

**THE IMPACT ETHICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOUR  
(IWB): MODERATING ROLE OF INTRINSIC MOTIVATION\***

ETİK LİDERLİĞİN YENİLİKÇİ İŞ DAVRANIŞI (YİD) ÜZERİNDEKİ ETKİSİ: İÇSEL  
MOTİVASYONUN DÜZENLEYİCİ ROLÜ

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**Abstract**

The study focuses on the impact of Ethical Leadership to promote, improve and generate the Innovative Work Behaviours and creativity in a context of the moderating role of Intrinsic Motivation. Under the light of questionnaire the study analyze and discuss the Ethical Leadership as a driving force for enhancing and developing Innovative Work Behavior through moderating role of an Intrinsic Motivation. Through questionnaires related to variables asked from multiple organizations to examine and analyse hypotheses. The results depict a positive relationship between Ethical Leadership and Innovative Work Behavior with the moderating role of Intrinsic Motivation. In this study Intrinsic Motivation is moderating the relationship of Ethical Leadership and Innovative Work Behavior. The theoretical and the practical implications and limitations were further discussed in detail. The study is conducted for the contribution of knowledge to fill the existing gap in the literature recommended by latest organizations cultures about the importance of Ethical Leadership for enhancing the Innovative Work Behavior by using a moderating role of Intrinsic Motivation.

**Key words:** Ethical Leadership, Intrinsic Motivation, Innovative Work Behaviour, Creativity, Self Esteem

**Özet**

Bu çalışma, İçsel Motivasyonun düzenleyici rolü bağlamında Yenilikçi Çalışma Davranışlarını ve yaratıcılığı teşvik etmek, geliştirmek ve oluşturmak için Etik Liderliğin etkisine odaklanmaktadır. Anketin uygulandığı bu çalışmada, İçsel Motivasyonun düzenleyici rolü aracılığıyla Yenilikçi İş Davranışını geliştirmek ve geliştirmek için bir itici güç olarak Etik Liderliği analiz edilmeye ve tartışılmaya çalışılmıştır. Hipotezleri incelemek ve analiz etmek için birden fazla kuruluşa değişkenlerle ilgili anketler uygulanmıştır. Sonuçlar, İçsel Motivasyonun düzenleyici rolü ile Etik Liderlik ve Yenilikçi İş Davranışı arasında pozitif bir ilişki olduğunu göstermektedir. Bu çalışmada İçsel Motivasyon, Etik Liderlik ve Yenilikçi İş Davranışı arasındaki orta derecede bir ilişkinin olduğu ortaya çıkmıştır. Dolayısıyla teorik ve pratik çıkarımlar ve sınırlamalar daha ayrıntılı olarak tartışılmıştır. Bu çalışma, İçsel Motivasyonun düzenleyici bir rolü kullanılarak Yenilikçi İş Davranışını geliştirmek için Etik Liderliğin önemi hakkında en son organizasyonların kültürleri tarafından önerilen literatürdeki mevcut boşluğu doldurmaya yönelik bilginin katkısını ortaya koymak için yapılmıştır.

**Anahtar kelimeler:** Etik Liderlik, İçsel Motivasyon, Yenilikçi İş Davranışı, Yaratıcılık, Özgüven

## INTRODUCTION

In this modern era of struggle, organizations achieved the ways of competition and customer satisfaction through innovative work activities. To create new ideas and retain competitive edge organizations required to modernize. For customers' satisfaction organizations need to improve their product, service, originate the fresh technology and generate new practices of managerial and administrative in organization. Toward assemble Advanced Work Behavior of workers Ethical Leadership and Intrinsic Motivation are effective and positive factors to produce and get better. In this study, the researchers obligate hypothetically besides through empirical evidences examine the impacts of Principled Guidance effects on Innovative work Behavior under bright moderating role, an Intrinsic motivation and also found that the Ethical Leadership and Intrinsic Motivation are effective for improving and generating Innovative Work Behavior and also job satisfaction, organization commitment, loyalty and also reduce employees turnover ratio (Piccolo et al. 2010, Brown et al. 2005, Brown and Trevino 2006).

### **Ethical Leadership**

Ethical Leadership is a type of leadership in which individuals reveal conduct for the common good that is acceptable and suitable in every area of their life. Ethical Leadership is leadership that is focussed by esteem for ethical beliefs, values for the dignity and rights of others (Theresa Watts 2008). This study is related to concepts such as trust, honesty, consideration, charisma and fairness. Ethics is concerned with the kind of values and morals of an individual or humanity finds attractive or suitable. Moreover, ethics is concerned with the blamelessness of individuals and their motives. A leader's choices are also prejudiced by their moral development (Michael E. Brown, Linda K. Trevino, David A. Harrison 2005).

### **Innovative Work Behaviour**

The study focuses on innovative work behaviours for commencement and intentional overview of fresh plus functional concepts, procedures, merchandises, and practice inside a slog character, collection or association, and functional ideas. Innovative Work Behaviour expresses and illuminates intentional conception, preface and purpose of new ideas surrounded by work role, group or organization, in order to get a complete edge (Janssen, 2000). It includes the view about complications in previous practices and whole organization Behavior and proposes best solutions for everything (De Jong and Den Hartog 2007). The innovative Behavior of persons is determined by interactions with others.

### **Intrinsic Motivation**

Intrinsic Motivation remains an important factor, reflecting the natural human trend to learn and absorb (Gagne and Deci 2005, Amabile et al. 1994). In broad, Intrinsic Motivation (IM) refers to attractive in an activity purely for the delight and satisfaction imitative from doing the activity (Deci, 1975). When a person is intrinsically motivated he or she will achieve the Behavior voluntarily, in the lack of objects rewards or external constraints (Deci & Ryan,

1985). Intrinsic Motivation refers to the internal motivational situation in which an individual is paying attention to their work in and of itself not due to external sources. Intrinsic Motivation comes in individuals through aptitude and best reward systems to appreciate individuals (Scott and Bruce 1994).

### **Background of Research**

Leadership, especially ethical leadership and intrinsic motivation were found to be important factors in this regard. Ethical leadership is defined by prior researchers which declare that Ethical Leadership involves the morals and principles in their acts, decisions and moreover their clear performance measurement for mutually rewards and punishments. The awareness of ethical leadership defines the customs, morals. Ethics in whole society makes every society comfort zone as well as if there is ethical leadership in organizations the organization culture automatically provide a spiritual environment for developing innovative work behaviour. The study conducted from top textile industries of Faisalabad, Pakistan for awareness of ethical leadership influences and intrinsic motivation role to generate innovative work behaviours in organization.

### **Significance of Research**

Now the current era of speedy revolution, establishments remain encrustation better require after their situation near hold Innovative work Behaviours towards generate and convey their merchandises or facilities to keep on economical indirection of modified procedure them self and corporate social responsibility and business ethics leaders must perform more ethically. In order to achieve this task successfully, organizations rely on their employees to innovate their processes, methods and operations. Individual employees must engage in Innovative Work Behaviours through an Ethical Leadership and also generating Intrinsic Motivation of employees to enhance their performance. Subsequently, ethical leadership is the awareness of consultants in the instance era.

### **Research questions**

The study has a multilevel model of three different variables and their relationships were deeply determined to contribute the Ethical Leadership, Innovative Work Behaviour and Intrinsic Motivation literature through numerous ways:

- (1) How Ethical Leadership enhances and produce the employees Innovative Work Behaviour?
- (2) How Intrinsic Motivation moderates the IWB?
- (3) How EL improved the creativity in individuals and create Innovative Work Behaviour through moderation of Intrinsic Motivation?
- (4) How ethical leadership can enhance and endorse the Intrinsic Motivation in individuals?

With the help of theories, references and also the study paper work, it can be declare that the Ethical Leadership is a motivating force for Innovative Work Behaviour with the moderating

role of Intrinsic Motivation. The study describes there is a moderating role of intrinsic motivation predicted as a positive element for innovative work Behavior. The research design and the study model also elaborate the positive and direct impact of ethical leadership on innovative work Behavior.

### **LITERATURE REVIEW**

Ethical Leadership is more likely to provide opportunities to realize the Intrinsic Motivation to improve enhance and generate Innovative Work Behavior of employees. Mostly educations on separate innovations combine erect of idea with extra extent of management. Here are, still, revisions that established an experimental linking among providing image and process of awareness compeers and work performance (Sosik et al. 1998). Literature definitely illustrations for job mission dismiss persuade awareness. Essentially inspiring responsibilities offer prompt for creativeness and invention (Amabile, 1988). According to Olham Cummings (1996) the industrialized employees made their work hard as soon as they feel themselves functioning on difficult, stimulating responsibilities (Tesluket al.1997).

### **Ethical Leadership**

Ethical Leadership reflects the leader's spirituality, humanity, effectiveness and inspirations that likely to rely on optimistic visions and convincing communication styles when motivating supporters (Brown et al. 2005, 2006). To proceed in normatively suitable approach is to act every time with general opportunity regarding how leaders should perform in work context. For example, "normatively proper" implies that leaders are fair, honest, ethical and trustworthy in captivating responsibility for their personal actions (Zhu et al. 2004). As per prior researches we can declare that Ethical Leadership involves the morals and principles in their acts, decisions and moreover their clear performance measurement for mutually rewards and punishments (kanungo and Mendocna 1996). Ethical Leadership can be viewed in terms of curing and stimulating powers of adore, recognizing that leadership is a joint relation with followers. Mission of the leader is to serve, sustain and his obsession for leading comes from compassion. To facilitate Ethical Leadership is preliminary to receive awareness is even shown in an exertion to boil Ethical Leadership down to love (Kouzes & Posner, 1992).

### **Innovative Work Behavior**

The study describes innovative work Behaviours concentrating to the investigation and deliberate introduction different and valuable thoughts, procedures, merchandises, and practice inside an effort position, in a crowd and association (De Jong et al, 2006). A composite effort Performance comprising of invention, promotion, or function of fresh ideas planned for toil character, crowd or association, for intentions at recovering managerial performance (Janssen 2000, 2005).

In today's swift changing environment the aptitude of a business depends on employees Innovative Work Behavior and creativity? In the current time, competitive advantage can be expanding by employees Innovative Work Behavior.

Usually Innovative work Performance includes intellectual regarding difficulties popular active operational techniques, intact organization Behavior and creates best solutions for everything (De Jong and Den Hartog 2007). The innovative Behavior of individuals is resolute by connections with others. Surrounded by the situation of a business employees are mostly depends on their leaders for the information, assets and support. The leader is a dynamic force behind individual innovation (Van der Vegt and Janssen 2003).

### **Intrinsic Motivation**

The study describes intrinsic motivation as the performance of action for awareness, satisfaction of effort themselves. It remains an important assemble, reflecting the usual human tendency to learn and absorb (Gagne and Deci 2005, Amabile et al. 1994).

Intrinsic Motivation refers to the internal motivational state in which an individual is paying attention to their work in and of itself not due to exterior sources. Intrinsic Motivation comes in individuals through aptitude, best incentive systems and gratitude of individuals (Scott and Bruce 1994). Ethical Leadership and Empowerment of individuals are the sources and motivating forces to increase Intrinsic Motivation in individuals. Some of the scholars have recognized the moderating role of Intrinsic Motivation for innovation and inspiration (Ryan and Deci 2000). Intrinsic Motivation has emerged as important phenomena for inventive work Behavior a natural origin of learning and realization that can be logically articulate by the energetic force of Ethical Leadership (Ryan & Stiller, 1991). The same as Intrinsic Motivation results in high-quality learning and creativity. Intrinsic Motivation is defined as the achievement of an activity for its natural satisfactions rather than for some divisible result. Once intrinsically motivated a person is motivated to act for the excitement or confront entailed rather than since external prods, pressures, or rewards.

### **ANALYSIS**

Ethical leadership and intrinsic motivation are consider as key element for the generating and enhancing innovative work behaviour of employees which is the basic need of every organization in this century of competition. Innovations and creativity are compulsory for an organization for long period of success in this globalize world. Innovative work behaviour of employees is depending on ethical leadership and also intrinsic motivation which plays a moderating role to enhance, improve and generate the creativity of employees related to their work. The essay briefly describes the three variables ethical leadership, intrinsic motivation and innovative work behaviour. These all variables are defined singly to understand the nature and relation of these all variables.

The main purpose of the study is to identify the impacts of ethical leadership and intrinsic motivation and their influences to create innovative work behaviour of employees. The study



focuses the innovative work behaviour and the impact of ethical leadership and also discusses the moderating role of intrinsic motivation for enhancing creditability of employees.

### **Ethical Leadership**

Ethical leadership means that leaders are behaving ethically as an inspiration to others. Ethical leadership is a type of leadership which reflects the leader's spirituality, humanity, effectiveness and inspirations that likely depends on optimistic missions and visions and realistic communication styles when motivating their followers. Ethical leadership is defined by prior researchers which declare that Ethical Leadership involves the morals and principles in their acts, decisions and moreover their clear performance measurement for mutually rewards and punishments. Ethics in whole society makes every society comfort zone as well as if there is a ethical leadership in organizations the organization culture automatically provide a spiritual environment for developing innovative work behaviour. There were many examples pass in this universe which was the best examples for ethical leadership like the Toyota company culture and with the ethical leadership they are at the top successful business in the world. The word ethics is a term that defines the psychology and perceptions about morality. The word ethics is derived from a Greek word "enthuses" which means traits, morals, characters and customs. on the other hand, the ethical leadership should be aware of that encouraging relations by means of all organisational stakeholders that are the best pillars for all organizational hard work. High-quality relationships build on esteem, trust and faith which were the mostly important elements for organizational success and competitiveness. The Ethical leaders must understand that such kind of relationships develop and produce in a civilized and principled base culture such as faith, esteem, honesty, integrity, justice, fairness, righteousness and kindness. This all discussion clarifies that ethical leadership and ethics in every organization also every matter of dealing provides a better results and this study can be able to say that ethics is a key of success.

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### **Intrinsic Motivation**

Intrinsic motivation defines the inner state of an individuals who are self motivated. Basically enlivened specialists facilitate planned change over their motivation snared on exceptional positions of effort, before signs towards high work authorization, imagination, psychological adaptability, and calculated attentive. Likewise, associations who perceive extra basic motivation frequently indicate additional tirelessness part of troubles. When all is said in done, intrinsic motivation refers to participating in an action only for the delight and fulfilment got from doing the action. At the point when a man is characteristically persuaded he or she will play out the conduct deliberately, without material prizes or outside limitations. Singular representatives who go for developments and imagination they think that it's intriguing and fulfilling to take in more about their work, and the work delight always endeavouring to outperform them are considered inherently persuaded toward their work.

### **Innovative Work Behaviour**

In this modern world of competition the Innovative work behaviour of employees is most important attribute of every organization to face challenges and keep their business growing and get competitiveness. Innovative work behaviour emphasize on organization fair culture, true and ethical leadership and employees intrinsic motivation, self-esteem and self actualization. Innovative Work Behaviour communicates and lit up as the deliberate origination, prelude and motivation behind new thoughts encompassed by work part, gathering or association, with a specific end goal to get a complete edge. For the most part Innovative Work Behaviour focuses about issues in past working strategies and entire association Behaviour and proposes best answers for everything. The innovative Behaviour of people is dictated by connections with others. The study and its purpose is to enhance employees creativity and innovative work behaviour that's why ethical leadership and intrinsic motivation are considered as tool and effective course of action to develop and improve employees skills, creativity and innovative work behaviour. To remain alive in the present market conditions and to remain forceful, associations are in more noteworthy demand to be inventive. It found that to achieve the errand of innovation, associations take a shot at their representatives, i.e., to enhance their strategies and operations to get gainful outcomes. Imaginative Work Behaviour is a dynamic and a troublesome pattern that additionally envelops the motivation. Numerous scientists consider that inventiveness indicates the structure of crisp thoughts, development and bringing them into sensible utilize. In this manner, the term Innovative Work Behaviour includes both the genius and inventive angles.

The study depicts that endeavours to clarify that how ethical leadership impact innovative work behaviour of employees conduct by means and control of intrinsic motivation. The examination suggested that worker's intrinsic motivation (i.e., which means confidence) directs the connection between ethical leadership and inventive work behaviour. The investigation additionally depicts the positive connection between ethical leadership, intrinsic motivation and innovative work behaviour and innovativeness. The study describes the natural motivation that conservatives the effect of moral authority on representatives inventive work conduct and inventiveness in their work. Moral issue is an overall detectable actuality. It is an essential issue for corporate association. Moral administration saw as having a wide moral mindfulness and worry for all partners who incorporate representative to upgrade imaginative conduct. In this way, pioneers must create a morally friendly work environment for all representatives, talk about moral issues, fill in as good example and set up technique for the improvement of dependable representatives by inspiring tem. It is evaluated that pioneers who show moral conduct would probably see as a positive main thrust for inventive work conduct.

### **Ethical Leadership and Innovative Work Behaviors**

After an extensive study of the Ethical Leadership and Innovative Work Behavior, creates a link among Ethical Leadership with the Innovative Work Behavior. "Ethical Leadership is a productive dynamic force to generate Innovative Work Behavior in employees". In

perspective of Ethical Leadership the word ethical covers all aspects for example sincerity, honour, humanity, responsibility, collective motivation, and justice which provides a best standard for creation of Innovative Work Behaviour of individuals (Brown & Trevino 2006)

In organisations, it is considered that employees perceive more job consequence and ease in their work and participating more to generate new ideas to donate in organization effectiveness to achieve their missions and goals and more probable to feel secure to speak up their new thoughts and distribute their ideas and knowledge within the organization (Janssen 2000).

### **Intrinsic Motivation and Innovative Work Behavior**

The study describes the relationship and impact of one variable with another variable. Intrinsic motivation acts as a key element on behalf of employee's innovative work Behavior and creativity (Woodman et al.1993). The employee's interest in their work always helps them to find out best and new ways to accomplish their tasks (Jung et al. 2003).

The study focuses on positive effect of intrinsic motivation on innovative work Behavior of employees. When employees perceive the work their self are more valuable and motivated to enhance creativity and innovations in their work assignments (Fuller et al. 2006). According to Kher, (2004) Essentially motivated workers further prospective convert their motivational state into extraordinary ranks of exertion, before indications towards high work enactment, creativity, cognitive flexibility, and conceptual thoughtful. In addition, organizations who recognize additional intrinsic motivation often show extra perseverance aspect of difficulties (Parker, 2006).

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### **Ethical Leadership, Intrinsic Motivation and Innovative Work Behaviors**

Conferring towards nature of study plus variables, each variable is associated with other variable in easy words we can say that these variables have a muscular relationship between them and each variable is a key element for other variable. Achievement of any organization depends on these variables in the inclusive town. Intrinsic motivation shows a main part for Ethical leadership and Innovative work Performance (Avolio et al. 2004). Intrinsic Motivation concept is related among the Innovative Work Behavior after a broad revision of both variables, according to our perceptions "Intrinsic Motivation is a basic instrument for employees Innovative Work Behavior". Furthermore, motivational theories that motivated employees are outstanding in their working mission, individuals that are essentially motivated are consider as innovative as their Behavior are inspired and feel pleasure in their work that's why we suppose Intrinsic Motivation of individuals is basic device for Innovative Work Behavior (Carmeli and Gittell 2009).

According to the study it is pointed that around Innovative work Performance effectively the learning of anything inspires separate inventive Performance, incentive denigration on spirit of Innovative work Performance. Several specialists have verified the reconciling part of



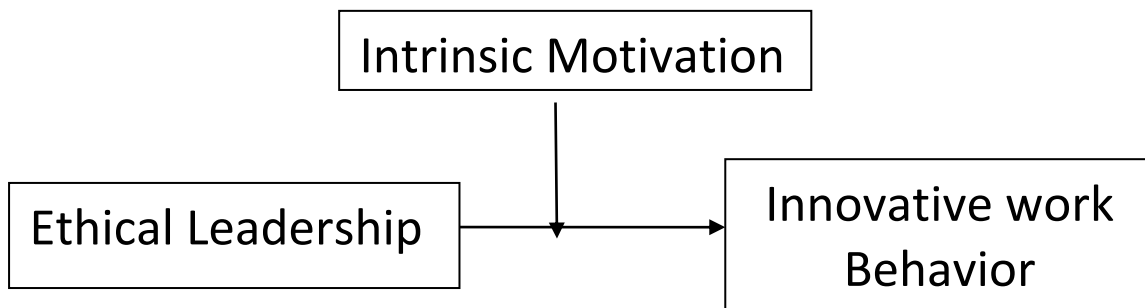
intrinsic motivation in the connection among management, invention, stimulation besides innovative work performance (Spreitzer,1997). Intrinsic motivation can remain recognize by way of a combined perception which simplifies Innovative work Performance then facilitates the connection among Ethical leadership and Innovative work Performance (Scott and Bruce 1994).

**Hypotheses:**

**H1** There is there a positive relationship between Ethical Leadership and Innovative Work Behavior.

**H2** Intrinsic motivation plays moderating role between ethical leadership and innovative work behaviour.

**Theoretical Framework**



The study proposes the model to support the research findings under the support of the literature. This model describes the relationship of three different variables and their effects and impacts on their associate variables. Perception of Intrinsic motivation by way of a moderating function for Innovative work Performance and also express relationship of Ethical leadership with Intrinsic Motivation.

This model shows a comprehensive relationship between these variables with fully support of literature review and references already worked by different researchers and authors.

**METHODOLOGY**

Organizations related to manufacturing companies for workers Innovative work Performance also describing role of intrinsic motivation were taken from top ten textile companies in Faisalabad, Pakistan. The targeted population of the study is set toward examine workers Innovative work Performance by choosing workers of top ten textile mills for better results of the study. Before the distribution of questionnaire we contacted with the managing director of all companies for getting the permission of research investigation and requested them to contribute for the study. The study proposed to explore Innovative work Performance of workers. Every textile mills consist of more than twenty departments in their whole

organization. The size of population of every textile mills was comparatively five hundred employees so all the targeted population of the study based on maximum five thousand employees.

### **Sample**

The study conducted by use of simple random sampling techniques to collect required data from target sample out of the targeted population by picking the senior and educated staff by the help of supervisory staff of different departments in their production and operations . The sample size of the study was five hundred employees out of five thousand employees to get better results. The employees were asked to express their perceptions and feelings about Innovative Work Behavior, Ethical Leadership and Intrinsic Motivation by providing them questionnaire.

Five hundred questionnaires were issued to ten textile companies with the average of fifty questionnaires for each organization. After the completion of survey we collect four hundred and forty valid questionnaires from ten textile mills. After deep and sound screening of each questionnaire we select only four hundred and forty reasonable and valid for the research work with a response rate of 88%.

### **Measurement**

The Questionnaire consists of two parts regarding demographic information like as (gender, age, experience, education etc.) and another part about the measure scale of variables used in the research work. The study used the translated questionnaire in English of “double blinded principle” described by Brislin (1980). All items asked about variables were rated on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree)

### **Instrumentation**

The study proposes the questionnaires of (Yukl et al., 2011) for Ethical Leadership, (Yau Yuen Ching 2012) for Intrinsic Motivation and (Nagarajan Ramamoorthy, Patrick C. Flood, Tracy Slattery and Ron Sardessai 2005) for Innovative Work Behavior.

### **Ethical Leadership**

The study adapted fifteen items from Yukl et al. (2005) as instrument to quantify the thinking and feeling of employees on Ethical Leadership. The sample item of this part is: “I show a strong Concern for ethical and moral values” the reliability of scale was (.....).

### **Intrinsic Motivation**

The study used five scale ranking and consists of eleven items of Yau Yuen Ching 2012 to measure intrinsic motivation of employees. The test elements remained: “I personally feel Enjoyment and satisfaction in doing an activity or task” the reliability of the scale was (.....)

### **Innovative Work Behavior**

The study adapts nine items and five scales ranking of Nagarajan Ramamoorthy et al. (2005) to assess Innovative work behaviour. The test elements remained: “I personally searching fresh work methods, procedures or instruments”. The consistency for gage remained (.....)

### Response rate

The questionnaires send to the ten textile mills of Faisalabad, Pakistan and their receiving’s and response rate are mention in the table given bellow

no	Textile mills of Faisalabad, Pakistan	sent	receive	percentage
1	Sitara textiles	50	45	0.90
2	Rehman Tex International	50	48	0.96
3	SAAF international	50	46	0.92
4	Chenab textile limited	50	42	0.84
5	Rana textile mills Ltd	50	47	0.94
6	Bashir Ahmed textiles	50	44	0.88
7	Moon textiles private Ltd	50	42	0.84
8	Saeed textile industries(pvt) Ltd	50	43	0.86
9	Asim textile mills	50	41	0.82
10	Bismillah textiles (Pvt) Ltd	50	44	0.88
total		500	440	0.88%

The study variables and associated variables are asked to these companies by issuing questionnaires about the Ethical leadership, Innovative work behaviour and Intrinsic motivation of employees then they have a good response rate which is very effective for the measurement and testing of hypothesis.

### Reliability Analysis

Reliability refers to whether your data collection techniques and analytical procedures would reproduce consistent finding if they were repeated on another occasion or if they were replicated by another researcher.If the testing process were repeated with a group of test takers, essentially the same results would be obtained.

no	Research variables	items	alpha
1	Ethical Leadership	15	
2	Intrinsic Motivation	09	.....
3	Innovative Work Behavior	11	.....

**Descriptive Statistics**

The collected data were analyzed based on Descriptive Statistics instrumentation standard. Among the employees 78.5% were graduated and 82% were male and 18% were female. The average age calculated was 33.9 years and their average experience in organization was 8.3 years.

no	demographics	male	female	Mean	SD
1	Age				
2	Gender				
3	Experience				
4	Qualification				

**Correlation analysis**

	Ethical Leadership	Ethical Leadership	Ethical Leadership
Ethical Leadership	<b>1</b>		
Intrinsic Motivation		<b>1</b>	
Innovative Work Behavior			<b>1</b>

**Conclusion & Recommendations**

The study notionally and with experimentally evidence delivers certain allegations aimed at forthcoming learning in numerous phases. Main, the study explore that how ethical leadership can affects the innovative work Behaviour of employees after the intrinsic motivation perception, whereas forthcoming researchers have to drive advance by uniting additional reconciling and curbing roles, which is identity efficiency, extrinsic motivation, personality, self esteem and so on. The study can also be conducted in future by using different independent variables replacing the ethical leadership with like Transformational leadership, altruistic leadership, and entrepreneurship and so on. Secondly, the population and sample selected of the study is from an industrial zone of Faisalabad, Pakistan. The study external validity of conclusions was restricted. Hence, in future research scholars can reproduce this study at provincial level and national level or in other countries throughout the global world with more and different cultures or contexts by using sample of multinational companies changed from this study to observe and explore to support the validity, reliability and generalize ability of the study. At last the study propose the materialization of the research on Ethical leadership, intrinsic motivation and employees innovative work performance trendy Faisalabad, Pakistan, taking into consideration Pakistan’s social reality and the culture, the study recommend that more research work should be done about ethical leadership that embedded in Pakistan and Pakistani culture and characteristics must be included in future researches.

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