ETHICAL LEADERSHIP AND HUMAN RESOURCE OUTCOMES IN TELECOMMUNICATIONS COMPANIES IN RIVERS STATE

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ABSTRACT

The study examined the relationship between ethical leadership and human resource outcomes in telecommunication companies in Rivers State. The empirical study adopted cross-sectional research design. The study focused on four hundred and sixty (460) respondents that consisted of heads of department, managers, supervisors (leaders) and employees (subordinates) in four (4) telecommunication companies in Rivers State. A sample size of 210 respondents was drawn from this population using Krejcie and Morgan sample table. 210 copies of questionnaire were distributed to four (4) telecommunication companies out of which 198 copies were returned and analyzed using Kendall tau-b correlation coefficient test. The findings revealed a significant relationship between ethical leadership and human resource outcomes and concluded that ethical leadership affects human resource outcomes in telecommunication companies in Rivers State. Thus, the study recommended that management should train managers to be ethical in behaviour and operations as this will ensures job satisfaction and increase employees' affective commitment. Management should encourage involvement in concern for sustainability and clarify roles for employees and should adopt corporate culture that promotes concern for ethical leadership in order to improve human resource outcomes in telecommunications companies in Rivers State.

Keywords: *Ethical leadership, Fair treatment, Role clarifications, Concern for sustainability, Human resource outcomes, Job satisfaction, Employees' Affective Commitment, Telecommunications companies.*

Introduction

Human resource outcomes have been the focal point of research over the years since workers are the core factor for achieving organizational goal and objectives. Employees need fair treatment, proper coordination in order for them to be productive and yield favourable outcomes to the organization. According to Marescaux & Winne (2013), when employees are fairly treated and managed in such a way that meets their expectation, they in turn develop several productive behaviour which may be termed human resource outcomes which includes: job satisfaction, effective commitment, job involvement, organizational citizenship behaviours, intention to stay, work engagement and loyalty to supervisors (Marescaux & Winne, 2013). This implies that effective coordination, fair treatment, concerns and appreciating the efforts of employees will definitely lead to improved human resources outcomes.

According to Hui, Wan and Ho (2007), these variables are core human resource outcomes because they enable employees to achieve their objectives and that of the organization through improved performance. However, several empirical research studies have attempted to examine the concept of human resource outcomes and the benefits resulting from managing employees to exhibit such productive behaviours that assist the organizations to function effectively. Gagne and Deci (2005) asserted that one of the outcomes is the basic need satisfaction, because it helps employees to see the organization as a place where his/her needs are met and therefore improves his/her performance and the performance of the organization improved as well (Gagne & Deci, 2005).

Meyer, Standly, Herscovitch and Topolnytssky (2002) had noted that effective employee commitment is included in the outcomes of effective management of employees. On the other hand, researchers have developed keen interest in examining factors that affect human resource outcomes. For instance, Marescaux and Winne (2013) examined the relationship between human resource practices and human resource management outcomes and found that the more important factors that affect human resource outcomes are recruitment and selection, training and development. This finding shows that lack of training and developing employees skills may result in poor human resource outcomes.

Indeed, many leaders have discovered that ethics enhances the efficiency of the organization and consequently the bottom line. Others have found that it is the correct thing to do; they have found that organizations should be fair, honest, polite, responsive, trustworthy, and accountable, irrespective of whether they serve the self-interest of the organization.

The outcome showed that the extent to which a leader conducts ethical behavior enhances leader confidence and allows staff to derive job satisfaction. Other academics (Brown, Trevino & Harrison, 2005; Kalshoven, 2010; Men, 2015) identified beneficial and substantial relationships between ethical management and other results of productive human resources such as: efficient inner co-operation. In Nigeria, Bello (2012) examined the notion of ethical management, an ethical leader's traits, ethical management and its effect on staff work performance, and how organizations can create leadership that is not only sound in

personality but sound in practice. The investigator stressed that company leaders are supposed to be "powerful people" and serve as role models. However, after serious analysis of survey studies on ethical leadership and human resource results in literature, it appears that most survey studies on ethical leadership and human resource results have been performed in a foreign setting that may not be as helpful in its results and generation as it appears to be in Nigeria. The only study conducted by Bello (2012) does not satisfy the condition for effective generalization. Additionally, it might be pertinent to state that although, environments differ, similar findings might be expected in our domestic environment thereby creating the need for more research studies on how ethical leadership might affect or improve human resource outcomes especially in telecommunication companies in Rivers State so as to provide solution to improve human resource outcomes through ethical leadership.

Statement of the Problem

Human workforce serves as the pillar that sustains the organization. But it is obvious that poor leadership that is unhealthy affects the satisfaction and commitment of employees (Bello, 2012). This is evidenced in severe complains and nagging by workers in their work process or performance. These might be stemmed from unfair treatment by the organizations' leaders, low concern for sustainability of health condition and pay attractiveness. It could be as a result of lack of role clarification, which pushed many workers into performing multiple jobs with poor overtime compensation.

Yozgat and Mesekiran (2016) noted similar issues in Turkey (Bello, 2012). Yozgat and Mesekiran (2016) performed a survey on perceived ethical leadership and trust in the leader whose results show that ethical leadership impacts the confidence of staff in their Turkey management. Nevertheless, Bello (2012) discovered among other things, corporate organizations are described by bribery, corruption, payments facilitation and problems of discrimination. Unless properly managed, these types of unethical practices will probably have a spillover effect on employee performance. Therefore, addressing ethical problems globally is an urgent concern. Not just to these scientists, but also others which include Ismail, Masron, and Ahmad (2014) discovered that unethical management impacts the dedication of the organization. On the basis of these critical issues, this present study is conducted to examine the relationship between ethical leadership and human resource outcomes in Rivers State telecommunications companies in order to provide suggestions that will help to solve these problems.

Conceptual Framework
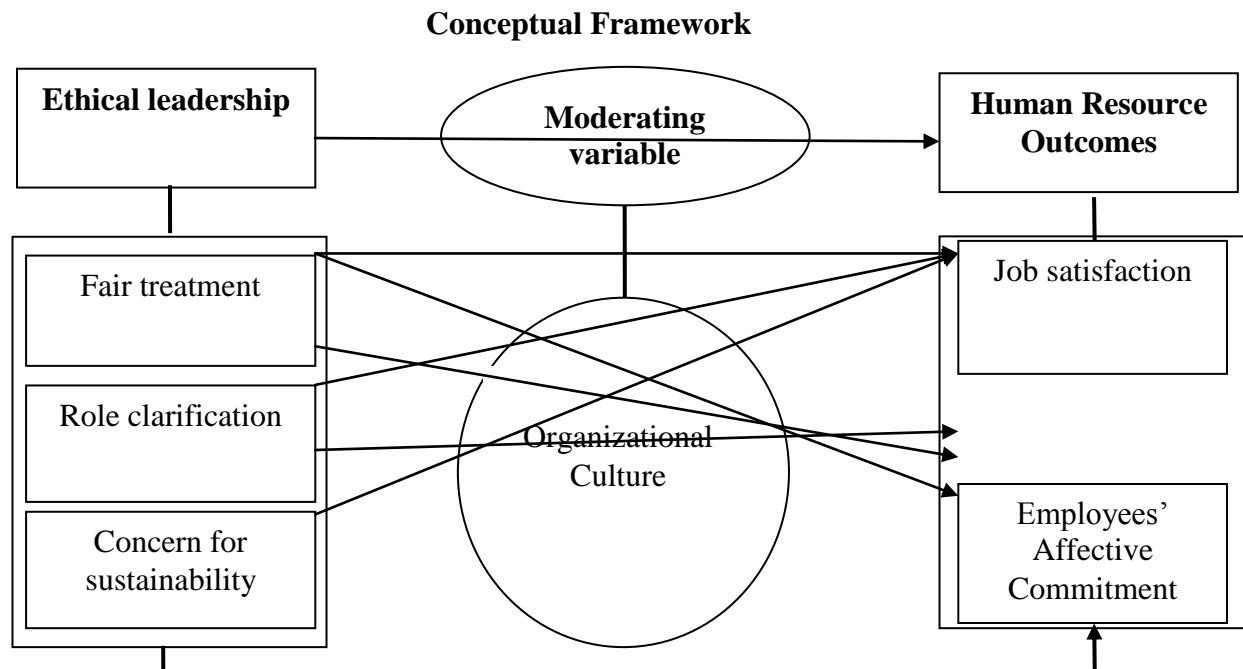
Source: Research data (2018). Dimension of Ethical leadership (Ismail & Daud, 2014; Men, 2015).
Measures of human resource outcomes (Marscaux & Winne. 2013).

Aim and Objectives of the Study

The aim of the study is to examine the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State. However, the specific objectives of the study include the following;

1) To examine the relationship between fairness and job satisfaction in telecommunications companies in Rivers State.
2) To examine the relationship between fairness and employees' affective commitment in telecommunications companies in Rivers State.
3) To examine the relationship between concern for sustainability and job satisfaction in telecommunications companies in Rivers State.
4) To examine the relationship between concern for sustainability and employees' affective commitment in telecommunications companies in Rivers State.
5) To examine the relationship between role clarification and job satisfaction in telecommunications companies in Rivers State.
6) To examine the relationship between role clarification and employees' affective commitment in telecommunications companies in Rivers State
7) To ascertain how organizational culture moderates the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State.

Research Questions

The following research questions were stated to provide answers to the hypotheses in this study:

1. What is the relationship between fairness and job satisfaction in telecommunications companies in Rivers State?

2. What is the relationship between fairness and employees' affective commitment in telecommunications companies in Rivers State?
3. What is the relationship between concern for sustainability and job satisfaction in telecommunications companies in Rivers State?
4. What is the relationship between concern for sustainability and employees' affective commitment in telecommunications companies in Rivers State?
5. What is the relationship between role clarification and job satisfaction in telecommunications companies in Rivers State?
6. What is the relationship between role clarification and employees' affective commitment in telecommunications companies in Rivers State?
7. How does organizational culture moderate the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State?

Hypotheses for the Study
The following statements of hypotheses were formulated in null form to guide the study:

Ho$_1$: There is no significant relationship between fairness and job satisfaction in telecommunications companies in Rivers State.

Ho$_2$: There is no significant relationship between fairness and employees' affective commitment in telecommunications companies in Rivers State.

Ho$_3$: There is no significant relationship between concern for sustainability and job satisfaction in telecommunications companies in Rivers State.

Ho$_4$: There is no significant relationship between concern for sustainability and employees' affective commitment in telecommunications companies in Rivers State.

Ho$_5$: There is no significant relationship between role clarification and job satisfaction in telecommunications companies in Rivers State.

Ho6: There is no significance to examine the relationship between role clarification and employees' affective commitment in telecommunications companies in Rivers State

Ho$_7$: Organizational culture does not moderates the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State.

Scope of the Study
Geographical scope: The study was carried out in telecommunications companies in Rivers State of Nigeria.
Content scope: The content scope of the study focused on the concept of Ethical Leadership with the discussion of three of its dimensions (fair treatment, role clarifications and concern for sustainability) and the concept of Human Resource Outcomes by examining two of its measures (job satisfaction and employees' affective commitment).
The unit of analysis was at the organizational level, as it focused on managers and supervisors as the basis for data generations in four telecommunications companies in Rivers State.

Significance of the Study
This study is important in that it will assist managers in telecommunication companies to re-adjust their behaviour towards more ethical oriented attitudes that will facilitate the

realization of human resource outcomes in their organization. Managers in telecommunication companies will use the findings from the research study in their policy implementation, particularly in the area of employee relations as well as policy for sustainability of staff and communities where they operate.

LITERATURE REVIEW

Theoretical Framework

Two theories were used to explain the concepts in this study; the social learning theory and the self-determination theory (Van den Broecka, Vansteenkisteb, De Witteaand, & Lensa (2008; Deci & Ryan, 2000). According to social learning theory, individuals learn and attracting credible behaviour, employees try as much to emulate them and learn from their ethical concern because the leaders demonstrate trust, care, fair treatment and endeavour to put in practice what they want others to do (Brown, et al., 2005). Social learning theory claimed that those organizations that maintain high level of ethical standard will produce more leaders who are ethical in behaviour and in work role. These leaders will in the same sense follow implemented policies that are ethical, set informed norms that guide ethical conduct and try as much to reinforce behaviours to exhibit ethical conducts.

The social learning theory as promoted by Brown, Consedine and Magai (2005) which was originally credited to Bandura (1977), as a model which explains the ethical basis for social learning. Managers or leaders may focus on themselves as the drivers of the organization by so doing ignore the contribution by employees that assist in the smooth functioning of the organization. Brown and Trevino (2006) thus found that staff sees leaders who are ethically oriented as a source of ethical guidance. While social learning require leaders to know how to fill the job environment with ethical behaviors that bring required goals to the companies.

Self-determination theory: Self-determination theory is a theory of motivation that postulates three fundamental universal requirements, i.e. the need for independence, connectivity and competence (Van den Broeck et al., 2008). These needs refer to "inherent psychological nutrients vital for continuous psychological development, integrity, and well-being" (Deci & Ryan, 2000). The need for independence involves experience.

Empirical Review

Several empirical studies have been conducted on ethical leadership in relation to variables related to human resource outcomes. For example, Kalshoven and Den Hartog (2009) investigate the commitment of ethical leadership to the effectiveness of internal communication by studying the influence that ethical leadership behaviors exerts on fair treatment, clarification of roles, sharing of power, orientation of people. Results revealed that ethical leadership as a precedent factor performs a critical role in fostering an organization's vertical communication system, which in turn involves employees. Ethical behaviors of the leader also assist to create legitimacy of the leader (i.e., confidence and competence) as perceived by staff. This finding also concurs with the notion presented by Kalshoven, Den

Hartog, and De Hoogh (2011) that the communication climate and context where the leader operates are more important than the leader behavior.

Moreover, the study revealed that the two-way, open, responsive, and balanced nature of symmetrical communication uniquely and significantly influenced employee engagement. This result also coincides with the concept described by Kalshoven, Den Hartog, and De Hoogh (2011) that the climate and context of communication where the leader works is more crucial than the behaviour of the leader. In addition, the research disclosed that employee engagement was unique and considerably affected by the two-way, open, responsive, and balanced nature of symmetrical communication. They feel extremely involved and engaged in Kalshoven, et al. (2011) when staff are fully notified and listened to and replied to.

The group model represents ideally the identity of the group, allowed to prescribe suitable attitude and behavior. Ethical rulers are role models and are therefore likely to be seen as the prototype of the community. Prototypes, in turn, are more confident and more efficient. The study examined whether general ethical leadership conducts and various particular ethical leadership behaviors (fairness, energy sharing, and role clarification) affect prototypicality and, in fact put, confidence well into the efficacy of the leader. This model was verified by 244 staff in a research work. Results indicate that prototypicality and trust mediate the connection between the general ethical conduct of the leader and the efficiency of the leader. The study discovered complete mediation through prototypicality and trust for the relationship between fairness and efficiency and partial mediation for the relationship between role clarification and management efficiency for the distinct aspects of ethical leadership (Kalshoven, 2010).

Concept of Ethical Leadership
An assessment of the scope of literature demonstrates that a difference exists between a moral or ethical individual and a moral or ethical leader. In distinguishing between a moral staff and a moral manager, Treviño, Brown, Hartman (2003) claimed that a moral individual precedes being a leader in that others see a moral individual as having certain excellent characteristics that lead others to grow closer, e.g. honesty, trustworthiness, and truthfulness. The individual enables his choices and behavior to be guided by ethical principles. Although being a moral manager includes an individual or leader to regard the organization's standards and principles as crucial and attempt to instill them into coworkers as much as possible. According to Barnes (2006), if ethics in our organizations were easy and simple, books like this would not be needed.

Ethical decision-making and practice are full of problems and problems. Ethics often extends us and moves us to think beyond ourselves in order to consider others: our family, our working group, our organization, and our counterparts. At least managers need to ask themselves the following questions with respect to their own morality such as: what is my own ethical position or role? How does it resemble or differ from others? Will my activities have the desired effects? What could be the unintended consequences of their actions? These are difficult personal-level questions to ask. What is deemed suitable and unsuitable,

appropriate and inappropriate, right and incorrect for ourselves, but also in relation to others, needs to be considered. These problems can become complicated, if not daunting, at an organizational level. The prospective effect of choices is, in some instances, profound and far-reaching given the increase in organizational authority and influence (Barnes, 2006).

Fairness

Fairness is among the key elements of behavior in ethical leadership since it comes hand in hand with integrity of justice. We attribute fairness to justice in principle or use it in some way interchangeably. Brown et al. (2005) argues that ethical rulers are honest, live by values, and make reasonable decisions. Ethical rulers are honest and confident and do not exercise adverse behaviour. Ethical rulers ensure the responsibility for action lies with them. Based on this reason, they are not engaged in operations that violate organization and society norms and laws. Instead of becoming fair in the allocation of salaries, work or task processes decentralization authority, ethical rulers hate practicing self-interest idea. They looked for the subordinates' benefit as well as the organization's interest. They also convey power and authority (Yukl, 2006; Ferdig, 2007) and treat each organization member as a family through equitable distribution of health care (Yukl, 2002).

Role Clarification

Another significant element of ethical leadership is role clarification, involving transparency and open communication to generate clarification of duties and obligations for employees or employees (Brown et al., 2005). This is suitable because role ambiguity generates conflict and prevents employees from achieving goals. When ethical leaders clarify responsibilities, violations of ethics are probable to cause disputes between people and roles; employees who experience conflict in ways that violate private values, beliefs, or principles. Examples of this issue are the unethical acts of engaged staff. High ethical standards organizations are less likely to generate employee ethical disputes. Conflicts between people and violations of morality generate a feeling of division.

Concern for Sustainability

Sustainability concerns are about environmental orientation that includes how rulers paid attention to sustainability problems, guarantee the growth of other participants in the workplace, consider the impact of their behavior beyond their self-interest and the scope of their own workgroup, and show concern for society's welfare. Sustainability concerns will also include economic development, environmental concerns and social welfare (Griffin, 2005). Corporations can be seen as major economic growths that have a major effect on the natural environment. They are manufacturing and consumption systems that can accelerate or slow human influence on the natural environmental effects (Shrivastava, Berger & O'Brien, 2011).

Concept of Human Resource Outcomes

Several results have already been noticeable in literature as results of human resource management, including work attitudes such as job satisfaction, employee engagement, and behavioral intentions (e.g. turnover intent) (see; Meyer & Herscovitch, 2001; Meyer, Becker

& Vandenberghe, 2004). These are also some of human resource outcomes' critical manifestations. Since it is suggested that staff that are emotionally committed to their organization are less likely to leave because, as Mellahi et al. (2010) observed, they feel emotionally attached to the organization and want to remain and assist the organization develop. These are significant results of human resource management because both directly affect efficiency by diminishing the desire to perform efficiently. Affective organizational engagement is described as the organization's emotional attachment, identification, and participation (Meyer et al., 2002). Thus, an extensive discussion on job satisfaction and employee commitment as important outcomes of human resource management is considered further in this study.

Job Satisfaction
Because many specialists, executives as well as scientists think their trends can affect and impact work productivity, staff turnover and employee retention, the notion of job satisfaction has been widely researched in literature. There were three primary categories of satisfaction: intrinsic, extrinsic and complete (Weiss et al., 1967). According to Rose (2001), a worker is inherently satisfied if he gets no obvious reward except for the activity itself, whereas extrinsic satisfaction is described as the reverse notion (i.e. a worker is extrinsically satisfied if he gets financial compensation or other material rewards to change his behaviour). As a result of the significance of this notion, it appears that the primary job satisfaction antecedents must not be ignored as well. It has been discovered that job satisfaction has a significant impact on absenteeism, turnover, work efficiency, and psychological distress (Chen et al., 2006). It is therefore less likely that there will be a satisfied worker, making helpful contributions, and staying with the organization.

Employee Affective Commitment
Affective engagement is the power or the desire of people to continue to work for an organization as they agree with their fundamental objectives and values. People with elevated levels of emotional engagement want to stay in their organizations because they support what the organization stands for and are prepared to assist in its mission (Greenberg & Baron, 2003). It has been observed that sometimes, especially when an organization is changing, staff may wonder if their private values are still in line with those of the organization in which they continue to operate. The more dedicated staff are to their organizations, the less likely they are to resign and be absent. This is what staff withdrawal is called. Being engaged causes individuals to remain at work and to appear when they are expected to. While elevated absenteeism may be indications of low organizational commitment, the readiness of people to be absent from job is likely to be partly based on their natural background (Greenberg & Baron, 2003).

Moderating Influence of Corporate Culture
Culture itself is a result of a group of individuals with comparable attitudes and behaviors residing in the same location. Individuals belonging to a certain culture share comparable norms, history, religion, values and objects that differentiate them from others. Consequently, there are countless domestic cultures and even more subcultures that provide certain kinds of

organization and action. In contemporary society, culture, however, is regarded a concrete or intangible environment in contemporary societies where a group of individuals reside and operate together (Gjuraj, 2013). Culture defines the impact and interaction between staff in organizational analysis and between staff and the particular institution, organization or service in which they operate. Contemporary organizations and businesses are therefore regarded social groups, and their role should be studied and promoted in this manner (Tharp, 2009). Corporate culture affects ethical leadership because ethics offers a system of laws or values that guide individuals in different circumstances when making choices. Of course, different cultures have different values that determine acceptable behavior. The varied cultures, however, need not only relate to domestic limits, various businesses in a nation or even within a city. Therefore it could be found that corporate culture is a strong factor that moderates the link between ethical leadership and human resource outcomes.

METHODOLOGY

Research Design: This study adopted quasi-experimental research design as it is a cross sectional survey research based on the fact that the study solicits data from more than one telecommunication company, additionally, as the researcher has no full control of the elements or variables under study. Another reason for adopting quasi-experimental research design is because the study involves collecting data on the spot for analysis unlike longitudinal study which may collect data at a later time after series of observed change in the elements have occurred.

Population of the Study: The target population for the study consists of all firms in the telecommunication industry in Rivers State. However, the available record revealed that, there are eighteen (18) telecommunications companies in Rivers State. Hence, for convenience, the study focused on four telecommunications companies in Rivers State as at the time of this study. Based on their high population of leaders the study examined the accessible population of two hundred and two (202) respondents that consisted of heads of department, managers, supervisors (leaders) in the four (4) telecommunication companies namely; MTN, GLO NIG., AIRTEL and 9MOBILE, especially those operating within Port Harcourt metropolis in Rivers State. Hence, this accessible population of (two hundred and two) 202 respondents was determined using convenient sampling which is a non-probability sampling technique.

Sample Size Determination Procedures.
The sample size for the study was determined using Taro Yamene's sampling technique. The Taro Yamene's formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Applying the Taro Yamane's formula becomes;

$$\boldsymbol{n} = \frac{202}{1 + 202(0.05)2}$$

$$\boldsymbol{n} = \frac{202}{1.51}$$

n = 134 sample size

Sample size of 134 respondents was determined from the accessible population using questionnaires. Meanwhile, Bowley's allocation formula (Bowley, 1926) was used to ascertain the unit accessible population for each company to facilitate questionnaire distributions. The Bowley's allocation formula was given as;

nh = $\dfrac{nNh}{N}$

Where: nh = the number of units allocated to each oil company

n = the total sample size

Nh = the number of employees in each small and medium scale firms

N   =   the population size

Thus, the entire sampling determination process was computed and tabulated as shown in table 1.

Table 1: Computation of Sample Size Proportion of each Firm

S/N	Telecommunications Companies	Population	Strata size calculation $\dfrac{nNh}{N}$	Stratum size
1.	Glo Nig.	52	$\dfrac{134 \times 52}{202}$	34
2.	Etisalat	48	$\dfrac{134 \times 48}{202}$	32
3.	Airtel	45	$\dfrac{134 \times 45}{202}$	30
4.	MTN	57	$\dfrac{134 \times 57}{202}$	38
	Total	**202**		**134**

Source: Researcher's Desk (2019).

From the computation above, copies of questionnaire were distributed based on their individual sample unit or proportion.

Nature/Sources of Data

Both primary and secondary data were used in this study. The primary source of data was through questionnaire, while the secondary sources of data are from journals, textbooks, publications and articles.

Method of Data Collection/Instrumentation: The main instruments for data collection from

the primary source include simple structured copies of questionnaire which were administered to the respondents. A structured copy of questionnaire was used for data collection from the primary source for the study because it gave time and opportunity for the respondents to answer questions thoughtfully.

Validity and Test of Reliability of the Study Instrument
The study adopts content validity because it enables the design of items to cover the domain of the variables that the instrument was planned to measure. To ascertain content validity copies of questionnaire were subjected to expert scrutiny in the field of management which confirmed valid for data analysis.

Test of Reliability: The instrument was subjected to Cronbach's Alpha test of reliability scale (Cronbach, 1951). Hence, only instrument that meet the reliability level of 0.7 and above were accepted as reliable for data analysis. From the test, the following results were obtained: Fairness = 0.974, role clarification = 0.976; concern for sustainability = 0.963, job satisfaction = 0.952, affective employees' commitment = 0.923 (see appendix C for more detailed result).

Methods of Data Analysis: The study adopted Kendall *Taub* correlation coefficient statistic in testing the null hypotheses because it measures the strength of relationship between two variables at a time. Secondly, it is appropriate because the data for this were ordinal in nature. Therefore, Kendall *Taub* correlation coefficient statistic technique provided the needed result for the study. Nevertheless, descriptive statistic was used in analyzing the data gathered on the demographic variables and the questionnaire analysis. All tests were computed through statistical package for social sciences (SPSS).

DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS
Data Analysis: The study presented the data gathered, analyzed and interpreted it in order to generate research findings. The responses were presented in tabular forms. Table 2 showed the number of questionnaires distributed and the number retrieved.

Table 2: Questionnaire Administered and Retrieved

S/N	Telecommunications Companies	Copies of questionnaire distributed	Number of questio4nnaire retrieved
1	Glo Nig.	34	32
2	Etisalat	32	32
3	Airtel	30	30
4	MTN	38	36
Total		**134(100%)**	**130(97%)**

Source: Research Desk, (2019).

Table 2 above implies that, a total of 134 (100%) copies of questionnaire were administered to the respondents in various telecommunications companies. Out of this number, 130 (97%)

were retrieved which means 4(3%) copies of the questionnaire were abandoned. This implies a successful administered and retrieval of questionnaire.

Analysis of the Personal data of the Respondents

At this juncture, the personal data of the respondents will be analyzed and be presented in tabular forms.

Table 3. Respondents' Gender Distribution

Gender	Respondents	Percentage
Male	77	59.2
Female	53	40.8
Total	**130**	**100%**

Source: Research Desk, (2019).

Table 3 above showed that 77(59.2%) of the respondents indicated as male, while 53(59.2%) are female. This implies that majority of the respondents were males.

Table 4. Respondents' Position Distribution

Position	Response rate	Percentage
Heads of department	28	21.5
Managers	40	30.8
Supervisors	62	47.7
Total	**130**	**100%**

Source: Researchers' Desk, (2019).

Table 4 revealed that 21.5% of the respondents were heads of department, 30.6 were managers, and 47.7% were supervisors. This implies that majority of the respondents were supervisors.

Table 5: Reports on Tenure of Respondents

Tenure	Response rate	Percentage
1-5 years	40	20.4
6-10years	64	24.5
11-20 years	53	28.6
21years and above	41	17.3
Total	130	100%

Source: Researchers' Desk, (2019).

Table 5 displayed indicates that 20.4% of the respondents have served between 1-5 years, 24.5% are between 6-19 years, while 28.6% have worked with organization between 11-20 years and 17.3 are above 21 years. This implies that most of the respondents have worked with their organization between 6-10 years.

Table 6: Marital status of Respondents

Marital status	Respondents	Percentage rate
Single	47	36.2
Married	33	25.4
Divorced Widower	34	26.2
Widow/Widower	16	12.3
Total	**130**	**100%**

Source: Researcher's Desk, (2019).

Table 6 above showed that 36.2% of the respondents are single, 25.1% are married, while 26.2% of the respondents are divorced widow and 12.3% are widow/widower. This implies that majority of the respondents are single respondents.

Table 7: Age of the Respondents

Age	Respondents Rate	Percentage
20-30 years	43	33.1
31-40 years	46	35.3
41-50 years	30	23.1
Above 50 years	11	8.5
Total	**130**	**100%**

Source: Research Desk, (2019).

From table 7, 33.1% are between 20-30 years, 33.3% of the respondents are between 31-40 years, 35.3% are between 41-50 years and 23.1% are between 41-50 years and only 8.5 % are above 50 years. This shows that majority of respondents are between 31-40 years.

Table 8: Education Qualification of Respondents

Education Qualification	Response Rate	Percentage
NCE/OND	29	22.3
BSC/HND	39	30.0
MA.MBA/MSC	43	33.1
PhD	19	14.6
Total	**130**	**100%**

 Source: Research Desk, (2019).

From table 8, 22.3% are NCE/OND holders, 30% of the respondents are B.Sc/HND degree holders, while, 33.1% are MBA/MSC holders, and 14.6% were Ph.D holders. Thus, most of the educational qualifications are B.Sc/HND degree holders.

Test of Hypotheses

The study tested the variables' stated hypotheses formulated in chapter one in order to generate findings. The kendall's *taub* Ranks Order Correlation Coefficient was used to analyze the hypotheses with the aid of Statistical package for social science (SPSS).

Testing of hypothesis 1

Ho₁: There is no significant relationship between fairness and job satisfaction in telecommunications companies in Rivers State.

Table 9: Correlation analysis showing the relationship between fairness and job satisfaction

Correlations

			Fairness	Job satisfaction
Kendall's tau_b	Fairness	Correlation Coefficient	1.000	.624**
		Sig. (2-tailed)	.	.000
		N	130	130
	Job satisfaction	Correlation Coefficient	.624**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.05 level (2-tailed). SPSS Output (2019)

From table 9, it is seen that fairness correlates with job satisfaction at (.624) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between fairness and job satisfaction in telecommunications companies in Rivers State.

Testing of Hypothesis II

Ho₂: There is no significant relationship between fairness and employees' affective commitment in telecommunications companies in Rivers State.

Table 10: Correlation analysis showing the relationship between fairness and employees' affective commitment

Correlations

			Fairness	Employees' affective commitment
Kendall's tau_b	Fairness	Correlation Coefficient	1.000	.645**
		Sig. (2-tailed)	.	.000
		N	130	130
	Employees' affective commitment	Correlation Coefficient	.645**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.05 level (2-tailed). SPSS Output (2019)

From table 10, it is obvious that fairness correlates with employees' affective commitment at (.645) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between fairness and employees' affective commitment in telecommunications companies in Rivers State.

Testing of hypotheses III

Ho₃: There is no significant relationship between concern for sustainability and   job satisfaction in telecommunications companies in Rivers State.

Table 11: Correlation analysis showing the relationship between concern for sustainability and job satisfaction.

Correlations

			Concern for sustainability	Job satisfaction
Kendall's tau_b	Concern for sustainability	Correlation Coefficient	1.000	.622**
		Sig. (2-tailed)	.	.000
		N	130	130
	Job satisfaction	Correlation Coefficient	.622**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.05 level (2-tailed). SPSS Output (2019)

From table 11, it is clearly seen that concern for sustainability correlates with job satisfaction at (.622) when the P-value is .000 < 0.05. This indicates a moderate and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between concern for sustainability and job satisfaction in telecommunications companies in Rivers State.

Testing of Hypothesis IV

Ho₄: There is no significant relationship between concern for sustainability and   employees' affective commitment in telecommunications companies in Rivers State.

Table 12 Correlation analysis showing the relationship between concern for sustainability and employees' affective commitment

Correlations

			Concern for sustainability	Employees' affective commitment
Kendall's tau_b	Concern for sustainability	Correlation Coefficient	1.000	.703**
		Sig. (2-tailed)	.	.000
		N	130	130
	Employees' affective commitment	Correlation Coefficient	.703**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.05 level (2-tailed).SPSS Output (2019)

From table 12 above**,** concern for sustainability correlates with employees' affective commitment at (.703) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between intellectual stimulation and employees' affective commitment in telecommunications companies in Rivers State.

Testing of Hypothesis V

Ho₅: There is no significant relationship between role clarification and job satisfaction in telecommunications companies in Rivers State.

Table 13 Correlation analysis showing the relationship between role   clarification and job satisfaction

Correlations

			Role clarification	Job satisfaction
Kendall's tau_b	Role clarification	Correlation Coefficient	1.000	.611**
		Sig. (2-tailed)	.	.000
		N	130	130
	Job satisfaction	Correlation Coefficient	.611**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.05 level (2-tailed). SPSS Output (2019)

From table 13 above, role clarification correlates with job satisfaction at (.611) when the P-value is .000 <0.05. This indicates a strong and positive relationship. Thus, the study rejected the null hypothesis and accepted a significant relationship between role clarification and job satisfaction in telecommunications companies in Rivers State.

Testing of Hypothesis VI

Ho₆: There is no significant relationship between role clarification and employees' affective commitment in telecommunications companies in Rivers State.

Table 14: Correlation analysis showing the relationship between role clarification and employees' affective commitment

Correlations

			Role clarification	Employees' affective commitment
Kendall's tau_b	Role clarification	Correlation Coefficient	1.000	.663**
		Sig. (2-tailed)	.	.000
		N	130	130
	Employees' affective commitment	Correlation Coefficient	.663**	1.000
		Sig. (2-tailed)	.000	.
		N	130	130

**. Correlation is significant at the 0.05 level (2-tailed). SPSS Output (2019)

From table 14, role clarification correlates with employees' affective commitment at (.663) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between role clarification and employees' affective commitment in telecommunications companies in Rivers State.

Testing of Hypothesis VII

Ho$_7$: Organizational culture does not moderate the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State.

Table 15: Partial correlation Analysis on the moderating influence of organizational culture on ethical leadership and human resource outcomes

Correlations

Control Variables		Ethical leadership	Human resource outcomes	Corporate culture
Ethical Leadership	Correlation	1.000	.630	.623
	Significance (2-tailed)	.	.000	.000
	Df	0	130	130
Human Resource Outcomes	Correlation	.630	1.000	.613
	Significance (2-tailed)	.000	.	.000
	Df	130	0	130
Corporate culture	Correlation	.623	.613	1.000
	Significance (2-tailed)	.000	.000	.
	Df	129	129	0

SPSS Output (2019)

From table 15, the result revealed that ethical leadership and human resource outcomes correlates at .630, when the P-value is .000 < 0.05. This indicates a strong positive relationship. Furthermore, the moderating influence of corporate culture on ethical leadership and human resource outcomes correlates at r = .623. Thus, the study concludes that corporate culture has a strong moderating influence on the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State.

Discussion of Findings

There is a significant relationship between fairness and job satisfaction in telecommunications companies in Rivers State. This finding is supported by Yukl (2006) and Brown et al. (2005). Brown et al. (2005) asserted that ethical leaders, who display fairness, live by principles and make fair choices. Ethical leaders maintain honesty and trustworthiness and do not practice negative behaviours like favouritism. These authors further add that ethical leaders make sure that they are responsible for their action. In line with Yukl (2006), they look for the interest of the subordinates as well as that of the organization. They also share power and authority (Yukl, 2006) and treat each member of the organization as a family by distributing health care provision equally. These aspects of managers create job satisfaction to employees.

From result of hypotheses two, there is no significant relationship between fairness and employees' affective commitment in telecommunications companies in Rivers State. This finding blends with that of Brown and Trevino (2006) and Kaptain et al. (2005). Brown and Trevino (2006) maintain that ethical leaders exhibit behaviours that are seen as appropriate, legitimate and fit for role model (Brown & Trevino., 2006). According to Kaptain et al.

(2005), displaying fairness by leaders attracts employees to emulate such beneficial behaviour and will make them to develop affective commitment which is the strength of people's desires to continue working for an organization because they agree with its underlying goals and values. According to Greenberg and Baron (2003), people feeling high degrees of affective commitment desire to remain in their organizations because they endorse what the organization stands for and are willing to help it in its mission.

The result from hypothesis three shows that there is a significant relationship between concern for sustainability and job satisfaction in telecommunications companies in Rivers State. This finding is supported by the work of Shrivastava et al. (2011). They found that in this milieu organizational management scholars have explored the role of business and corporations in contributing to global sustainability. The main subject is concern for sustainability which includes research on corporate social responsibility, environmental management, corporate ethics, sustainable human resources stakeholder management, corporate governance, sustainable supply chains, socially responsible consumption, and sustainability strategies. Managers who direct their attention to these goals help companies in their efforts to reduce their eco-footprint, improve their social performance and become sustainable enterprises (Shrivastava et al., 2011). In practical, companies moving towards sustainability follow a number of principles which have been proposed by various industries, associations and national and international bodies. These sets of values, standards, guidelines or rules of behavior that describe the responsibilities of or proper practices for concern for sustainability enhance and provide job satisfaction in the organization.

There is a significant relationship between concern for sustainability and employees' affective commitment in telecommunications companies in Rivers State. This finding is supported by the work of Griffin (2005) who asserted that concern for sustainability is about environmental orientation that encompasses how leaders pay attention to sustainability issues, ensure the development of other members in the environment, consider the effect of their actions beyond their self-interest and the scope of their own workgroup, and demonstrate care about the welfare of the society. Griffin (2005) also found that concern for sustainability will also involve economic development, ecological concern and social welfare which improve human resource outcomes.

There is a significant relationship between role clarification and job satisfaction in telecommunications companies in Rivers State. This finding is supported by the work of Brown et al. (2005) who asserted that role clarification is another important aspect of ethical leadership, it involves transparency and open communication in order to create clarifying tasks and responsibilities for staff or employees (Brown et al., 2005). Role ambiguity creates conflict and prevents workers from target delivery and achievement of objectives. When ethical leaders make clarifying responsibilities it enables workers to see meanings in their work and derive joy in performing their duties. Furthermore, when there is a clarifying responsibility, it results in less role ambiguity and less confusion which a person experiences related to the expectations of others. This brings a condition where workers derived joy from their job as a result of role clarification.

There is a significant relationship between role clarification and employees' affective commitment in telecommunications companies in Rivers State. This finding is supported by the work of Meyer & Allen, (1997). They found that committed employees are less likely to withdraw when they perceived that their task or roles are clear because they derived meaning from their job (Meyer & Allen, 1997). Greenberg & Baron (2003) supported this idea that the more highly committed employees are to their organizations, the less likely they are to resign and to be absent, and according to Greenberg and Baron (2003), this is what it is referred to as 'employee withdrawal' in the context of job satisfaction (Greenberg & Baron, 2003). Being committed leads people to stay on their jobs and to show up when they are supposed to because they are satisfied with their job.

Corporate culture moderates the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State. This finding is enhanced by the work of Cartwright (1999) and Atkinson (1990). As Cartwright (1999) noted, when corporate culture is accepted by employees, values increase the power and authority of management in different ways. The result is that employees identify themselves with their organization and accept its rules when it is the right thing to do; employees internalize the organization's values when they believe they are right; and employees are motivated to achieve the organization's objectives. Cartwright (1999) further adds that culture is reinforced through the system of rites and patterns of communication, the formal organization, and patterns of behavior and perceptions of the psychological contract (Cartwright, 1999). Atkinson (1990) asserts that corporate culture reflects the underlying assumptions about the way work is performed; what is acceptable and not acceptable and what behavior and actions encouraged and discouraged. Corporate culture which focused on values and beliefs become part of the conceptual process by which workers justify their actions and behavior that improves human resource in the organizations.

Conclusion
Moral person supersedes being a leader in whatever others see as a moral person as possessing those outstanding features, such as sincerity, trustworthiness and truthfulness, veracity, reliability, genuineness, authenticity and leading others to grow closer. Individuals enable ethical values to guide their decisions and actions. Although a moral manager involves a person or leader to consider the norms and the principles of the organization. These will enable effective co-ordinations of the resources for the organizational growth and survival. Based on the findings from the analysis of the data collected for this study, the following summary was drawn:

  i.   Fairness affects job satisfaction in telecommunications companies in Rivers State.

  ii. Fairness influenced employees' affective commitment in telecommunications companies in Rivers State.

  iii. Concern for sustainability affects job satisfaction in telecommunications companies in Rivers State.

iv. Concern for sustainability influenced employees' affective commitment in telecommunications companies in Rivers State.

v. Role clarification affects job satisfaction in telecommunications companies in Rivers State.

vi. Role clarification affects employees' affective commitment in telecommunications companies in Rivers State.

vii. Corporate culture moderates the relationship between ethical leadership and human resource outcomes in telecommunications companies in Rivers State.

Thus, the study concludes that ethical leadership affects human resource outcomes in telecommunications companies in Rivers State

Recommendations

Based on our findings and conclusions it is recommended that:

i. Management should train managers to be ethical in behavior and operations as this will ensure job satisfaction in telecommunications companies in Rivers State.
ii. Management should train managers to exhibit ethical behaviours in leadership as this will increase employees' affective commitment in telecommunications companies in Rivers State.
iii. Management should encourage involvement in concern for sustainability in order to improve job satisfaction in telecommunications companies in Rivers State
iv. Management should encourage involvement in concern for sustainability in order to ensure employees' affective commitment in telecommunications companies in Rivers State.
v. Management should adopt corporate culture that promotes concern for ethical leadership in order to improve human resource outcomes in telecommunications companies in Rivers State.

Contribution to Knowledge

This research study has a contribution to the body of knowledge in literature on ethical leadership and human resource outcomes. It examined literatures that deeply explain and add value to the concept of ethical leadership and human resource outcomes, thereby increases knowledge on these concepts. The study thoroughly discussed the concepts of ethical leadership and human resource outcomes thereby contributing to the existing body of knowledge on these concepts.

Limitations/Area for Further Research

The study examined the relationship between ethical leadership and human resource outcomes by focusing on telecommunications firms that operates within Rivers State. By this, it may be difficult to generalize the findings to cover other sectors like the service sector

which might also suffer from poor ethical leadership and human resource outcomes. Due to wide areas of application of ethical leadership, couple with several dimensions of ethical leadership and human resource outcomes, this study focused on only three dimensions of ethical leadership and two measures of human resource outcomes which may not provide a holistic understanding of how ethical leadership affects human resource outcomes. Additionally, lack of empirical studies on ethical leadership and human resource outcomes may affect the findings from this study in the area of comparing the findings to past empirical studies. Finally, lack of respondents to provide adequate data for the study may affect the findings and the level of generalization. Further, the research on ethical leadership and concept of human resource need to be extended to the manufacturing sector. Therefore, it is necessary to examine the relationship between ethical leadership and human resource outcomes in manufacturing firms in Rivers State as the issue of ethical leadership may affect human resource outcomes in manufacturing companies in Rivers State.

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