Leader Member Exchange and Unethical Pro-Organizational Behavior: Mediating role of organizational commitment

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ABSTRACT

In this Study, an attempt is made to confer on unethical pro organisational conduct the influence of the Leader member exchange under the presence of organisational commitment as mediator and Corporate Ethical value as moderator in Pakistan's private sector organisation. To collect the findings from numerous regional educational institutions presented in the Gujrat district, a survey-based questionnaire was used. This analysis was conducted with the aim of addressing five critical questions comprehensively. First, to what degree does un-ethical behavior apply to leader member exchange? Secondly, to what degree does leader member exchange apply to organization commitment ? Thirdly, to what degree does organization commitment apply to un ethical pro organization behavior ? Fourth, since cooperate ethical value is often used as a moderator, what is the partnership between leader member exchange and UPB? Fifth how the presence of organisational involvement affects the interaction between leader member exchange and un ethical pro organization behavior. Via a questionnaire-based survey among the workers of the educational institution, the analytical findings were drawn. The data were obtained from 300 team members at multiple hierarchical levels of the organisation. By cross tabulations, informative figures and associations, the data is consequently evaluated. Via multiple linear regression models and commonly used mediation measures, the research hypotheses are analyzed. The research uses SPSS 24.0 for data collection and processing. Study findings indicate that the existence of leader member exchange in workplaces has a major positive influence on the dedication and degree of happiness of workers. A good leader member exchange with workers demonstrates the organization's attachment, but actions can be immoral, bringing damage to the company. Therefore if monitor and keep the organisational ethical value big, and leader can consider the organisation as fair, they endorse beneficial behaviour. The results supplemented by literature help stress that these popular leader member exchange should be promoted inside workers as immoral conduct. These empirical results were focused on senior management in private sector organisations that foster an operational atmosphere to boost engagement,

satisfaction and overall performance of the enterprise. It was highly proposed that these types should be used in other relevant sectors and organisational environments for more study. It was also proposed to use factor analyses and other factors to assess the leader-employee interaction utilizing these leadership styles.

INTRODUCTION

"Leader-member exchange (LMX) is the phrase to define the consistency from the interaction among frontrunners and assistants and in recent years has develop a subject of concern" (Liu, Lin, & Hu, 2013). The relation between LMX and authoritative effects, for example, representative activities and affiliation accountability, has attracted researchers (Liu et al., 2013). Many of these researchers, though have concentrated on the interaction between LMX and constructive attitudes of employees (Liu et al., 2013) without recognizing, for example, UPB habits, harmful activities.' Usually, scholars (Leonard & Cronan, 2005) "have observed that it is not feasible to use human traits to justify immoral activity as a whole." In fact, though, UPB, because of its trait of pro-organization, is quick to be ignored or acquiesced by the organisation. Studies also shown that UPB can damage the long-term goals of the company, and may in certain situations facilitate UPB in those constructions generally considered to be helpful to the organisation, such as ethical headship and transformational leadership. Yet the analysis of the UPB's history and forming process remains unusual overall. Integrating the philosophy of social interaction and this analysis examines how boss exchange interactions encourage immoral employee behaviors?

A deep body of literature has attracted the notion of leadership, starting from novels and biographies to how-to guides and science studies the influence of leadership is crucial in the military, government, academia, politics, and indeed in any profit or non-profit institution. Leadership has been widely conceptualized and researched in health science, business management, and military studies. Frequent leadership study experiments are challenging to group into groups of methods (Characteristics, behaviors, and types). The challenges remain highlighted by (Stogdill, 1974), who's accomplishes that's Here remain about as numerous distinct meanings of supervision as here are people that have tried to describe the term." In terms of signature individual characteristics, early research has identified leadership: Some people somehow are born with an inborn quality to lead them. Further study transfers attention on two leaders' behavioral functions: structure initiation (Course of the assignment) and concern (employee-centered). Then, the eventuality principle of Fiedler is added, where bests practice various "types of leadership based on the condition of the collective mission and the essence of the interpersonal relationships with the leader and hence the fans. But these initial leadership hypotheses were not fully sufficient, so many other theories have been developed in the past 20 years. One of the newest is the principle of leader-member interchange (LMX); its core emphasis is on the bond and connection (a dyadic exchange) between the boss and thus the

subordinate, as compared to the leader's attributes, actions, situational kinds, or the other factors. In order to address the demands of the 21st century's intensely dynamic and ever-changing world economy, businesses have come to recognize LMX and how it leads to the sustainability and viability of company activities. The analysis detailed here discusses the quality of the LMX relation on the devotion of the subordinate. The findings could support policy-making directors and HR professionals to promote programmers such as workforce preparation and professional growth of leadership and to influence the potential of the company positively. Previous research analyse the framework of citizenship activity based on reports by representatives (Wayne & Green, 1993) examine the effect of LMX on employee citizenship behaviour from the member's rather than the leader's point of view. The research develops and draws on the study of Wayne and Green by exploring the interaction between LMX and hence the ramifications of OCB, since the root is the member.

"Previous research analyzing such immoral actions intended to help the company has been described in numerous forms and utilizing different definitions" (Matherne III & Litchfield, 2012)"Identified certain activities that are primarily intended to benefit the institution as an agency as Form O organisational misconduct (OMB)" (Robinson, Lloyd, & Rowe, 2008), whereas Cullinan and colleagues use the term organ misconduct (OMB) (Robinson et al., 2008) (Epstein, Atkins, Cullinan, Kutash, & Weaver, 2008). "These actions usually addresses external targets, such as other organisations, clients, or other social structures and agencies" (Alias, Rasdi, & Said, 2012). In literature, certain immoral actions vary slightly when the focus point of gain and disadvantage varies based on the form of wrongdoing. Normative activities in interpersonal environments involve those that are anticipated within the particular organization's environment. Organizationally positive misbehaviors rely on actions that as opposed to corporate expectations, contradicts social norms. Examples of profitable misconduct involve intentionally marketing an inferior commodity, deceiving a buyer to market the company, or falsifying records to make the enterprise more financially successful than it actually is. Such actions may be deemed advantageous to the company, but in exchange it affects a greater function of citizens or breaks any intrinsic social code. Based on studies of the ethical climate-UPB partnership (Nguyen et al., 2020) we expect that the beneficial relationship between belonging and UPB would be greater while CEV is weaker. In brief, we consider using a moderated mediation model (as seen in Figure 1) to regularly examine the relational paths by which the UPB and the boundary conditions of workers are performed and affected; this model will help enterprises better grasp the processes that cause UPB and thereby efficiently deter such behaviour in the workplace.

The aim of this research is to guard the impact of the affective engagement of people on immoral pro-organizational actions. In a variety of respects, this research adds to literature . Next, we investigate empirically a kind of immoral behaviour that has not yet gained adequate scientific help (Umphress, Bingham, & Mitchell, 2010). The theoretical and experiential function of UPBs is strengthened by our research. In addition, while many studies have studied potential UPB contexts, such as organisational identity (Nguyen et al., 2020) and social interaction leaders (Nguyen et al., 2020), organisational participation has not been explored as a context. In addition, by adding explicitly, we extend previously adding this region, Furthermore, we extend previous add this area by adding specifically, we propose that the impact of LMX on UPB is mediating by employees organizational affective commitment.

Literature Review

leader membership exchange

LMX is a dyadic philosophy, based in function theory and social interaction theory (Scandura & Pellegrini, 2008)Good quality LMX supervisor partnerships, marked by faith and emotional support (Dienesch & Liden, 1986) Subordinates reap many benefits from these high-quality partnerships, including formal and informal incentives, favors, adequate access to superiors, and improved contact (Harris, Wheeler, & Kacmar, 2009). Subordinates have exchanges with their bosses in poor-quality LMX relationships that represent low morale and expressive provision levels. Higher LMX is characterized through greater trust, greater encouragement, and more regular interaction among the dyad participants (Ariani, 2012). In a number of workers and in different organisational settings, high LMX need been shown towards contribute meaningful organisational and person outcomes. Higher interpersonal participation, lower attrition intentions, and more organisational citizenship actions have also been correlated with High LMX (Ariani, 2012). Individuals who enjoy high LMX would have high interpersonal dedication that is affective. The theory of LMX is a branch of the theory of social exchange which explains how leaders establish new exchange ties with different subordinates of the same party over time. The quality of the exchange relationship between a worker and his or her supervisor is described as LMX (Erdogan, Kraimer, & Liden, 2004). Leader member exchange, especially for participants, remains commonly originate to be correlated With positive variables relating to performance and attitude. These ones, these influences include success scores (Liden, Wayne, & Stilwell, 1993) total satisfaction (Liden et al., 1993), organisational participation (Hsu, Hu, Liu, & Peng, 2009) and understanding of position (Hsu et al., 2009).

unethical pro organization behavior

"UPB is unethical behaviour, or activities that are unlawful or socially objectionable to the wider society" (Umphress, Bingham, & Mitchell, 2010) "UPB requires commission and omission actions that are diverted by more culture to immorality." In addition, "UPB is pro-organizational conduct not defined or directed by supervisors in specific work descriptions, but is approved available to support, assist the organisation" (Brief & Motowidlo, 1986). Reliable with theoretical work" (Umphress et al., 2010), our emphasis on dishonest conduct that the affiliation wished to gain could link beyond the adversarial and conceited perspectives on corrupt leadership." It is likely that individuals can see that they profit from the benefit of the association in the same way. Our beginning of UPB, as needed, is not isolated from self-captivated points of view on untrustworthy leadership. UPB compares with business-related exercises such as bumbles, misunderstandings, or unconscious focus, as employees may take an interest in overt manipulation without a clear way of helping or hurting. UPB would require essentially unethical actions that are motivated, somewhat to favor the membership. The undeniable outcome of their exercises may drift off-track from their targets and may eventually inflict damage (e.g., pounding embroiling documents to guarantee the affiliation may raise the concerns of foreign inspectors and brief penalties or further unfavorable results) regardless of the way laborers can attempt to assist partnership by engaging in UPB. UPB will however, inevitably yield undesirable and even harmful effects. "In empirical" (Umphress et al., 2010), theoretical (Prado Pérez et al., 1996), outcomes of immoral behaviour are essential and are discussed.

organization commitment:

Commitment is a business commitment mentality displayed by workers. It derives from the combined conviction of the workers that the organization's priorities, ambitions, and principles are congruent with their own. As stated by (Sackett, 2002), in terms of principles and aims, loyalty is the "relative intensity of an individual's identification with and participation in the organisation." Reports (Michael, Evans, Jansen, & Haight, 2005) that dedicated workers have a low attrition rate and low absenteeism are correlated with improved organisational efficiency. Therefore it is important that managers recognize the value of maintaining a constructive partnership with their respective subordinates. The boss should explicitly state the organization's priorities, purpose, and vision and most importantly, the position that each subordinate plays to the company operations. An corporate culture that gives such knowledge instills a sense of identity and a strong sense of affiliation with the organisation, thus improving the loyalty of the subordinate to the organisation.

Organizational loyalty relates to the strength of the identification of persons with a single entity and their attendance. Job fulfillment in conceptual frameworks is viewed as a causal backdrop to affective organisational participation. Organizational involvement, according to (Vandenberg & Lance, 1992), causes work satisfaction. Affective workplace participation is at the center of employee fulfillment. Organizational loyalty represents the perceived strength of an individual's affiliation with and interest in the organisation (Vandenberg & Lance, 1992). Whether he is happy with the organisation, the person would be active with the organisation. (Williams & Hazer, 1986)noticed that engagement is causally affected by satisfaction, while a review by (Bateman & Strasser, 1984) revealed that engagement is causally behind satisfaction. Either of the proposed causal connections between work satisfaction and organisational engagement were not confirmed by (Bateman & Strasser, 1984)

Cooperate ethical value:

A multifaceted construct is organisational culture. In defining business culture, for instance, (Hunt, Wood, & Chonko, 1989) concentrated on the behavioral regularities found in the relationships between individuals, (Homans, 1950) wrote of the conventions that emerge in working groups, (Hunt et al., 1989) highlighted the ideology that determines organisational policy, and (Van Maanen & Katz, 1976) highlighted the guidelines for an organisation to get along. More recently, corporate culture has been defined as the assumptions, views, priorities, experience and values held by representatives of the company (Cheng, 1993). According to this view, while ideals are just one element of organisational culture, they are considered to be extremely influential in directing the behaviour of citizens in community in general and organisations in particular (Hunt et al., 1989). Values help describe the "heart" of individuals for society-what they enjoy, dislike, or are just indifferent to. They begin to understand why people make choices and what they are able to give up. Values provide a wider outlook about what humans are, will be, and can become (Hunt et al., 1989). For an organisation, values help to express a sense of belonging to its people, strengthen the cohesion of its social structure, direct the attention of managers to critical problems, influence managers' corresponding decisions, and promote dedication to something greater than themselves (most important to our research) (Barney, 1986). Organizations which have several principles that are clearly defined by marketing, such as values that direct the consistency of the product and service,

promotional material, delivery channel preference, and consumer care. Both these particular principles, though are underpinned by organisational ethical values. These principles help to create and preserve the norms that delineate the "right things to do and the "worth doing" things (Jansen & Von Glinow, 1985). Such ethical principles, in particular, will impact the decisions of people and contribute to acts that are beneficial for organisations (Hunt et al., 1989).

leader member exchange and unethical pro organization behavior:

The study into the Leader Participant Exchange began in 1972 and varies from conventional leadership theory in that the basic principle of LMX is that leaders interact with their subordinates in multiple ways, both in terms of social and economic operation (Loi, Mao, & Ngo, 2009). (The 2009 Loi, Mao, & Ngo, respectively). Leaders create distinctive associations, known as "in-group" members with a handful of their peers. Those employees who develop a relationship with a supervisor get more benefits in the workplace, such as mentoring (Liu et al., 2013). (Liu et al., 2013, respectively, respectively). Because of the philosophy of social collaboration (Whitely, Dougherty, & Dreher, 1991), and improved pay, in-group workers gain more support from their boss, obtain more work-related skills, have more benefits, and earn greater incentives, such as job protection and career advancement (Schriesheim, Neider, Scandura, & Tepper, 1992). (from Schriesheim, Neider, Scandura, & Tepper in 1992). In return, the manager will obtain higher levels of confidence and assistance from in-group employees. Subordinate expectations of justice and their confidence in their superiors are key factors that influence immoral behaviour in the development of social interaction relationships between supervisors and subordinates (Trevino & Brown, 2004). (With Trevino & Brown in 2004). The partnership between leaders and workers in social participation depends on faith (Trevino & Brown, 2004). (With Trevino & Brown in 2004). If a subordinate is secure with his or her boss, he or she may increasingly represent the organisation by positive activities, such as conduct of good citizenship (R. C. Mayer & Gavin, 2005), and reduce his or her harmful attitudes, such as revenge (Liu et al., 2013). (Liu et al., 2013, respectively, respectively). Therefore, if LMX is held at a low stage, it will raise the likelihood of immoral behaviour of employees. Employees would not personally injure their boss in general, since deliberate retaliation behaviour is often synonymous with revenge. Therefore, if a person is in a disharmonious relationship with his or her director, through participating in unhealthy work habits, he or she can create problems with the entire community (Liu et al., 2013). (Liu et al., 2013, respectively, respectively). In contrast, "out-group" workers would get no extra consideration from their managers compared to in-group employees, a situation they would view as unequal. Employees with a smaller LMX are also more prone to engage in dishonest actions to sustain their perception of unequal discrimination than workers with a greater LMX.

Ethical leadership theory's core tenet states that ethical leaders model ethical actions and control the ethical behaviour of adherents by the introduction of incentive and punishment schemes (Brown & Treviño, 2006). The principle of social learning thus postulates that followers imitate the rational decision-making of the leader and think over what is correct or wrong to do (Brown et al. 2005). (In 2005, Brown and others). That may also mean that if employees deem their boss to be of an outstanding nature, they would be less prone to participate in unethical behaviour in the workplace. This initiative offers a set of observational findings (D. M. Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009). (D. M. Mayer et al., 2009) observed that manager ethical

leadership is mediating the impact of upper management ethical leadership on the mechanism of group-level deviance. Building on this research, (D. M. Mayer et al., 2009) reveals that the adverse relationship between the ethical leadership of the supervisor and subordinate wrongdoing is fully regulated by the ethical climate, in some words, ethical leaders mitigate the likelihood of their subordinates participating in immoral actions by establishing an ethical environment in which people are confronted with what certain sources, thoug thoug (Miao et al., 2013). Analysis (Miao et al., 2013), for instance, suggests that supervisory guidance may not impact the tendency of banking industry subordinates to participate in deviant conduct. Similarly, there is little proof about ethical leadership and counterproductive actions by a large group in the restaurant sector (Detert & Burris, 2007). The UPB's pro-organizational heart ensures that the partnership between ethical leadership and subordinate UPB is not linear in nature, while one of the UPB's hallmarks is unethical behaviour. As previously stated, researchers have presented different ethical leadership frameworks beyond the theory of social learning, such as the theory of social exchange (Walumbwa et al., 2011). Ethical leadership can be required to develop a high-quality social partnership with the subordinate, based on the principles of the philosophy of social exchange (P. Blau, 1964), given that ethical leaders usually deal with dignity, trust and consideration of their subordinates (Miao et al., 2013). In response, this could contribute to the subordinate reciprocating in the manner of actions that their boss needs. For instance, (Miao et al., 2013) finds that the expectation of the follower of his/her leader's ethical leadership is positively associated with his/her degree of partnership (LMX) with that leader. Similarly, (Avey, Palanski, & Walumbwa, 2011) note that LMX is partially mediated by the relationship between ethical leadership and employee performance. In the review of ethical leadership literature (Avey et al., 2011), the concept of social engagement is also included to explain whether followers of ethical leadership guidance engage in prosaic practices or refrain from deviant or unethical behaviors. However, the likely negative effects of healthy social interactions-UPB-are not taken into consideration. (Umphress et al., 2010) suggest and experimentally demonstrate that the employee's positive reciprocity values, along with a strong feeling of organizational identification, work together to activate the UPB, our first employee hypothesis:

Hypothesis 1: leader-member exchange will be positive related to employee unethical behavior.

Corporate Ethical values As a Moderator

'According to hypotheses of personal-context interaction, the actions of individuals is impacted not just by individual influences, then likewise by setting (Magnusson & Stattin, 1998)''. (Umphress & Bingham, 2011) also argued that if the corporate meaning is unclear, immoral activities can be assumed to be indirectly condoned. They recommended that workers remain additional eager to partake in Unethical Pro organization Behavior inside immoral organisations than persons in moral organisations. Ethics principles or moral context, on the other hand, are recognised as a force creating a superior sense of ethics in an organisation (Andreoli & Lefkowitz, 2009). For this purpose, as the moderator of our study, we selected CEV, which is described as "a fused of the individual moral principles of managers and both the organization's formal and informal ethics policies" (Hunt et al., 1989).

The sensation of personal involvement in an environment is a sense of closeness to the boss, such that individuals in the spiritual setting perceive a fit or consistency with

the organisation (Cockshaw, Shochet, & Obst, 2013). As employees experience social interaction with their companies, under high CEV, employees may clearly perceive the high demands of their employees of the corporation in terms of laws, regulations and ethical norms (Fu, Deshpande, & Zhao, 2011); in this context, while employees may assume that achieving returns is important for their organisations, their probability of engaging in unethical activities "In particular, high-ownership employees would cover up unethical acts in an egoistic ethical climate to preserve business assets and have moral justification for their conduct, utilizing excuses such as "I did this for me and "the company's benefit interest first" (Martin, Kish-Gephart, & Detert, 2014), which ultimately leads to UPB. which ultimately leads it to

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H2: therefore we suggest that CEV moderates the relationship between belongingness and UPB so that the positive relationship between belongingness and UPB will be significant only when CEV are weak.

leader member exchange and unethical pro organization behavior:

LMX is a dyadic philosophy, based in function theory and social interaction theory (Dienesch & Liden, 1986) (Cropanzano & Mitchell, 2005). Good quality LMX supervisor partnerships, marked by faith and passionate sustenance (Dienesch & Liden, 1986). Subordinates profit from these first-class partnerships, with recognized and informal incentives, favor, adequate contact to superiors, and improved contact (G. B. Graen & Scandura, 1987) (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008). Subordinates have exchanges with their bosses in poor-quality LMX relationships that represent low morale and expressive sustenance levels. High leader member exchange are marked through better confidence, greater encouragement, then additional regular contact between the participants of the dyad (Ariani, 2012). In a range of workers and in a complex organisational setting, high leader member exchange must shown to contribute to meaningful organisational and person performance. Higher interpersonal participation, lower attrition intentions, and more organisational citizenship actions have also been correlated with High LMX (Ariani, 2012). Individuals enjoying high LMX would provide a high degree of affective organisational participation. So dedication is an attitude of organisational allegiance shown by staff. It derives from the combined conviction of the workers that the organization's priorities, ambitions, and principles are congruent with their own. As stated by (Mowday et al., 1982), in terms of principles and aims, engagement is the "relative intensity of the identification of a person with and participation in the organisation." (Ostroff, 1992) states that dedicated workers have a low attrition rate, low absenteeism and are correlated with improved organisational efficiency. Therefore it is important that managers recognise the value of maintaining a constructive partnership through their individual assistants. The boss must explicitly state-run organization's priorities, purpose, and vision and most importantly, the position that each subordinate plays toward company processes. Corporate nation that gives knowledge instils a intelligence of identity then a strong sense affiliation by the organisation, therefore improving loyalty of the subsidiary to the organisation. OC is correlated to LMX as well. Those workers that are deemed part of the in-group of a

boss have a high-quality exchange, according to LMX hypotheses. This suggests that workers who experience high LMX will fall into an in-group, whilst others will perceive that they are part of an out-group. In-group workers gain more task-related support from managers, such as higher volumes of knowledge, power, participation, latitude, trust, and concern; thereby representing positively greater attitudes to work. Restated, LMX applies to dyadic supervisory transactions of employees that have been shown to influence the OC of employees.

The basic concept of the theory of LMX is that managers establish multiple forms of relationships with their subordinates inside work units. The level of corporeal or rational commitment, physical capital, data societal encouragement shared among the superintendent and the subsidiary defines the environment of these relations (Liden, Sparrowe, & Wayne, 1997). It can also be stated that there is an elevated LMX partnership requires a larger exchanges between the two parties of effort, energy, and help, whereas a out group LMX relationship is marked by a Restricted exchange between the two sides of initiative, money and assistance. A simple inference of the LMX studies is that LMX is closely related to worker performance and better involvement. (Liden et al., 1997). The beneficial suggestion among LMX and organisation engagement has been repeatedly shown in other research (Ansari, Hung, & Aafaqi, 2007). Previous study has found that in-group participants are usually more happy, higher leaders and more dedicated than out-group members (Allinson et al., 2001). Latest research has repeatedly demonstrated that LMX has a straight impact on corporate participation (Leow & Khong, 2009). Furthermore this observation was endorsed by (Leow & Khong, 2009), who claimed that LMX correlates favorably with organisational engagement. Furthermore, (Ansari et al., 2007) reported that "specialized," "esteem," "input," and "move" correlate absolutely with affective-normative engagement, but remain harmfully related with continuing assurance, particularly with regard to "upset." Furthermore, (Allen & Meyer, 1996) noted that continuing engagement is usually not related to professional involvement.

Hypothesis 3: leader member exchange will be positive related to organizational commitment

organizational commitment and unethical pro organizational behavior

LMX is a dyadic philosophy, based in function theory and social interaction theory (Dienesch & Liden, 1986) (Cropanzano & Mitchell, 2005). Good quality LMX supervisor partnerships, marked by faith and expressive sustenance (Ansari et al., 2007). Subordinates profit from these in group partnerships, with official and familiar incentives, favor-doing, adequate admission to superiors, and improved contact (G. B. Graen & Scandura, 1987) (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008). Subordinates have exchanges with their bosses in poor-quality LMX relationships that represent low morale and emotional support levels. High LMX exchanges are marked by better confidence, greater encouragement, and additional regular contact among the participants of the dyad (Ariani, 2012). In a range of workers and in a complex organisational setting, high leader member exchange must been shown to contribute to meaningful organisational and person performance. Higher interpersonal participation, lower attrition intentions, and more organisational citizenship actions have also been correlated with High LMX (Ariani, 2012). Individuals enjoying high LMX would provide a high degree of affective organisational participation. So dedication is an attitude of organisational allegiance shown by staff. It derives from the combined conviction of the workers that the organization's priorities, ambitions,

and principles are congruent with their own. As stated by (Mowday et al., 1982), in terms of principles and aims, engagement is the "relative intensity of the identification of a person with and participation in the organisation." (Ostroff, 1992) states that dedicated workers have a low attrition rate, low absenteeism and are correlated with improved organisational efficiency.

The principle of LMX notes that managers create various organisational systems based on the workers' position and the activities they need to be completed. The essence of these partnerships is characterized by the expenditure in time, resources, resources and an expectation that this person – and he/she represents a "peer" in the workplace – can deliver great results (Liden et al., 1997). It is often claimed that a high-quality partnership includes a greater scope of cooperation, an equal amount of effort, and a significant amount of support from one party to the other. If a low-quality LMX standard is characterized by a small scope of cooperation, an equal amount of effort, and assistance from one person to the other, then this is how one can depict a circumstance where all parties have reasonably equal access to an exchange. The findings of LMX research are strongly convincing in that they repeatedly indicate that LMX is clearly linked to feeling satisfied by one's role and organisational commitment (Liden et al., 1997). Although the impact size of the helpfulness effect is minimal, it remains a notable empirical predictor of organisational involvement (Ansari, Hung, & Aafaqi, 2007). In previous research, people who described themselves as part of the in-community group were shown to have higher levels of satisfaction, leadership and commitment (Allinson et al., 2001). The new experiments have consistently demonstrated that LMX has a significant effect on a company's degree of involvement (Leow & Khong, 2009). And the above mentioned memory for the encounter has been found by (Leow & Khong, 2009) who reported that LMX correlates quite favorably with organisational interaction. More precisely, the Ciemernik-Bakker et al. (2015a) paper showed that the professionals presence has a beneficial relation to personal consequences, which is always not the case for continued participation. Additionally, (Allen & Meyer, 1996) observed that professionals continuers generally don't include themselves as professionals so they do not experience too much about the affective-normative facets of the work.

Hypothesis 4: organizational commitment is positively related to unethical pro organization behaviors.

The mediating effect of organization commitment:

In a range of workers and in an overseas organisational sense, high LMX exchanges were found to contribute to meaningful organisational and person performance. A variety of studies show that high LMX is correlated with lower attrition and better efficiency and competitiveness with respect to organisational results (Ariani, 2012). The affective connection that workers develop with their company, according to (Gerstner & Day, 1997), can be primarily dependent on the affective bond they have with their immediate boss, since their supervisor usually has a clear and substantial effect on their everyday work understanding. If followers don't feel devoted to their business and don't like their work condition, their manager might take credit for it, and then consider their LMX to be poor. (Schyns & Wolfram, 2008)

In group people, for instance, are treated as faction workers then earn additional support from their managers, contributing to greater work satisfaction. In comparison, faction workers remain likely to increase more in-service data and additional rights relative to out-group employees, which will enable them to enhance their efficiency,

accomplish corporate objectives, and increase additional economics and social advantages, as such appreciation from peers and higher organisational compensation. Risk workers engaged in immoral actions is decreased by any of these variables. In comparison, as opposed to in-group workers, Other in workers are likely to perceive mistreatment, and they achieve fewer social exchange, contributing to disappointment at their life work. Furthermore, not getting access to work-related details and rights suggests that out group workers appear to enjoy poorer monetary benefits and lower overall public contact their with boss, contributing to further discontent. Therefore, out-group workers are more prone to indulge in immoral behaviour, as such bribery then property misuse, in direction to demonstrate their frustration. In particular, implies that the association between LMX and immoral actions is influenced by work satisfaction.

The debate above has brought us to the following hypothesis:

Hypothesis 5: organizational commitment will mediate the relationship between LMX and UPB

Conceptual frame work:

Depending on the above discussion and literature the following conceptual structure is built for study.
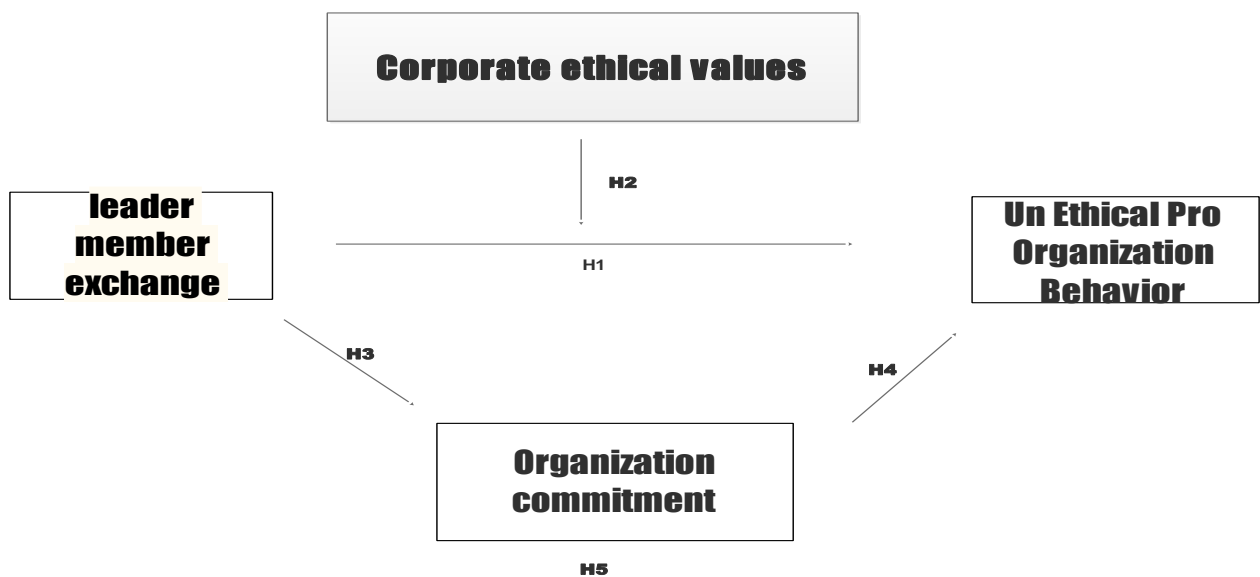
Methodology

Methodology section explains the study methods then technique are castoff to investigate a research problem and reason for the particular techniques. This chapter also discusses the specific procedure of how the data obtain, selected, processed and evaluated. Moreover, the variable of the study also discussed.

Research Methodology.

Research methodology basically helps us to find the answer the research question or achieve the research goal. So in this study the purpose of this research was to investigate the relationship between leader member ship exchange and unethical pro organization behavior under the mediation of organization commitment with moderation of corporative ethical values. To achieve the desire objectives, descriptive research phenomena was used. Also, the study was analytical and correlational in

nature. The researchers were interested in finding positively perceived construct i. e. organization commitment: directly or indirectly mediate the relationship among LMX and UPB in Pakistan private education sector.

research elements and procedure

Unit of Analysis And Time Horizon

The unit of analysis for this research are individual employees working in different educational institutes which are comprised of different departments, including the admin principle and coordinator, and teachers. The survey for data collection was conducted in the district of Gujrat.

Cross sectional data was collected from employees at different levels working in different schools and colleges. The data was accumulated at an individual level and for examining the hypothesis of the study.

Study setting and interference

The research was done in a non-contrived setting, i. e. with a minimum of researcher intervention. At first, permission was taken from the admin. After the approval was taken, the survey was carried out through the distribution of a self-administered research questionnaire to the institutes (Pakistan International Public School and colleges, Punjab College, ILM group's colleges and allied schools) employees and their corresponding supervisors. Through the dissemination of a population letter, responding workers were promised that their information would be kept private. Identifiable inspection codes were assigned to each questionnaire for the survey, and these codes were then input into the system.

Study variables

Independent variable

Leader member ship exchange is the first independent variable for the study. LMX is defined as the quality of the exchange relationship between an employee and his or her supervisor (Erdogan, Kraimer, & Liden, 2004).

Depended variable

Unethical pro organization behavior is depended variable for the study. "UPB is unethical behavior, or acts that are either illegal or morally unacceptable to the larger community" (Umphress et al., 2010) "UPB contains actions of commission and omission that are redirected immoral by more culture". Additionally, "UPB is pro-organizational behavior neither specified in formal job descriptions nor ordered by superiors, yet is carried out to benefit or help the organization" (Brief & Motowidlo, 1986).

Mediating variable

In this research, organizational commitment is utilized as a mediation variable. Employees that are committed to the business have a strong sense of loyalty to the organization. It comes from the workers' shared conviction that the organization's goals, objectives, and values align with their own. In terms of values and objectives, according to (Mowday, Porter, & Steers, 1982), commitment is the "relative degree of an individual's identification with and participation in the organization." Committed workers are linked with higher organizational performance, low turnover, and low absenteeism, according to (Michael, Evans, Jansen, & Haight, 2005).

Moderation variable

In this research, Corporate Ethical Value was utilized as a mediator. Recently, corporate culture has been described as the common assumptions, beliefs, objectives, knowledge, and values of organizational members (Cheng, 1993). Though values are just one component of corporate culture, they have been hypothesized to be very important in guiding the behavior of people in society in general and companies in particular (Hunt, Wood, & Chonko, 1989).

Control variable

Individual variance in socio demography may influence job satisfaction and organizational commitment. Therefore, employees' education, gender, experience, and marital status are incorporated as control variables in private organizations in Pakistan.

population and sample

All the permanent and contractual employees are posted in the district of Gujarat in private institutes. The population of this research is usually categorized into two types, i. e. staff occupied by principal coordinator, admin and teachers. Keep in view of study variables, the population if the study has been chosen, includes leaders' membership exchange, unethical pro-organization behavior, and organizational commitment and corporate ethical values. The population comprises both male and female staff. The total number of employees working at the time of data collection in the private sector of education in Gujart is approximately 2000.

Sampling design

The study shows that the characteristics of interest are normally dispersed among the workers of the educational institute. Therefore, we used a non-probability convenience sampling technique, in which we selected respondents on the basis of our convenience for getting responses.

Sampling size

According to (Shafique, Qadeer, Ahmad, & Rehman, 2011), the selection of the optimal sample size minimizes the risk of sample error. Since the total number of target population was known, we used online sampling calculation via research advisor (2006) to get the required number of samples. According to following sampling guidelines provided by the research advisor (2006), a sample of 300 (for a population of 1500 individuals with 95% confidence level and 5% margin of error) was required.

Data collection

Instruments and administration procedure

The primary data for the study was gathered through a self-administrative survey questionnaire from Pakistan International Public School, ILM college, Punjab group of colleges, and allied schools in Gujarat. The formulated questionnaire was partitioned into five segments. The primary segment covers demographics, including name, marital status designation, experience, education etc. The second segment includes items for the measurement of leader membership exchange. The third segment includes unethical pro-organizational behavior measurement items. The fourth segment includes organization commitment measurement items, and the fifth segment includes measurement of cooperative ethical values.

A survey was then conducted via personal visits to schools and colleges. Researchers under take many sittings with their relevant work at their workplace. Everyone was guaranteed confidentiality of their information and their participation was voluntary. Email was also used for distribution and collection of data. Distributed questionnaires were directly received by the researcher either on the following day or after a span of a few days, but not later than one-week maximum.

To meet the required sample size, researchers distributed 500 questionnaires to different schools and colleges. 300 (the actual sample) responses were received out of 500 responses. The response rate was almost 60%, which is highly acceptable. Out of the remaining 200 survey forms, 100 were returned entirely blank, 40 were half-filled, 29 had multiple answers, and 31 were returned completely blank.

Measurement and scale

Four variables are measured in this research: leader membership exchange, unethical pro-organization behavior, organization commitment, and Corporate Ethical Value. The question was setup in such a way that each section's measuring format is unique in relation to the next.

Demographics

The first segment of the questionnaire holds demographic questions like name of respondent designation (a four-point scale is used to measure which [1] teacher [2] coordinator [3] admin [4] mentor

Leader membership exchange

Leader membership exchange was measured using a 7-item scale developed by (Scandura & Graen, 1984). A sample includes "Do you usually feel that you know where you stand? Do you usually know how satisfied your immediate supervisor is with what you do? " How well do you feel that your immediate supervisor understands your problems and needs? "

Unethical Pro Organization Behavior:

Unethical pro-organizational behavior (UPB) was measured using a 6-item self-report scale adapted from (Miao, Newman, Yu, & Xu, 2013). A sample of items includes "I feel a strong sense of belonging to my firm," "I would be very happy to spend the rest of my life with this firm," and "I would be very happy to spend the rest of my life with this firm."

Organizational Commitment

Organization commitment was measured using 6 items developed by (Conway, Kiefer, Hartley, & Briner, 2014). A sample of the items includes "If it would help my organization, I would misrepresent the truth to make my organization look good." "If it would help my organization, I would exaggerate the truth about my company's products or services to customers and clients."

Corporate ethical values:

We used the Corporate Ethical Value Scale, a 5-item measure developed by (Dou, Chen, Lu, Li, & Wang, 2019), to assess employees' beliefs about their organization's generalized ethical practices. Sample items include "In order to succeed in my company, it is often necessary to compromise one's ethics" and "Managers in my company often engage in behaviors that I consider to be unethical."

Data analysis and interpretations

This chapter is based on the method and technique of data analysis and interpretations of information analyzed.

Descriptive statics and respondent characteristics

Using the cross tabulation of 300 employees working in educational institutes. The study examines the appetite for learning about their characteristics and relevance. In terms of gender, age, category, marital status, and designation, the study analysed their features. Table 4.1 shows their complete frequency and characteristics:

Table 4.1:

Demographic analysis

Variable		N	%
Marital status	Married	153	51.0
	Un Married	147	49.0
Designation	Teacher	95	31.7
	Coordinator	56	18.7
	Admin	110	36.7
	Mentor	39	13.0
Gender	Male	199	66.3
	Female	101	33.7
Qualification	Intermediate	5	1.7
	Bachelor	28	9.3
	BS honor\master	137	45.7
	M Phil\PHD	130	43.3
Experience	1-5 years	176	58.7
	6-10 years	58	19.3
	11-15 years	26	8.7
	16 years above	40	13.3

Note: coding scheme: gender (male =1 female =2) marital status (married =1 un-married =2) qualification (intermediate=1 bachelor =2, ,master or BS honor =3 M

PHIL l\PHD 4 designation (teacher= 1 , coordinator =2 admin =3 mentor =4)
Experience: (1-5 years =1,   6-10 years = 2, 11-15 years=3 16 years above= 4)

The stats in the table above show different values for the data collected from respondents. As a consequence, 199 men replied with an almost 66.3 percent response rate, while 101 females responded with a nearly 33.7 percent response rate. Only 147 of the 153 unmarried respondents to the survey are married. Almost 88.0 percent of all respondents had a bachelor's or master's degree, indicating that the respondents are well-educated and have a thorough understanding of the topic to which they are responding. Administrators and instructors from Gujart's various educational institutions were among the most active participants in the reaction. Staff who took part in the poll had at least one year of experience, and the majority of them fell into one of two categories: 1 to 5 years and 6 to 10 years. The investigator attended to apprehend lager flexibility between the responses. To accomplish this, reaction from a larger number of educational institutions and staff were obtained.

Correlation analysis

Correlation matrix of variables

For the purpose of this study, Pearson correlation quantity is used to measure the relationship between continuous data. An examination was led to investigate the under lying help for the stipulated hypothetical connection between them, as appeared in table 4.2. The Leader member ship has a significant positive relationship with UPB (coefficient =0.487, P 0.01). Similarly, LMX has a significant positive relationship with organization commitment (coefficient 0.535, P 0.01) and OC has a significant positive relationship (coefficient 0.495, P 0.01). This proves our first, third, and fourth hypothesis, i.e. H1 H3 H4. In other words, if LMX increases, the UPB also increases. This means that those employees who are close to their boss or supervisor should also be committed to their job, where as OC increases, the UPB will also go up. Meanwhile, when employees are committed to the organization, they also act unethical, which affects the organization. H4 also proves It's also worth noting that all of the correlational values are modest in scope, indicating that multicollinearity isn't a problem, and therefore the model is suitable for future investigation.

Correlations											
	Mean	Std. Deviation	Designation	Gender	Marital status	Qualification	Experience	LMX	UPB	OC	CEV
Designation	2.2953	0.94979	1								
Gender	1.3076	0.46189	-0.079	1							
Marital status	1.5009	0.50044	-.112**	.284**	1						
Qualification	2.9684	0.73570	-0.057	.086*	0.062	1					
Experience	1.6942	0.97575	0.060	-.275**	-.475**	-0.050	1				
LMX	3.8745	0.76073	0.000	-0.007	-0.066	.371**	.103*	1			
UPB	4.0419	0.59615	-0.004	0.076	-0.052	.319**	0.024	.487**	1		
OC	3.9476	0.74143	0.009	.125**	0.006	.378**	0.078	.535**	.495**	1	
CEV	3.7743	1.01029	-0.021	.086*	-0.004	.389**	.087*	.437**	.340**	.467**	1
**. Correlation is significant at the 0.01 level (2-tailed).											
*. Correlation is significant at the 0.05 level (2-tailed).											

Table 4.2:

The means stander deviation, correlation and reliabilities among the variables

not.

Hypothesis testing

Regression analysis

This study measures the influences of dependent variables i.e. LMX on dependent variables i.e. UPB. The OC was used as a mediator and the CEV was used as a moderator to check whether it affected the explanatory variable or not

Structural equation model

Table 4.3 displays the outcomes of direct relations between the variables of the study. The significance of the hypotheses was tested using critical ratio and P. Based on the significance level of 0.05, the critical value (CR) must be greater than 1.96.

According to the results, LMX has the strongest direct relationship with unethical pro organization commitment (= 0.427, p 0.05). The greatest direct connection between LMX and organizational commitment (= 0.069, p 0.05) is seen with LMX. UPB shows a significant direct connection with organizational commitment (= 0.437, p 0.05). These findings indicate that, as expected, LMX has a strong positive connection with employee attitude (organizational commitment and UPB), indicating that Hypothesis H1, H3, and H4 are well supported. The indirect impact of CEV moderation on UPB (= 0.259, p 0.05) is substantially favorable. This is a major plus for UPB as a moderator of OC.

Indirect Effect

Mediation happens when a causal relationship occurs between independent and dependent variables and that relationship is explained by other variables (Shrout & Bolger, 2002). "A mediator is a variable which is in a causal sequence between two variables". It explains the relationship between variables by enhancing understanding of the relationship. The relationship between the mediators was tested using the Bootstrap method. Explain the indirect relationship between LMX and unethical UPB under the mediating role of organization commitment. H2 predicts that CEV moderates the relationship between LMX and UPB. The interaction between LMX and CEV was significant related to UPB (= 0.259, p 0.05). LMX has a strong positive relationship with UPB when CEV is weak. Thus, H5 was supported.

Table no 4.3: Regression result for the analysis

	M1 (UPB)		M2 (XXXX)		M3 (OC)		M4 (UPB)		M5 (UPB)	
	Beta	S.E	Beta	S.E	Beta	S.E	Beta	S.E	Beta	S.E
Designation	.005	.023	.011	.022	.027	.022	-.005	.023	.026	.021
Gender	.078	.049	.071	.047	.129*	.047	.022	.050	.117	.046

Material status	-.66	.050	-.057	.047	.042	.047	-.089	.050	.052	.047
Qualification	.157*	.032	.150	.030	.114*	.030	.155	.032	.089	.030
Experience	-.023	.026	-.048	.024	.066	.024	-.039	.026	.069	.024
LMX	.427*	.031	-.674*	.115	.690*	.029			.209*	.041
CEV			-1.672*	.114						
LMX X CEV			2.590*	.030						
Mediation OC							.437*	.032	.239*	.042
R^2	.267		.354		.572		.271*		.2576	
F	34.066*		38.317*		125.181		34.839*		108.848*	

DISCUSSION AND CONCLUSION

In this chapter, outcomes of the study are detailed discussed. Moreover, importance of this research and its contribution is also elaborated in this section below. Hypothesis is restated in conclusion and in the end limitations and further recommendations for future research are argued.

DISCUSSION

The goal of the research was to determine the effects of LMX on UPB, as well as the function of OC and CEV as mediating moderators. As a result, the employees of a large private educational institution serve as the study's population, implying a suitable organizational environment for evaluating employee behavior and dedication

to the company. The respondents of the research are proficient and a mixture of experienced and educated individuals, with great understanding of the questions that are placed before them for answer. The respondents correspondingly comprised males and females, as well as married and singles. The informants of data for the study are private sector workers and their supervisors/managers. The individualities of the independent, dependent and mediating and moderator variables are measured by the self-ratings of employees and their respective supervisors.

Many previous studies have shown that employees' attitudes are continuously affected by leadership styles. Akram, Alam, Ali, & Mughal, (2012) carried out research in private and public sector establishments working in 66 cities of Pakistan to check the outcome of leadership behaviors on organizational performance. The results established that leadership behaviors are associated and have a positive effect on the performance of employees. The results of this study are very much in line with the previous studies (Allen & Meyer, 1990; Lau, 2015; McCann, Graves, & Cox, 2014; Pellegrini & Scandura, 2008; Raja & Palanichamy, 2011; Vallejo-Martos, 2011). According to the results, LMX is significantly related to UPB. This shows a private sector where the manager/supervisor exhibits good relations with the leader and is committed to the organization but doing unethical work.

"The LMX theory states that, because of limited resources and lack of time to devote to each employee, the leader has an opportunity to develop close social interaction or exchange with only a few essential subordinates (the in-group). This interpersonal social exchange matures and stabilizes into a dyadic relationship "(Cashman, Dansereau Jr, Graen, & Haga, 1976); (G. Graen & Cashman, 1975); (G. B. Graen & Scandura, 1987; Liden & Graen, 1980). Employees not in these special relationships are classified as the out-group. For example, when high levels of LMX exist, subordinates see themselves as having good work relationships with their supervisors and as knowing how satisfied their supervisors are with their performance (G. Graen, Novak, & Sommerkamp, 1982).

Servant leadership stresses personal growth and empowerment of workers, as well as serving and assisting relationships with subordinates (Cerit, 2009). Employees seem to be more motivated, trusted, and empowered, and their confidence in their talents and skills appears to be growing (Chacon, 2005). Furthermore, servant leadership boosts followers' self-efficacy. As a result, the effectiveness of the organization improves. In public service companies, servant leadership techniques foster a positive employer-employee relationship, a caring atmosphere, respect for employees, empathy for subordinates, improved job satisfaction, increased dedication, and reduced workplace stress.

In this research, the bootstrap technique is used to examine the mediating impact of perception of organizational politics. Between paternalistic leadership and organizational commitment, paternalistic leadership and work happiness, and servant leadership and job satisfaction, the mediation function of perception of organizational politics was verified. There is a mediation effect that reduces the impact of paternalism on organizational commitment and work satisfaction, as well as the impact of servantship on job satisfaction. The mediation between servant leadership and organizational commitment, on the other hand, was not supported since the lower and upper bound values were both 0. Many earlier research, such as Gadot (2007), Saleem (2015), and Talat et al. (2013), looked at leadership style and employee

attitudes, such as job satisfaction and organizational commitment, and discovered the mediation effect of organizational politics perception.

CONCLUSION

The research was organized with the purpose of checking the effects of LMX on employee attitude, i.e., UPB organization commitment. Although these leadership styles are quite popular now, and research on these leadership styles is increasing day by day, especially in eastern countries, in the Pakistani context, work on these styles requires a lot of exploration.

Over the years, leaders, public leadership, and public sector administrations have faced many challenges and changes. Leaders, supervisors, managers, and administrators must adopt servant and paternalistic leadership styles and prepare themselves to deal with these changes if public sector institutions are to survive. To increase employee engagement and work happiness, leaders and managers/supervisors must be retrained in leadership styles, particularly paternalistic and servant leadership (Mohammed & Farooq, 2002).

The importance of private sector organizations in supporting the country's economic development cannot be overstated. The duty for fulfilling the country's water and electricity needs has been assigned to this private sector company. Through effective and efficient management techniques, an attentive approach is needed to develop the LMX culture in private sector companies.

The study's findings explain and support the private sector's most pressing problem, namely, leadership, and offer actual proof of how LMX may assist enhance ethical and organizational commitment. These styles not only improve employee engagement and happiness, but they also help to decrease CEV, which has a negative effect and disrupts connections among important variables in most cases. Employees were more passionate about assisting in the resolution of organizational problems as a consequence of increasing organizational commitment, according to the findings of this research. Fairness and procedural justice enhance overall employee attitude and decrease the impact of CEV, according to Byrne's (2005) findings on workers.

As a result, managers and supervisors in the private sector are taught to enhance stewardship, humility, authority, and compassion in order to foster a fair workplace.

CONTRIBUTIONS

The current study adds to the body of knowledge in the fields of organizational behavior and leadership management. Few research studies on leadership and its impact on employee attitudes, behavior, and perceptions have been conducted before, for example (Chen et al., 2014; Kaya et al., 2016; Lau, 2015; Mitterer, 2018; Olesia et al., 2013; Saher et al., 2013). However, the majority of them are located in other areas of the globe, and no empirical research on LMX in private sector companies in Pakistan has been performed to far.Only a few studies used LMX with UPB and organization commitment as key variables with different moderators. The purpose of the study was to determine the effect of leadership styles (LMX) on employee attitudes (UPB) with the mediating role of organization commitment, and moderation with CEV, having the following contributions.

First, it is the first study with context to LMX on Pakistan's private sector organizations, particularly in the natural environment.. Although being one of the

important sectors in the country, research exploration in its context is appreciable. Hence, this work fills some of the gaps related to leadership issues.

Second, the study contributed to discovering the relationship between LMX and UPB. These leadership styles were slightly unexplored concepts with respect to Pakistani management literature, although their presence in Asian literature has now impressively increased. Many Asian scholars studied LMX and established their relations with the organization and employee related issues. This study adds support to earlier studies and strengthens the concept of leader member exchange and its influence on employee attitude.

Third, the study also used one of the positive outcome variables, i.e., OC, as a mediator, which has not been previously used to the best of our knowledge. The results showed that the LMX type of leadership not only improves commitment and satisfaction levels among the employees, but these positive OCs do not affect their relationships. However, in the LMX type of leadership, the satisfaction level of employees improves with no effect of negative perception on their relationships, but not in the case of commitment level.

Fourth, the findings of the study are in line with previous research on the effect of researchers. Have been intrigued by the connection between LMX and authoritative results, for example, representative practices and association responsibility (Liu et al., 2013). However, many of these researchers have focused on the relationship between LMX and employee positive behaviors "(Liden, Sparrowe, & Wayne, 1997; Schyns & Croon, 2006; Volmer, Niessen, Spurk, Linz, & Abele, 2011) without understanding the negative practices. For example, UPB behaviors. However, OC has not been discussed as a mediator and CEV as moderator.

Lastly, the study provides the importance of these famous leadership styles, i.e. LMX scientists have underscored the nature of connections, though researchers managing informal community examinations have extended the LMX skyline by elucidating the basic underpinnings of LMX hypothesis and exploration. LMX research develops the informal community concentrate by stressing relationship quality and the idea of trades and correspondence inside interpersonal organizations. So, (G. B. Graen & Uhl-Bien, 1998) "argued that LMX looks like something between transactional and transformational leadership, but the nature of LMX is transformational"

IMPLICATIONS

The findings of this study have a wide range of consequences for both researchers and practitioners. The research attempted to corroborate previously known links between LMX and UPB, LMX and work satisfaction, UPB and organizational commitment, and CEV and job satisfaction. This provides an excellent chance for academics to concentrate their efforts on these well-known leadership styles and discover their potential advantages in many situations.

This is, to the best of the researchers' knowledge, the first study on LMX, its effect on UPB, and the mediating function of OC in Pakistani private sector companies and cultural contexts. As a result, the study has significant theoretical as well as management (practical) consequences. Theoretically, as other researchers have done, this study contributes to the supporting literature of the impact on employee attitudes (Aycan, 2006; Liu et al., 2015; Pellegrini & Scandura, 2008; Saleem, 2015; Yousef, 2000). The study also supported the idea that the impression of organizational commitment acts as a mediator.

LIMITATIONS AND FUTURE DIRECTIONS

Although all the contributions and In addition to the above-mentioned consequences, the study contains the following important shortcomings.

The first is that the findings are generalizable. Despite the fact that researchers attempted to collect as many private sector organization offices as possible in Pakistan, just a limited geographical region of Gujranwala, Gujrat, was chosen. As a result, this study may be performed at the provincial and national levels in the future. Furthermore, this study may be performed in the future in other public service institutions as well as commercial companies. Second, not all the dimensions of LMX are analyzed and checked. In the future, more in-depth studies can be conducted to check each dimension in detail and its effects on employee attitude.Third, not all components of employee attitudes are analyzed and checked. This research focuses on organizational commitment and unethical behavior. In the future, researchers can work on other employee attitudes components with these leadership styles.

Fourth, this research analyzed and checked two types of leadership leader membership exchange. Further, researchers have an opportunity to work on other leadership styles in a public service organization context. Fifth, the change in demographic factors can be used by using different industries, different designations, and education and experience levels of employees to examine the influence of these variables on each other. Sixth, this study examined the effects of chosen variables using a cross-sectional research design. As a consequence, researchers may conduct longitudinal study and come to different conclusions in the future. Seventh, more negative outcome mediating variables can be used and their relationship with paternalistic and servant leadership can be checked. This can add support to literature about leadership styles that can remove or minimize negative outcomes or support improvement in organization's overall outcomes.

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