Responsible Leadership & Employee Sustainable Performance – the Mediating Role of Ethical Climate

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Abstract
Deploying the CSR doctrine as a ground for conceptual framework, this research explores the connection amongst Responsibility in Leadership (RL) and Employee Sustainable Performance (ESP). Additionally, this analysis intends to investigate the function of Ethical Climate (EC) as a prospective mediator in the association between RL and ESP. The ESP has further dimension of Employee Well-being (EWB) and Employee Performance (EP). A sample of 200 workers from Pakistan's health care Industry had been gathered via a survey comprised of questions. Convenience Sampling Method was deployed. SMART PLS 4 was operated to assist in the Partial Least Square Structural Equation Method (PLS – SEM) examination of the data. Employee Sustainable Performance (ESP) and Responsible Leadership (RL) were indicated to be favorably linked revealed by the analysis. Furthermore, the outcomes revealed that Ethical Climate is partially associated with Employee Performance, one of the dimensions of Employee Sustainable Performance, as it mediates the connection between Responsible Leadership (RL) and Employee sustainable Performance (ESP) to some extent. The data acquisition of this analysis is restricted in terms of its generalizability as it is grounded merely on the feedback received from the workforce of Pakistan's health care Industry via both online and offline surveys. To the researcher comprehension, in the context of Pakistan's healthcare professionals integrating the Corporate Social Responsibility (CSR) Theory, this analysis is one of the first attempt to offer an integrative framework which analyzes that link between Responsible leadership (RL), Ethical Climate (EC), and Employee sustainable Performance. Workers employed in Pakistan's medical industry are given particular emphasis.

Keywords: Responsible Leadership, Employee Performance, Ethical Climate

Introduction
Through the chapter of ("Edelman Trust Barometer," 2015), in the modern era where businesses globally have fallen to unprecedented stage of credibility it is

crucial to explore whether a greater good may be contributed through a particular kind of leadership attitude. The ground for sustainability of the firm, establishing faith and good will can be built. Organizations now have an advanced challenge as an aftermath of the cascading demand to be both preventive alongside reactive. It is critical to understand that RL is not merely a process for performing 'good' and assisting the broader stakeholder group. It can also aid organizational efficacy. The RL is recognized widely for its intensive methodologies, that involves combining different diverse components and degrees for instance, as a person, company, and a society (Shaaban & Shehata, 2019), whereas Bergsteiner and Avery (2011) state that it involves various components for instance, groups, businesses, leaders and followers, efficacy, and surrounding. Voegtlin (2015) pesters that there is a significant ground for majority of the recent work suggested by the RL notion for more study in the past few years. Brown & Treviño, 2006; Walumbwa et al., 2008) refer their standpoint that in an attempt to lessen unethical behavior in the companies, the leadership function has been concentrated by the analysts. This is shown in Doh, Stumpf and Tymon's (2011) notable research of 28 worldwide companies (with 4352 employees) where they showcased that in the absence of a responsible leadership methodology to HR, businesses went through a significantly larger turnover of workers, threatening the long-term sustainability of the companies.

Furthermore, to boost workforce wellness and business longevity, also essential tools to uplift worker's general productivity therefore, medical settings and their administrators make sure to embrace innovative ways to improve such characteristics in an individual (Hamouche, 2020; Leite et al., 2020; Haque, 2021). (Waldman and Balven, 2014) states that Responsible executives form the morally sound model for a pleasant culture of job within the companies. Whereas, all involved parties created solid associations and faith as a result of accountable leadership (RL). According to (Sarkar,2016 and Maak,2007) RL is moving ahead of conventional dynamics of leaders and their supporter interactions and focusing interpersonal and ethical actions to indulge stakeholders. Communities, groups and the surrounding all constitute vital players in Responsible Leadership (Han et al. 2019 ab).

Stewart et. al (2011) states that in accordance with the CSR concept, corporations have moral, regulatory and financial obligations to the society. However, for businesses to fulfill their legislative responsibilities, they confirm with the state's regulatory model (Jamali et al. 2008). Besides that, CSR offers the prospect to encourage workers to outlook creativity, that can result in to more creative approaches to challenges. In the healthcare settings, the depiction of sustainable exercises is vital because of the industry's considerable environmental impact and its key part in public health. Despite the increasing focus on sustainability in the organizations, there is still a considerable gap in learning how leadership philosophies impact employee attitude regarding sustainability. Particularly, the function of responsible leadership in driving sustainable behaviors among workforce is not enough known. Responsible leadership, that focuses ethical decision-making, stakeholder involvement, and strategic thinking, is placed to play a critical part in making employees learn regarding sustainable procedures (Maak & Pless, 2006). Although there is some proof to recommend that ethical climates can influence ethical behavior among workers (Schminke, Arnaud, &

Kuenzi, 2007), there is constrained analysis particularly connecting it to sustainability attitudes in the framework of responsible leadership.

Responsible leadership, defined by moral choices, participation of stakeholders, and strategic focus, has been linked with beneficial results for the organizations (Doh & Stumpf, 2005). Although responsible leadership has been portrayed to influence growth of the business and workforce contentment (Waldman & Galvin, 2008), there is constrained analysis investigating its impact on employee sustainable behavior in medical facilities. Employee sustainable practices include measures that support to the cultural and social sustainability of the business. While studies show that leadership and atmosphere of the business play crucial part in building these attitudes (Robertson & Barling, 2013), studies correlating responsible leadership to workers sustainable attitude in healthcare are a few. Ethical climate describes the accumulative perspectives of what is known to be ethically right behavior in a company (Martin & Cullen, 2006). It has been portrayed to impact different individual outcomes, involving ethical attitude and commitment to the company (Dickson, Smith, Grojean, & Ehrhart, 2001). Nonetheless, the mediating function of ethical climate in the association between responsible leadership and workers sustainable attitude is not much explored. Most analysis concentrate on ethical climate's usual influence on business attitudes without taking into account its particular impact on sustainability exercise in healthcare. To promote sustainable exercise in medical field, Qualitative Analysis is mandatory to explore the connections between responsible leadership, ethical climate, and employee sustainable performance. Analysis has investigated the personal influence of responsible leadership (e.g., Voegtlin, 2016; Stahl & De Luque, 2014) and ethical climate (e.g., Victor & Cullen, 1988; Martin & Cullen, 2006) on different business performance. Additionally, the findings showcased the manner by which responsible leadership and an ethical climate can land up to different positive conclusions, for instance contentment at work, lower employee attrition, and improved business image.

From a practical perspective, this research provides great tool for healthcare management and facilities. In a world where sustainability and moral conduct are growing essential, comprehending the factors of sustainable attitudes among medical settings is vital. RL has been recognized as a crucial component in developing moral conduct and business sustainability (Maak & Pless, 2006). By identifying the function of EC as a mediator, this analysis gives practical methods for leaders to develop an empowering ethical climate, hence fostering sustainable attitude among healthcare workforce. (Kim & Brymer, 2011; Groves & LaRocca, 2011). Furthermore, this analysis depicts regulations development and business techniques in healthcare. Companies focusing to improve their environmental performance can acquire understanding about how leadership and moral environment collaborate to impact worker conduct. (Mayer, Aquino, Greenbaum, & Kuenzi, 2012; Walumbwa, Morrison, & Christensen, 2012). Future studies may establish on these findings to additionally expand the procedure through which leadership impacts sustainability practices, gaining a deeper knowledge of sustainable business approaches in healthcare (Afsar, Badir, & Kiani, 2016; Hoch, Bommer, Dulebohn, & Wu, 2018). This analysis covers the gap by offering concrete data on the mediating effect of ethical climate, hence improving our

comprehension of the intricate mechanisms that prevail inside healthcare facilities (Brown & Treviño, 2006; Den Hartog, 2015).
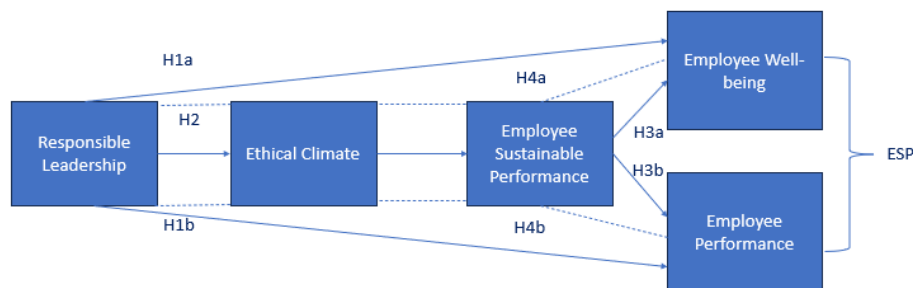

Figure 1: Hypothesized Model

Theoretical Foundation and Hypothesis Development
Responsible Leadership and Employee Sustainable Performance

Sustainability, in its most general definition, is the ability to balance social prosperity, ecological preservation, and economic growth. During discussion between Waldman & Siegel (2008a) about perspectives, Siegel highlighted the anticipation of real credible authorities who involve the socially liable systematic deployment to assist the stakeholders fostering to ecofriendly company operations. As defined by Szekely & Knirsch (2005) Sustainable Leadership is about creating an environment that balances the financial, societal and environmental objectives of the company. To evaluate the connection between sustainable performance and responsible leadership, Hou C et al. (2023) proposes a framework established on the rationale of RL performance, which at the same time involves the moderation of sustainable environment and the mediation of epistemic driving force. In order to attain sustained success concerning goals, objectives, and performance, accountable leaders can play a critical role (Cheema et al., 2020; Iqbal and Ahmad, 2021). The last twenty years have seen an increasing spotlight in making sustainability for assuring the productivity of companies as well as workforce in the longtime. "Sustainability" and "performance" have so far become commonly employed terminologies. As (Newman–Storen, 2014) defines, "sustainability needs transition, and transition needs leadership" (p. 5957). Issues relating these controversies, alongside issues over ecological, societal, and financial concerns, suggest that the community as a whole is seeking this kind of leadership from the ones who could implement it (Franreigh, 2017). Responsible leaders make a mentally stable culture where workforce is recognized and appreciated, diminishing distress an improving general well-being (Kahn, 1990). By nurturing a healthy work culture, responsible leaders assist meet workforce's psychological and societal needs, that is critical for their general health (Eisenbeiss, 2012). Robertson and Barling (2013) did practical research connecting responsible leadership with workforce's environmental conscious conduct. Their analysis revealed that leaders who focus sustainability can considerably enhance their workers to implement sustainable goals. Based on Social Learning Theory (Bandura, 1977), people acquire and

Vol. 3 No. 1 (January) (2025)

pick-up new attitudes by watching and replicating their mentors. Leaders that demonstrate responsible conduct may impact their workforce by demonstrating an example of sustainable conduct. The study above leads to the following hypothesis.
H1(a): Responsible Leadership favorably associates with Employee well-being.
H1(b): Responsible Leadership favorably associates with Employee Performance.

Responsible Leadership and Ethical Climate
Responsible leaders develop as well as implement ethical norms and procedures inside the company. This entails creating company policies, placing ethical training initiatives, and assuring accountability procedures are intact (Trevino, Brown, & Hartman, 2003). In 2012 Fein EC et al. tested the connection between ethical environment, ideas about justice, alongside LMX. The objective of the research is to find out the level of ethical atmosphere and views of fairness in the workplace to the degree of associations between manager and worker via Leader Member Exchange (LMX). Moreover, it aims to determine how viewpoints of distributive justice, procedural justice, and interactional justice vary with respect to LMX. Responsible leadership fosters a fair and honest environment for communication, where ethical issues can be brought and dealt without thought of reprisals. This transparency assists in implementing the significance of ethical conduct and fosters a pleasant ethical environment (Brown & Trevino, 2006). Angels and devils were differentiated by Gumusluoglu L et. (2020), how do generous and dictatorial leaders distinguish in transforming ethical atmosphere through notion of fairness in various traditions. This study analyzes the impact of two main aspects of Paternalistic Leadership (PL), dictatorial and generous leadership, on the presumed workspace ethical environment in various environmental situations. Their foundation lies in the notions of social impact and organizational justice. The ethical climate encompasses the directions of the procedure of making choices and the choice as one facets. Elements that make an ethical environment stated by (Steers, Richard M. & Porter, 1991) are business hierarchy, strong communication among workforce and companies can select relationship styles for better integrated and organized conversations in workflows. Consequently, ethical environment monitors the conduct standards that assist individuals to comprehend what is appropriate instead of authorized within companies. Because of its significance, analysts examined the influence regarding ethical environment on people's feelings, perspectives, and conduct. Practical study favors the direct connection between credible leadership and the ethical atmosphere within the company. For example, Demirtas and Akdogan (2015) discovered that ethical leadership conduct favorably influences the ethical environment, improving employees' perspectives of ethical exercise and diminishing unethical conduct.
H2: Responsible Leadership positively relates with Ethical Climate.

Ethical Climate and Employee Sustainable Performance
The concept of an upright environment describes the general righteous culture within an enterprise, that forms the opinion of workers about which action is acceptable or unacceptable. Reports from academics, the ethical culture of a company is the unanimity among employees about "what makes ethically

permissible conduct" and the most efficient methods to settle ethical conflicts at workplace. Favorable ethical environment is related with multiple advantages for workforce and the company in general. A favorable ethical culture promotes to workers general health by making a motivating and courteous work culture. When workers deem their companies as ethically fit, they feel more inclined to experience perceive work contentment, reduced stages of distress, and overall improved psychological wellness (Newman, Nielsen, Smyth, & Hirst, 2018). This connection is established on the notion that an ethical environment encourages justice, decrease workplace disputes, and makes sure that workers are admired and regarded, which are crucial components for their wellness. (Koh & Boo, 2001). The performance of workforce is strengthened by the ethical environment, albeit this association may not be as apparent as with wellness. To conclude, ethical workplace environment is linked to the fostering of favorable work conduct and, in contrast, to the discouraging of negative work conduct (Newman et al., 2017). A favorable ethical environment can influence workforce performance by developing faith, coordination, and a feeling of goals among workers (Schminke, Ambrose, & Neubaum, 2005). However, other components, for instance, personal skills, encouragement, and outside circumstances also play important part in defining performance. By increasing the monetary growth, value for stockholder, business image and improved customer service processes, this can be accomplished by team leads. This viewpoint's explicit credible leading represents a transition from Jensen & Meckling's (1976) theory of agency toward Freeman's (1984) theory of stakeholders. To strengthen the link between credible leadership and how it prospers into ecofriendly businesses, further research in this area is required. A favorable ethical environment can boost to increase employee involvement and decreased unethical conduct both of this may influence performance. Although, even in a favorable ethical environment, a worker's performance may continue to be impacted by their competency level, job duties, individual situations, or outside market circumstances. Thus, while the ethical environment promotes to improved performance, it typically does as function of a wider range of affectations.

H3(a): Ethical Climate positively relates with Employee well-being.
H3(b): Ethical Climate Partially relates with Employee Performance.

Ethical Climate as a Mediator

In last few years, analysts as well as professionals have shifted their focus on this construct, keeping in mind its favorable impact both on people and company outcomes and conduct (Newman et al., 2017). Specifically, contrasting with ethical environment which foster proactive conduct with the ones coming up with more personal fit attitudes, it is evident that earlier constructs are significantly linked to performance at work, workers' positive actions along with conduct (e.g., Peterson, 2002; Briggs et al., 2012; Ehrhart and Raver, 2014; Pagliaro et al., 2018). Studies highlight the vital function of ethical environment in helping responsible leadership into sustainable conduct among workers. For instance, Robertson and Barling (2013) showed that leaders who place importance to sustainability can efficiently impact workers to pick-up environment friendly conduct by promoting a conducive ethical environment. In addition, in 2022, Friere C. et al worked on identifying the function that ethical

environment performs as an intermediating effect in the relationship between violence in the workplaces and moral leadership. The intent of this investigation is to assess the atmosphere of ethics as an intermediary in the association involving bullying in the organization and ethical leadership. A virtual survey was responded by 223 Portuguese Workers who have been employed for no less than six months in the same company. Outcomes corroborated the modulating impact of moral atmosphere upon the association among morality management as well as violence in the workplace, proposing that morality influencers could lend a hand to reduce bullying with the help of their influence on the moral working environment followed by workers' conduct. In 2019, Kia N et al researched on the morality management and staff job performance: the interceding function of corporate uniqueness, focus on client, service environment, and moral atmosphere. The mediation function of an ethical surrounding in regulating the association among employee misconduct and ethical leadership was addressed in 2023 by Mayer D.M. et al. Based on concepts and studies on ethical management and surroundings, the authors looked over the aspect of ethical environment as an intermediating variable in the linkage between employee misconduct and leading with ethics. They discover evidence in favor of our proposed model through a representative group of 1,525 workers and their supervisors in 300 units across various enterprises. The hypothesis formed shows that:

H4(a): Ethical Climate mediates the relation between Responsible Leadership and Employee Sustainable Well-being.

H4(b): Ethical Climate partially mediates the relation between Responsible Leadership and Employee Sustainable Performance.

Methodology
Data Collection and Sample

Google Forms have been used to gather responses. The questionnaire was sent to participants through email and WhatsApp. The survey was feasible for participants to fill online. Furthermore, for this analysis, I took entry-level and middle-level employees into examination. This research analysis includes multidisciplinary hospitals in the private as well as public spheres. The health facilities involved in this analysis treat over fifty patients in a single day. Healthcare professionals, who are divided into two groups are the analysis's target population: entry-level staff (sweepers, guards, receptionists) and the other level categorized as middle (Medical practitioners, leaders, doctors, those in charge of supervision, nursing staff, males and females ward unit employees, clerk, etc.). For individuals who struggle to comprehend English, some questionnaires have also been interpreted into Urdu.

Three constructs have been adopted in the course of study under analysis. The questionnaire has been split into two portions (A and B). Portion A involves demographic details of respondents for instance, their sex, age in years, relationship status, academics, household revenue, employment level, organization economic standing and type of employment. Portion B involves the items pertaining to the three constructs attributed to the current investigation – RL (Responsible Leadership), EC (Ethical Climate) and ESP (Employee Sustainable Performance) which is assessed through EWB (Employee Well-being) and EP (Employee Performance). An already existing previous scale is

Vol. 3 No. 1 (January) (2025)

adopted. The choice to deploy an already established scale is grounded on its proven reliability and validity in previous studies. This method guarantees consistency and enable for comparison with present literature. In agreement with (Setia, 2016) this method gathers data via various people at a same time. Convenience sampling will be deployed in gathering the primary data. To guarantee a representative sample from the target population and to minimize errors in sampling, this works as a quick and easy technique of sampling (Jager et al., 2017; Khanam and Tarab, 2023). Furthermore, a sizable population of same interest utilizing online surveys can be feasible to approach. In contrast, this would be challenging as the searching and identification becomes difficult (Azhar et al.,2023). A multifaceted study design in current analysis is employed. A total of 210 questionnaires were distributed, 200 were found useful for data analysis. A causal and quantitative research method is selected as the best suited approach for this analysis because of its capacity to form cause-and-effect linkages and measure variables reliably (Johnson & Christensen, 2012). In the field of leadership studies, quantitative techniques are broadly identified for precision and capacity to extrapolate results across broader populations (Conger, 1998). By measuring these associations, the analysis aims to produce explicit, quantifiable results that may drive business procedures and regulations successfully (Johnson & Christensen, 2012).

Measures
Based on a Likert scale with five possible answers stretching from "Strongly Disagree" to "Strongly Agree" participants were requested to grade all questions. Pertinent publications were captured to deploy the items in the current analysis. Voegtlin (2012) has been utilized as source to adapt the measure of Responsible Leadership. Six items to establish RL within the employees' perspective of supervisory practices were opted in this scale. The Schwepker's (2001) scale was taken for assessment of EC. The seven items were deployed and modified from the viewpoint of medical setting. A scale that was altered from Ji et al (2021) was chosen to evaluate the ESP at last. 5 elements concerning Employee Well Being, while other 5 items relating to Employee Performance are the two areas of Employee Sustainable Performance.

Table 1: Measures Utilized

Constructs	Codes	Items	Source
Responsible Leadership	RL	6	Voegtlin (2012).
Ethical Climate	EC	7	Schwepker's(2001)
Employee Well-being	EWB	5	Ji et al (2021).
Employee Performance	EP	5	Ji et al (2021).

Data Analysis and Results
The partial least squares structural equation modeling (PLS-SEM) approach will be used to evaluate the path analysis of the structural framework through the statistical software Smart PLS Version 4.0. Bootstrapping will be employed in the model to find the path co-efficient and total effects. When sample size is limited

(Chin et al., 2003) or evaluating links between new variables, PLS-SEM is precisely correct approach than all other statistical approaches (Dash and Paul, 2021). Demographic data were gathered through respondent surveys and evaluated deploying SPSS software to compute frequencies. An evaluation of the demographic data describes important understanding into the population under observation. Considerably, a significant majority of the participants (74.80%) are female, which could impact the findings of the analysis considering gender-related viewpoints. Furthermore, the bulk (59.20%) of respondents are below the age of 30, implying a comparatively young sample group. The income distribution reveal that the major group (34.00%) earns between 40,001 and 60,000, along with very less respondents (6.80%) earning under 20,000. This income pattern is reflective of the work profiles within the sample, where position with higher salaries for instance doctors and pharmacists hold a sizable proportion of the participants. These demographic patterns are vital as they offer a framework for analyzing the major findings of this analysis, specifically in comprehending how age, gender, and income levels might affect the observed results.

Measurement Model Analysis

The measurement model will be analyzed through statistical software Smart PLS Version 4.0. The Quality Criteria will be measured through construct reliability and validity, discriminant validity. The connection between an observed variable and its underlying latent constructs is implied by outer loadings. The PLS model's construct factor loadings were all above 0.719, signifying that the internal consistency of the model is strong. Meanwhile, 10 items (EC4, EC6, EP1, EP2, EW1, EW5, RL1, RL2, RL3 and RL4) with poor factor loading values were eliminated. The values of Cronbach's alpha (CA) and composite reliability (CR) were higher than the recommended level of 0.71. Additionally, all constructs exhibited the average variance extracted (AVE) values larger than 0.5. (Hair et al., 2020).

From the work of Hair et al (2017), the heterotrait-monotrait ratio (HTMT) has been employed for assessing discriminant validity. According to (Henseler et al., 2016), an acceptable HTMT value should be under 0.9. Referring to the table, no results were higher than 0.813. This indicates the establishment of discriminant validity within the constructs. Furthermore, the computation of variance inflation factor (VIF) was done to verify the multiple collinearities concern with the calculations. The model did not exhibit any indication of multicollinearity since all of the VIF values were below 5. The values spanned from 1.184 to 1.945 (Hair et al., 2014). The square root mean root (SRMR) values were computed to assess the model fit, whose results were found to be 0.08. A fit index is acceptable when an SRMR value is under 0.08 threshold. It is validated by Henseler et al. (2016) as well.

Structural Model Analysis

After the support of measurement model, five hypotheses have been verified in the present analysis. The bootstrapping method is utilized to deploying the structural model. Thereafter, predictive relevance (Q^2) and coefficient of determination (R^2) were applied to examine the structural model. The Coefficient

DIALOGUE SOCIAL SCIENCE REVIEW

of determination for EC is observed as 0.257. This illustrates RL reflects 25% of the variance in EC. Likewise, the R^2 values of EWB and EP are 0.126 and 0.131 respectively. The demonstration of this could be that EC signifies 12.6% of the variation in EWB and explains 13.1% variance in EP. Consequently, the analysis under observation should deem the determination coefficient as satisfactory. Chin (1998) claims that R^2 values must not be below 0 or 0.1 for it to be regarded permittable. Besides that, the blindfolding method was carried out to investigate the predictive validity (Q^2) of the present framework. Hair et al. (2017) concluded that the model was a fair indicator given the Q^2 values were exceeding zero. By looking at the numbers presented in table 5, all the variables in the framework possess a favorable and substantial influence with EWB and EP. While RL considerably improved EWB (β=0.355, t=3.981, p=0.000) and EP (β=0.362, t=4.960, p=0.000); therefore, corroborating H1a and H1b. Moreover, ethical surrounding is boosted as evidenced by profound positive RL to EC association (β=0.286, t=2.787, p=0.005); therefore, it validates H2 as well. Likewise, a positive passive impact of EC on EWB (β=0.308 t=2.385 p= 0.017) and partially significant effect on EP (β = 0.204 t= 1.890 p = 0.059) was observed. As a consequence, there is evidence in favor of H3a and a mere partial validation for H3b.

Table 2: Demographic characteristics

Variable	Category	Frequency	Percent
Gender	Male	50	25.20%
	Female	150	74.80%
Marital Status	Unmarried	111	55.30%
	Married	89	44.70%
Age	Up to 30	118	59.20%
	31 - 40	47	23.30%
	41 - 50	27	13.60%
	Above 50	8	3.90%
Education	High School	12	5.80%
	Intermediate	8	3.90%
	Graduation	118	59.20%
	Post Graduation	50	25.20%
	Higher Education	12	5.80%
Income	Up to 20,000	14	6.80%
	20,001 - 40,000	31	15.50%
	40,001 - 60,000	68	34.00%
	60,001 - 80,000	50	25.20%
	80,001 and above	37	18.40%
Job Profile	Doctor	40	20.40%
	OT Staff	13	6.80%
	Sweeper	4	1.90%
	Pharmacy	25	12.60%
	Ward Women	12	5.80%
	Supervisor	14	6.80%
	OT In charge	8	3.90%

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DIALOGUE SOCIAL SCIENCE REVIEW

Vol. 3 No. 1 (January) (2025)

	Lab Tech	17	8.70%
	Ward Boy	6	2.90%
	Nurse	12	5.80%
	Forensic Lab	9	4.90%
	Pathology Worker	16	7.80%
	Receptionist	16	7.80%
	Guard	4	1.90%
	Clerk	4	1.90%
Organization Status	Public	97	48.50%
	Private	103	51.50%
Nature of the Job	Contractual	58	29.10%
	Permanent	123	61.20%
	Daily Wager	19	9.70%

Mediation Model Analysis
The boot strapping approach was deployed to investigate two hypothesized mediating association. Path 1 (RL -> EW -> EC): The significant indirect effect (p = 0.044) indicates that EWB acts as a significant mediator between RL and EC. This suggest that effective relational leadership likely improves employee well-being, which consequently raises their commitment to the company. Path 2 (RL -> EP -> EC): The partially significant indirect effect (p = 0.097) implies that EP may also mediate the relation between RL and EC, but this effect is not as strong as the mediation through EWB.

Table 3: Measurement Model Results

Construct	Item code	Mean	SD	Outer Loading	Cronbach Alpha	AVE	VIF	CR (rho_a)	CR (rho_c)	Items Deleted
Responsible Leadership	RL1	3.155	1.031	0.767	0.732	0.692	1.184	0.734	0.817	4
	RL2	3.252	1.031	0.892			1.184			
Ethical Climate	EC1	3.544	1.130	0.762	0.793	0.544	1.945	0.798	0.856	2
	EC2	3.379	1.200	0.714			1.662			
	EC3	3.621	1.133	0.755			1.748			
	EC5	3.272	1.192	0.722			1.458			
	EC7	3.476	1.222	0.734			1.600			
Employee Well-being	EW2	3.524	1.060	0.751	0.702	0.601	1.201	0.704	0.818	2
	EW3	3.515	0.923	0.718			1.408			
	EW4	3.485	1.060	0.850			1.465			
Employee Performance	EP3	3.408	1.110	0.818	0.722	0.638	1.305	0.739	0.841	2
	EP4	3.631	1.079	0.788			1.574			
	EP5	3.631	0.985	0.790			1.487			

Table 4: Discriminant Validity - heterotrait-monotrait ratio (HTMT)criterion

Construct	EC	EP	EW	RL
EC				
EP	0.527			
EW	0.607	0.813		
RL	0.429	0.500	0.520	
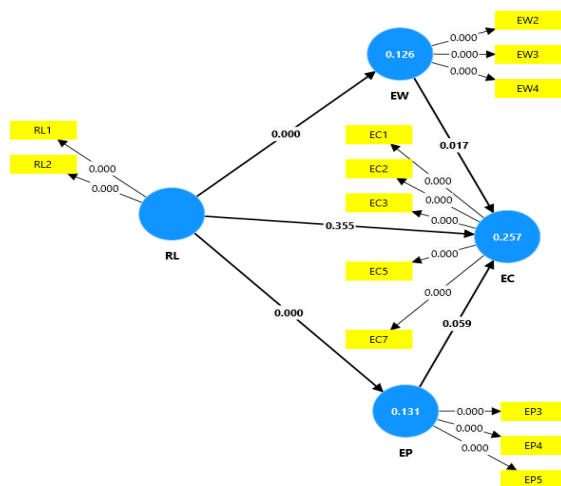
Figure 2 Structural Model

Table 5: Saturated model assessment

Constructs	R²	R² adjusted	Q²	SRMR
EC	0.257	0.234	0.047	0.08
EP	0.131	0.123	0.103	
EW	0.126	0.117	0.089	

Discussion and Conclusion
A fresh perspective to the RL corpus is comprehending RL, EC and ESP via the vantage point of CSR theory. In the views of CSR phenomenon, all pertinent material interests are key building blocks of ethical responsibility. Ethical and just treatment of every employee is the ground of CSR from the standpoint of the staff. This partakes to the achievement of a stable relationship with the enterprises. What a responsible leader is and how it may be linked to staff accomplishment is something that research under observation extends to our comprehension. There has been scarce analysis that considers the combination of RL, EC and ES. Comparatively few research assessments have looked at how RL

makes a difference on ESP (EWB and EP) in particular. Quite intriguing is the discovery of a pleasant and favorable correlation among RL and an ESP and EC. To improve efficiency, mental fitness and sound condition of employees a favorable work environment within the organization is fostered through EC. The present analysis investigated the interdependent relations between responsible leadership, ethical climate, and employee sustainable performance in the organizational context. With the help of a thorough analysis of survey data across both public and private sectors, number of important findings have yielded.

 Firstly, there is a strong correlation between responsible leadership practices and enhanced employee sustainable performance. Leaders who deploy traits like moral judgement, openness, and responsibility promote an atmosphere conducive to sustainable results among staff members. Secondly, a key interceding variable in this connection was discovered to be surrounding where ethics prevail. The effect of responsible leadership on employee performance sustainability is reinforced through a favorable ethical atmosphere, qualified by shared beliefs, opinion, and ethical conduct. Companies with a favorable ethical environment are likely to witness higher congruence between leadership ambitions and workforce actions, hence supporting sustainable performance indicator.

Table 6: Relationship Direct Effect

Constructs	Original sample (O)	T statistics (|O/STDEV|)	P values	Decision
EP -> EC	0.204	1.890	0.059	Partially supported
EW -> EC	0.308	2.385	0.017	supported
RL -> EC	0.286	2.787	0.005	supported
RL -> EP	0.362	4.960	0.000	supported
RL -> EW	0.355	3.981	0.000	supported

Specific Indirect Effect

Constructs	Original sample (O)	T statistics (|O/STDEV|)	P values	Decision
RL -> EW -> EC	0.109	2.014	0.044	Supported
RL -> EP -> EC	0.074	1.659	0.097	Partially Supported

Theory And Practical Implementation
The pragmatic ramifications of this analysis would lend a hand in the medicine domain alongside supervisors and HR managers. Mandatory RL incorporation into an ethical environment with the purpose to achieve the maximum advantages for all the parties involved is the posit of this paper. RL will raise the implication of personnel in medicine domain through their wellness and efficacy (e.g. workplace wellness and security, contentment, parties' involvement, staff long-term stay, work and life equilibrium) along with eco-friendly practices of the company (e.g. excellence in treatment, contentment among patients and economical productivity). Moreover, to assist HR personnel comprehend the

significance of RL and foster relevant conducts, such as motivating staff members to keep up with ethical conduct and favorable acts, a thorough initiative for the advancement in leadership should be implanted (Khanam and Tarab, 2023). In the opinion of (Barling et al., 1996), formation of influencing abilities as well as process of acquisition are sped up through training. As Pless and Maak (2011) stated, it is also plausible to gain characteristics of RL in absence of explicit training. A moral ground is built by RL to keep employees for the strategic growth of the company, to affect EP alongside mental wellness. Hence, the study implies that businesses must ensure leveraging RL capacities that managers offer as a way to encourage and involve staff. Additionally, from a business perspective, companies need employees to be 'ready' for strategic job steadiness with the intent to bolster the broad structure's effectiveness in a robust and beneficial way. A philosophically monitoring one-self approach of the workforce that includes preserving consistency in regenerating resources and avoiding investment while Achieving Job Performance Goals (Ji Et Al., 2021).

Limitations and Directions for Future Research

As all researches have some limitations, this one has too. Initially, although the data of this analysis is cross-sectional in nature, causation can be assessed by utilizing a longitudinal and experimental analysis pattern. Longitudinal data can easily be deployed for potential analysis. Second, since the research is restricted to the medical personnel in Pakistan, the execution of the analysis is limited. Although, in future studies, any other industries, for instance the banking, travel, hospitality, information technology (IT) sector could be analyzed. The small sample size is the third drawback of this research. Potential research should consider employing an adequate sample set. Fourth, while a random sample approach may compute different results, this analysis opts for a convenience sampling approach. Lastly, this study investigates how RL influences ESP (EWB and EP) in the existence of a mediator. Potential analysis might explore this limitation by looking at moderating factors connected to the EC.

Companies must promote leadership development initiatives that focus responsible leadership traits. Training programs must concentrate on developing ethical decision-making skills, promoting openness and responsibility among present and potential leaders. To boost the ethical environment within the health care industries, leaders must daily evaluate the complement of business values with staff's perspectives and conduct. Promoting transparent means of communication and cultivating an environment of faith can considerably impact employee involvement and devotion to organizational sustainability objectives. Continuous reviews and synchronization grounded on data-driven conclusions guarantee continuous refinement and continuity with company goals. By implying these suggestions, companies can make a supportive culture where responsible leadership and ethical behavior are not merely motivated but also instrumental in fostering sustainable performance and acquiring long-term goals.

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Vol. 3 No. 1 (January) (2025)

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