firm performance: a serial mediation model", Heliyon, Vol. 7 No. 4, p. e06809.

50. Noor, S., & Maad, N. (2008). Examining the Relationship between work-life conflict, stress and turnover intentions among marketing executives in Pakistan. International Journal of Business and Management, 3, 93-102.

51. Palanski, M. A. (2014). The effects of ethical leadership and abusive supervision on job search behaviors in the turnover process. Journal of Business Ethics: JBE(121), 135–146. doi:10.1007/ s10551-013-1690-6.

52. Piccolo, R. F., Greenbaum, R., Hartog, D. N. d., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. Journal of organizational behaviour, 31(2-3), 259-278.

53. Razinskas, S. and Hoegl, M. (2020), "A multilevel review of stressor research in teams", Journal of Organizational Behavior, Vol. 41 No. 2, pp. 185-209.

54. Resick, C.J.; Martin, G.S.; Keating, M.A.; Dickson, M.W.; Kwan, H.K.; Peng, C. What Ethical Leadership Means to Me: Asian, American, and European Perspectives. J. Bus. Ethics 2011, 101, 435–457.

55. Sekaran Uma, Bougie Roger, (2016), Research Methods for Business, Wiley Publication.

56. Schwepker Jr, C. H., Ingram, T. N., Johnston, W., & Johnston, W. (2016). Ethical leadership in the salesforce: effects on salesperson customer orientation, commitment to customer value and job stress. Journal of Business & Industrial Marketing, 31(7).

57. Schwepker Jr., C. H. (2001). Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce. Journal of Business Research, 54(1), 29-52. doi:10. 1016/S0148-2963(00)00125-9.

58. Shafique, I., Kalyar, M. and Ahmad, B. (2018), "The nexus of ethical leadership, job performance, and turnover intention: the mediating role of job satisfaction", Interdisciplinary Description of Complex Systems, Vol. 16 No.1, pp. 71-87.

59. Sharma, M. (2016). A Study of Turnover Intention among Managers in Automobile Companies in Pune. Journal for Contemporary Research in Management, 12-16.

60. Shin, Y., Sung, S. Y., Choi, J. N., & Kim, M. S. (2015). Top Management Ethical Leadership and Firm Performance: Mediating Role of Ethical and Procedural Justice Climate. Journal of Business Ethics, 129(1), 43–57. https:// doi.org/10. 1007/s10551-014-2144-5.

61. Smallfield, J. and Kluemper, D.H. (2021), "An explanation of personality change in organizational science: personality as an outcome of workplace stress", Journal of Management, doi: 10.1177/ 0149206321998429.

62. Suifan, T.S., Diab, H., Alhyari, S. and Sweis, R.J. (2020), "Does ethical leadership reduce turnover intention? The mediating effects of psychological empowerment and organizational identification", Journal of Human Behavior in the Social Environment, Vol. 30 No. 4, pp. 410-428.

63. Somaya, D, & Wolliamson, I.O. (2008). Rethinking the "War for Talent". MIT Sloan Management Review, 29-34.

64. Siong, M.B.Z., Mellor, D., Moore, K.A. and Firth, L. (2006), "Predicting intention to quit in the call centre industry: does the retail model fit?", Journal of Managerial Psychology, Emerald Group Publishing, Vol. 21 No. 3, pp. 231-243, doi: 10.1108/02683 940610659579.

65. Kerdpitak, C. and Jermsittiparsert, K., 2020. The effects of workplace stress, work-life balance on turnover intention: An empirical evidence from pharmaceutical industry in Thailand. Systematic Reviews in Pharmacy, 11(2), pp.586-594.

66. Tian, S. 2013. "Ethical leadership: Need for Cross-cultural Examinations." Theses, Dissertations, and Other Capstone Projects. Minnesota State University, Mankato, Paper 339, accessed March 3, 2020, https://pdfs.s emanticscholar.org/4681/2607fc39dfb91a 58812b6b1f4cb551d763bd.pdf.

67. Treviño, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. Human Relations, 55, 5–37.

68. Ye, P., Liu, L. and Tan, J. (2022), "The influence of organisational justice and ethical leadership on employees' innovation behavior", European Journal of Innovation Management, Vol. ahead-ofprint No. ahead-of-print, doi: 10.1108/ EJIM-08-2021-0421.

69. Young Ahn and Wang Chaoyu (2019), "Job stress and turnover intention revisited:evidence from Korean firms", Problems and Perspectives in Management, Volume 17, Issue 4, 2019, http://dx.doi.org/10.21511/ppm.17(4).201 9.05.

70. Yurtkoru, E. S. (2018). . To what extent trust in leader and ethical climate affect turnover intention? A research on private and public bank employees. International Journal of Organizational Leadership, 12-

24. doi:https://doi.org/10.19236/IJOL.20 18.01.02.

71. Zheng, Y., Epitropaki, O., Graham, L. and Caveney, N. (2022), "Ethical leadership and ethical voice: the mediating mechanisms of value internalization and integrity identity", Journal of Management, Vol. 48 No. 4, pp. 973-1002.

72. Zhou, H., M. Jin, and Q. Ma. 2015. "Remedy for Work Stress: The Impact and Mechanism of Ethical Leadership." Central European Journal for Public Health 23(2): 176-180.