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Effect of Job Satisfaction on Ethical Behavior with Mediating Role of Innovative Work Behavior

Muhammad Mehtab Ali, *Bahria University, Islamabad, Pakistan*

Hafiz Muhammad Hassan, *ARID Agricultural University, Rawalpindi, Pakistan*

ARTICLE DETAILS ABSTRACT

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Keywords

Job Satisfaction, Innovative Work Behavior, Ethical Behavior

Ethical behavior plays a very important role in our society especially at work place in organizations from organizational as well as employee's perspectives. In this study the relationship between job satisfactions and studied with the variable like work place deviant behavior. Also, in this study the relationship between the Job Satisfaction and IWB is analyzed. 5-item liker scale were used to analyze the data. The results have shown that there is significant relationship between JS and EB directly and mediating effect of Innovative work behavior enhance the significance level in the model. This study is conducted in Pakistan's public sector on the population of 200 employees at different level. This research can be replicate in future by watching the impact of Organizational Commitment along with job satisfaction in the model.



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*Corresponding author: Mehtab3000@gmail.com

Introduction

Pakistan's social fabric is deeply rooted in collectivism. People across the country exhibit strong interdependence and loyalty within their close-knit circles. Social connections play a significant role in daily life, and citizens often rely on personal networks rather than government institutions for support and opportunities. Ethical behavior is crucial for individuals working in Pakistani organizations. However, some organizations struggle with employees not adhering to good ethical

standards. This lack of ethical behavior reflects poorly on both the organization and its workforce. Proper job commitment is essential to maintain ethical norms within an organization.

Research suggests a link between innovation and ethical conduct. The concept of “newness” plays a pivotal role in the longevity of businesses. Organizations that effectively share information and break down knowledge silos are more likely to foster innovation and improve overall performance. Individuals engaged in innovative work behavior must skillfully manage, communicate, and interpret knowledge. This process involves recombining and disseminating unspoken information. Effective communication among team members is critical for successful idea generation and formulation.

Innovative behavior can be intentional. It encompasses introducing or applying new ideas within a group or organization to achieve profitability and success. By nurturing a culture of innovation and ethical conduct, Pakistani organizations can thrive and contribute to positive outcomes. This study aims to shed light on ethical behavior within organizations, specifically focusing on the public sector in the twin cities of Rawalpindi and Islamabad. Here are the main findings and objectives:

Employees in the public sector face several challenges, including bad communication, high turnover, inadequate infrastructure for promotions, unethical practices, damage to the organization’s national image, job dissatisfaction, and internal conflicts (such as leg-pulling).

Many individuals in the public sector do not exhibit satisfaction after working in these organizations, and they struggle to generate innovative ideas. The primary goal of this study is to analyze the direct and indirect connections among three variables: Job Satisfaction (JS), Ethical Behavior (EB), and Innovative Work Behavior (IWB).

Researchers have found that satisfied employees are more likely to create significance within the organization and exhibit innovative work behavior.

RQ1: Does ethical behavior have a direct or indirect relationship with job satisfaction?

RQ2: Does innovative work behavior mediate the relationship between job satisfaction and ethical behavior?

The public sector faces challenges related to job satisfaction and innovation. Previous research suggests that aspects of job satisfaction impact organizational commitment. Future research should explore a path analytical model to understand the direct and indirect effects of job satisfaction and organizational commitment on ethical behavior.

Literature Review

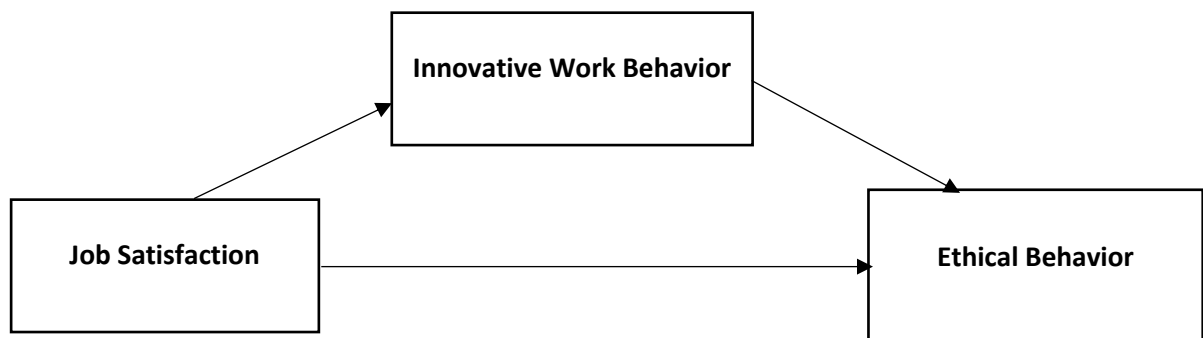
Job Satisfaction with respect to Emotional Intelligence

Job satisfaction reflects employees’ feelings about their work. Research indicates that satisfied workers are more likely to be active and less prone to burnout or lower income goals. Emotional commitment is significantly associated with job satisfaction. High emotional intelligence (EI) correlates with greater job satisfaction, as individuals with high EI can effectively evaluate and regulate their emotions. Low job satisfaction can lead to higher turnover rates within organizations. Turnover is a behavioral aspect influenced by job satisfaction. The relationship between job

satisfaction and ethical behavior is a relevant area of study. JS encompasses employees' perceptions of their job and working conditions. Low JS can result in high business costs, inefficiency, and poor performance. Arguments include satisfaction increasing performance, performance enhancing satisfaction, and extrinsic rewards affecting both satisfaction and performance (Wei et al., 2021). Creativity and innovation are closely related concepts. Creativity involves generating novel and useful ideas, while innovation involves implementing and adapting ideas. Researchers have explored the relationship between innovation and job satisfaction in various industries. Overall, understanding the interplay between job satisfaction, emotional intelligence, and innovative behavior is essential for organizational success.

Conceptual Framework

Understanding the true meanings of all the variables included in our research. Moreover, it provides the true and fair picture. This structure can better show the link between dependent and independent relationship and the conceptual framework is being developed. According to the review of all the discussion we had in literature, this research shows the dimensions of Job Satisfaction and Ethical behavior and both are seen with the mediating effect of innovative work behavior. Job Satisfaction is Independent Variable, Ethical behavior is dependent and innovative work behavior works as mediator. This research shows the dimensions of job satisfaction and ethical behavior on both and they are seen with the mediating effect of innovative work behavior. Job satisfaction is independent, ethical behavior is dependent and innovative work behavior works as mediator. For theorizing this model and reviewing the literature, our paper has followed, the literature review writing style outlined in the previous related research (Anser et al., 2020; Gulzar, Ahmad, Hassan, & Rasheed, 2022; Hong, Rasheed, Sigala, & Ahmad, 2024; Kanwal, Rasheed, Pitafi, Pitafi, & Ren, 2020; Khalid, Weng, Luqman, Rasheed, & Hina, 2021b; Luqman, Masood, Weng, Ali, & Rasheed, 2020; Masood, Feng, Rasheed, Ali, & Gong, 2021; Moin, Omar, Ali, Rasheed, & Abdelmotaleb, 2024; Murtza & Rasheed, 2023; Naeem, Weng, Hameed, & Rasheed, 2020; Rasheed, Saleem, Altaf, Leong, & Okumus, 2024).



Development of hypotheses

The following three hypotheses have been considered in this study to see the relationship and findings

H₁: Higher the job satisfaction higher will be the Ethical behavior.

H₂: Increase the job satisfaction enhance the Innovative Work Behavior.

H₃: Higher the innovative work behavior higher will be the Ethical Behavior

H₄: Innovative Work Behavior mediates the relationship between Job Satisfaction and Ethical Behavior.

Methodology

The research design focuses on understanding the impact of Job Satisfaction (JS) on both Ethical Behavior and Innovative Work Behavior. Innovative work behavior serves as a mediator between these independent and dependent variables. The study specifically considers job satisfaction among peers in public sector organizations. The research methodology includes both quantitative and qualitative approaches. Additionally, a pilot study was conducted by distributing 50 questionnaires to examine the relationships among the variables. Descriptive statistics were obtained using SPSS version 20 to analyze the data. Overall, we have followed research method chosen in the top quality research papers in our field (Gulzar, Ahmad, Hassan, & Rasheed, 2021; Khalid, Weng, Luqman, Rasheed, & Hina, 2021a; Moin et al., 2024; Peng, Liang, Fatima, Wang, & Rasheed, 2023; Pitafi, Rasheed, Islam, & Dhir, 2023; Pitafi, Rasheed, Kanwal, & Ren, 2020; Rana, Gaur, Singh, Awan, & Rasheed, 2022; Rasheed, Hameed, Kaur, & Dhir, 2023, 2024; Rasheed et al., 2020; C. Wang, Ilyas, Ni, & Rasheed, 2023; Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022). The main reason was to analyze the data SPSS version 20 was used. Descriptive statistics is obtained for sample descriptions.

Variables	No. of Items	Cronbach's Alpha
Job Satisfaction	6	0.807
Innovative Work Behavior	16	0.745
Ethical Behavior	14	0.692

The above depicted table along with variables and measurements of variables with the numbers of items and their reliability. Three items are used for the measurement of stress level and its Cronbach's Alpha ranged between 0.68 - 0.82. For the measurement of Job Satisfaction 6 items were used and its Cronbach's Alpha was 0.68. Innovative Work Behavior was measured by 12 items and its Cronbach's Alpha was ranged between 0.699. Ethical Behavior was slow with the help of 12 objects and their Cronbach's Alpha ranged between 0.683.

Questionnaires are used while conducting the research. A structured questionnaire is used. The questions are developed according to the variables. Simple questions are used to avoid the ambiguity In order to avoid confusion or blur and provide a better understanding of the respondents, easy and simple statement. Response choices are (1) "strongly Disagree", (2) "Disagree", (3) "Neutral", (4) "Agree" and (5) "Strongly Agree". Questions of research are busy from the following sources.

The questionnaire, related to the Job Satisfaction, are taken from the "Tsui, AS, Egan, TD, & O'Reilly, CA, III. (1992). Is different: Accessories relationship between population and organizations. Administrative Science Quarterly, 37 (4), 549-580. Items from the Annex, p. 588. Copyright © 1992 by Administrative Science Quarterly". They are used to collect the responses of the employees of Public Sector to know about impact Job Satisfaction on Ethical Behavior.

The questionnaire, related to Innovative Work Behavior, are taken from the work of "Blau, G. (1989). Test the universality of career commitment measures and their impact on employee turnover. Journal of Vocational Behavior, 35,88-103. Project from the text, 92. Copyright © 1989 by Academic Press". They are used to collect the responses of the employees to know about the level and extent of Ethical behavior they encounter. Pertaining to the Innovative Work Behavior, 16 other questions are taken from the work of Xie, et al. (1996). They are used to collect the responses of the employees to know about the effect of another variable –work environment.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	35	70.0	70.0	70.0
Valid femal	15	30.0	30.0	100.0
Total	50	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21 to 24	2	4.0	4.0	4.0
Valid 25 to 29	17	34.0	34.0	38.0
Valid 30 to 39	26	52.0	52.0	90.0
Valid 40 to 49	5	10.0	10.0	100.0

Total	50	100.0	100.0
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MS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid married	37	74.0	74.0	74.0
Valid single	13	26.0	26.0	100.0
Total	50	100.0	100.0	

Sect

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid public	50	100.0	100.0	100.0

JT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 to 2 year	2	4.0	4.0	4.0
Valid 3 to 4 years	17	34.0	34.0	38.0
Valid 5 to 7 years	13	26.0	26.0	64.0
Valid 8 to 10 years	11	22.0	22.0	86.0
Valid more than 10 years	7	14.0	14.0	100.0
Total	50	100.0	100.0	

MI

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 20000	5	10.0	10.0	10.0

20000 to 35000	15	30.0	30.0	40.0
35000 to 50000	20	40.0	40.0	80.0
50000 to 65000	6	12.0	12.0	92.0
more than 65000	4	8.0	8.0	100.0
Total	50	100.0	100.0	

In the pilot study the above-mentioned frequencies were obtained through questionnaires those shows age, gender, Monthly Income, Job Tenure, Marital Status, Sector etc. According to all, there were 70% male respondents in the pilot study and 30% were female respondents. As for as the age is concerned 4% people are having age between 21 to 24 years, 34% people were having age between 25 to 29 years, 52% people were between 30 to 39 years and 10% people were having age between 40 to 49 years. Among the respondents 74% peoples were married and 26% were female. This pilot study is only conducted in the public sector. Job tenure of all the respondents were also varies as 4% people were having their tenure less than one year, 34% were having tenure between 3to 4 years, 36% were between 5 to 7 years, 22% people were having tenure between 8 to 10 years and only 14% people were having tenure more than 10 years. Moreover, Monthly Income has also checked 10% people were getting salary less than 20000, 30% respondents were getting salary between 20000 to 35000, 40% people were getting 35000 to 50000 , 12% people were getting salary between 50000 to 65000 and only 8% people were getting salary more than 65000.

The data is collected from different public sector organizations which are operating in the Twin Cities of (Islamabad and Rawalpindi). Self-administered, structured questionnaire that used to assemble primary data. The trial consists of the employees Public Sector organizations. Material as well as middle level. Out of 250 distributed questionnaires 175 completed questionnaires were returned. Statistical Package for Social Sciences (SPSS) is taken to see the results.

Following are the demographic information of respondents.

<i>Organizations</i>	<i>Strength</i>
PTV	6,000
NADRA	17000
OGDCL	5,000

Table 1: Population Size

This table shows the Organizations working in Rawalpindi and Islamabad, we receive filled questionnaires from these organizations only. We distributed 250 questionnaires at managerial

level in these organizations but only 175 employees who are working in these organizations respond. In research, the measurement of the variables is a challenging task. It is a useless effort to measure any variable without measuring its reliability. The value of Alpha shows the reliability of the items used for measurement of variables. The range of Cronbach's Alpha must be greater than 0.680 otherwise the data is considered less reliable

Variables	No. of Items	Cronbach's Alpha
Job Satisfaction	6	0.682
Innovative Work Behavior	12	0.699
Ethical Behavior	12	0.683

Table 2: Reliability of Variables

The above depicted table along with variables and measurements of variables with the numbers of items and their reliability. Three items are used for the measurement of stress level and its Cronbach's Alpha ranged between 0.68 - 0.82. For the measurement of Job Satisfaction 6 items were used and its Cronbach's Alpha was 0.68. Innovative Work Behavior was measured by 12 items and its Cronbach's Alpha was ranged between 0.699. Ethical Behavior was measured with the help of 12 items and their Cronbach's Alpha ranged between 0.683.

Questions are used while conducting the research. A structured questionnaire is used. The questions are developed according to the variables. Simple question are used to avoid the Indistinctness and provide a better understanding of the defendants, easy and simple statement. Response choices are (1) "strongly Disagree", (2) "Disagree", (3) "Neutral", (4) "Agree" and (5) "Strongly Agree". Questions of research are reserved from the following sources.

The questionnaire, related to the Job Satisfaction, are taken from the Tsui, A. S., Egan, T. D., & O'Reilly, C. A., III. (1992). Being different: Relational demography and organizational attachment. *Administrative Science Quarterly*, 37(4), 549–580. Contents gathered from the appendix, p. 588. Copyright © 1992 by Administrative Science Quarterly. They are used to collect the responses of the employees of Public Sector to know about impact Job Satisfaction on Ethical Behavior.

The questionnaire, related to Innovative Work Behavior, are taken from the work of Blau, G. (1989). Test the universality of career commitment measures and their impact on employee turnover. *Journal of Vocational Behavior*, 35,88-103. Project from the text, 92. Copyright © 1989 by Academic Press. They are used to collect the responses of the employees to know about the level and extent of Ethical behavior they encounter. Pertaining to the Innovative Work Behavior,

16 other questions are taken from the work of Xie, et al. (1996) titled “*The impact of the job requirements, control and individual differences*”. They are used to collect the responses of the employees to know about the effect of another variable –work environment. As far as the frequency is related it shows the demographics as shown in the above depicted Table in which total participants were 150 among them 92 were male and 56 were female.

Data Analysis and Results”

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	92	61.3	62.2	62.2
	femal	56	37.3	37.8	100.0
	Total	148	98.7	100.0	
Missing	System	2	1.3		
Total		150	100.0		

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 or less	2	1.3	1.4	1.4
	21 to 24	9	6.0	6.1	7.4
	25 to 29	66	44.0	44.6	52.0
	30 to 39	55	36.7	37.2	89.2
	40 to 49	16	10.7	10.8	100.0
	Total	148	98.7	100.0	
Missing	System	2	1.3		
Total		150	100.0		

The above mentioned table shows the frequency of age in which 1.3 percent people were having age less than 20 years, 6.0 % were between 21 to 24, 44.% people were having age between 25 to 29, 36% people were between 30 to 39 and 10.7% people out of population were between the age of 40 to 49 years.

		Frequency	Percent	Valid Percent	Cumulative Percent
	less than one year	1	.7	.7	.7
	1 to 2 year	16	10.7	10.8	11.5
	3 to 4 years	67	44.7	45.3	56.8
Valid	5 to 7 years	26	17.3	17.6	74.3
	8 to 10 years	24	16.0	16.2	90.5
	more than 10 years	14	9.3	9.5	100.0
	Total	148	98.7	100.0	
Missing	System	2	1.3		
Total		150	100.0		

This table shows the Job tenure of the respondents it depicts that among all the respondents .7% people were having tenure of less than one year, 10.7% people were having tenure between 1 to 2 years, 44.7% people's tenure were lying between 3 to 4 years, 17.3% people were having tenure between 5 to 7 years, 16.0% people were between 8 to 10 years of tenure and only 9.3% people were having tenure of more than 10 years in the public sector.

MS

		Frequency	Percent	Valid Percent	Cumulative Percent
	married	103	68.7	69.6	69.6
Valid	single	42	28.0	28.4	98.0
	3.00	3	2.0	2.0	100.0
	Total	148	98.7	100.0	
Missing	System	2	1.3		
Total		150	100.0		

This table shows the marital status of respondents like 103 people were married and the rest of 42 people were single.

Sect

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Public	148	98.7	100.0	100.0
Missing	System	2	1.3		
Total		150	100.0		

This table shows the Sector in which the study is being conducted. So according to our model and statistics all the respondents were from public sector.

MI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 20000	11	7.3	7.4	7.4
	20000 to 35000	42	28.0	28.4	35.8
	35000 to 50000	62	41.3	41.9	77.7
	50000 to 65000	25	16.7	16.9	94.6
	more than 65000	8	5.3	5.4	100.0
Total		148	98.7	100.0	
Missing	System	2	1.3		
Total		150	100.0		

According to above depicted table Monthly Income of the respondents were obtained through questionnaire in which 7.3% people were taking salary below 20000, 28.0% people were getting salary between 20000 to 35000, 41.3% people were getting salary between 50000 to 65000 and only 5.3 % people were getting salary more than 65000. In this content variables have been analyzed with respect to their relationship. This analysis has been done through statistical techniques on variables.

Correlations

	JS	IWB	EB
Pearson Correlation	1		
JS			
IWB	Pearson Correlation	.230**	1

	Pearson Correlation	.249**	.406**	1
EB				

** . Correlation is highly positive 0.01 level (2-tailed).

Analysis

In the association examination it has been originate that the Job Satisfaction and Ethical compartment have strong positive correlation between them i.e. .249**. Results also analyzed that there is a positive correlation between job fulfillment and other variables, while IWB also having positive relationship with EB i.e .406. Moreover, IWB also having relationship with JS i.e .230. Provide Descriptive data mean and standard deviation to measure and analyze the scaling variables and independent variables. It provides an explanation of a different sort with several indicated date.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS	148	1	5	3.24	.616
IWB	148	3	6	4.27	.562
EB	148	2	4	3.22	.444
Valid N (listwise)	148				

Analysis

Above table shows that the result of mean and the standard daviation of the both variables. V point likerd scales is used to measure the mean. Results shows the trend of job fulfillment ethical behavior and innovative work behavior regarding Mean is 3.24, 4.27 and 3.22 respectively. And as the standard Deviation is concern it varies from .616, .562 and .444 respectively.

Regression Analysis

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
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1	.249 ^a	.062	.056	.432
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a. Predictors: (Constant), JS

Coefficients^a

Model		Unstandardized Coefficients			T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.637	.191		13.830	.000
	JS	.180	.058	.249	3.109	.002

a. Dependent Variable: EB

In table 1 high degree of correlation is being investigated between the independent and dependent variables to find the result of (H1). The value of Beta shows the change happened due to the change in the independent variable. However, the value of R (.249) which shows existence of correlation of variables it shows the high level of correlation. R(square) value (.062) indicates how much the dependent variable explains the change by independent variable. Moreover the value of Beta .180 shows the significant change due to independent variable in the model. According to our Hypothesis and results there lies positive significant relationship between job satisfaction and ethical behavior so we accept H1 hypothesis.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.230 ^a	.053	.046	.549

a. Predictors: (Constant), JS

Coefficients^a

Model		Unstandardized Coefficients			T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.590	.242		14.808	.000
	JS	.209	.073	.230	2.850	.005

a. Dependent Variable: IWB

In table 2 high degree of correlation is being investigated between the independent and dependent variables to find the result of (H2). The value of Beta shows the change happened due to the change in the independent variable. However, the value of R (.230) which shows existence of correlation

of variables it shows the high level of correlation. R(square) value (.053) indicates how much the dependent variable explains the change by independent variable. Moreover, the value of Beta .209 shows the significant change due to independent variable in the model. According to our Hypothesis and results there lies positive significant relationship between Job satisfaction and Innovative work Behavior so we accept H2 hypothesis.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.406 ^a	.165	.159	.407

a. Predictors: (Constant), IWB

Coefficients^a

Model		Unstandardized Coefficients			T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.849	.257		7.182	.000
	IWB	.321	.060	.406	5.374	.000

a. Dependent Variable: EB

In table 3 high degree of correlation is being investigated among the self-governing and reliant on variables to find the result of (H3). The value of Beta shows the change happened due to the change in the independent variable. However, the value of R (.321) which shows existence of correlation of variables it shows the high level of correlation. R(square) value (.165) indicates how much the dependent variable explains the change by independent variable. Moreover the value of Beta .321 shows the significant change due to independent variable in the model.

According to our Hypothesis and results there lies positive significant relationship so we accept H3 hypothesis.

Mediation

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.249 ^a	.062	.056	.432
2	.437 ^b	.191	.180	.402

a. Predictors: (Constant), JS

b. Predictors: (Constant), JS, IWB

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2.637	.191		13.830	.000
	JS	.180	.058	.249	3.109	.002
2	(Constant)	1.591	.281		5.660	.000
	JS	.119	.055	.165	2.144	.034
	IWB	.291	.061	.369	4.802	.000

a. Dependent Variable: EB

In table 3 high degree of correlation is being investigated between the independent and mediation variables to find the result of (H4). The value of Beta shows the change happened due to the change in the independent variable. However, the value of R (.249) which deviates to (.437) that shows existence of regression of variables it shows the high level of correlation. R(square) value (.053) indicates how much the dependent variable explains the change by independent variable. Moreover the value of Beta .180 to .291 shows the significant change due to moderating variable in the model. According to our Hypothesis and results there are a mediating effect of Innovative work behavior between the relationship of job satisfaction and ethical behavior so we accept H4 hypothesis

Conclusion and Recommendations

The study investigated the relationship between three variables: Job Satisfaction (JS) (independent), Ethical Behavior (dependent), and Innovative Work Behavior (IWB) (mediator). The results, based on data from the public sector, revealed significant associations: Ethical Behavior had a high level of significance on both Innovative Work Behavior (IWB) and Job Satisfaction (JS). The research explored the direct link between job satisfaction and ethical behavior, as well as the indirect influence of innovative work behavior as a mediator. Interestingly, no specific studies on this topic had been conducted within the selected population. Given the diversity, cultural aspects, and globalization, job satisfaction plays a crucial role in shaping ethical behavior and fostering innovative work practices. However, it's worth noting that in this public sector, there are no established guidelines for promoting ethical behavior through job satisfaction and innovative work behavior.

Public sector should work on the organizational communication and job satisfaction with ethical behavior between upper level and lower level. To achieve the better results both public and private sectors must be work on Job satisfaction. Public sector firms must schedule the training sessions in order to let people know about ethics in the organizations and the barrier between ends. Our results are discussion is in line with the previous research in the social sciences research (Rasheed, Weng, Umrani, & Moin, 2021; Q. Wang, Azam, Murtza, Shaikh, & Rasheed, 2023; Yousaf,

Rasheed, Hameed, & Luqman, 2020; Zhang, Rasheed, & Luqman, 2020; Zhang, Wu, & Rasheed, 2020).

Keeping In view of all the study it has been pointed out that the political influence in the public sector so that it can leads to fake results. In such circumstances no research had been done due to security point of view in public sector. Due to diversification and the equal employment act satisfaction is being ignored in this sector it may be due to influence of political personalities and parties which ultimately effect the ethical behavior of employees in the whole sector. The hiring of irrelevant people in the public sectors may affect the whole. No access to industrial data is also a problem in a way to calculate population's size of population. There are issue regarding the filling in of questionnaires as sometimes, respondents were not willing to provide proper time to fill in the questionnaire they is why data reliability issue arises. In other words, the non-seriousness of persons is one of the extra restrictions. There is research accompanied in Pakistan but the public sector was not taken into consideration. The future research can explore this model further by considering the impact of Organizational Commitment as independent variable. So there is an area for study to be lead on this problem to examine the municipal and private group near of ethical behavior then its impact through respect to organizational commitment, transformational leadership etc.

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