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## Impact of Ethical Leadership on Creative Work Performance: The Empirical Mediating Roles of Work Engagement and Attitude Toward Performing Wells in Construction Organizations in Pakistan

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### Key Words

Ethical Leadership, Attitude Towards Perform Wells, Work Engagement, Creative Work Performance, Construction Organization in Pakistan

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**Abstract:** According to grounded social exchange theory, this study examines ethical leadership's direct and indirect impact on worker's creative performance. More specifically, this study will also investigate the intervening mediate roles of work engagement and employee's attitudes towards performing well between Ethical leadership and Creative work performance. The study data was obtained through self-reporting survey questionnaires distributed to employees of construction organizations in Lahore, Pakistan. The findings supported that Ethical leadership directly relates to creative work performance. Furthermore, work engagement and attitude toward performing well positively relate to ethical leadership and creative work performance. The findings broaden our understanding of how factors such as a positive attitude, psychological states, and engagement at work may produce the worker's performance and increase their potential for creative intellectual in implementing novel ideas at the workplace.

## Introduction

In today's knowledge-based economy, worker's creativity has developed a major task for businesses to foster employee growth, strengthen their core competencies, and remain competitive in the global marketplace (Al matrooshi et al. 2016, Edwards et al. 2015). Businesses are looking for new strategies to encourage innovation among their staff (Amabile et al. 2016, Williams et al. 2010). Researchers and

professionals tried to find what type of leader is more efficient and effective in the workplace that is helpful for the organization's growth (Sosiket al 2018). So, ethical leaders are creating great attention due to progressive growth in the workplace. Furthermore, ethical leadership has a positive and strong correlation with several long-term leadership facets of effectiveness, like work engagement, employee satisfaction,

commitment, and performance of the business organization (Brown et al. 2006, Newman et al. 2014). Similarly, successful businesses see employee enthusiasm for their job as crucial to their continued existence (Strom et al. 2014) and enhanced performance (Markos et al. 2010). Engagement at work has been linked to beneficial institutional and individual-level results, including higher productivity, greater job satisfaction, and enhanced management efficiency (Blomme et al., 2015). On the other hand, disengagement from work harms both people and the company (Markos et al., 2010).

Conversely, In the modern business world, a company's essential competency is increasingly seen as its worker's ability to be creative and innovative (Scott et al. 2004). As a result, many companies are looking for effective strategies to encourage employee innovation and originality (Hon et al. 2016). Leadership is the most important factor in employee engagement since it is through the leader's actions that a good work environment is created, one in which workers are encouraged to strive for their personal best (Asif et al., 2019). Similarly, Ethical leadership also benefits work engagement (Ahmad et al. 2018). Ethical leaders may help enhance Work Engagement if they exhibit conduct indicative of support and create a healthy atmosphere through constructive feedback, trustworthiness, interactional justice, fairness, and decision-making (Ali et al. 2016, Feng et al. 2018). When people are encouraged to contribute to creative projects inside the workplace, they are likelier to do so (Asif et al., 2019). Attitudes are beliefs, evaluative sentiments, and behavioral intentions towards an object at the workplace (McShane). When one group does help in their tasks, another group works like a team; then its performance is also increased through mutual connection (Markos et al. 2010). When leaders act ethically and provide their teams with psychological and social support, workers consistently report higher commitment and enthusiasm (Bormann et al. 2017). Workers feel motivated and likely to work hard for the company's long-term success,

which promotes organizational creativity (Mushtaq et al. 2017). Ethical leadership affects creativity in the workplace. Furthermore, Employees achieve all work performance standards due to positive attitudes (Fishbein et al. 2010). This research investigates how ethical leadership directly affects creative work performance. Furthermore, work engagement and attitude toward performing well mediate the association between ethical leadership and creative work performance.

## **Literature Review and Hypotheses**

### **Ethical Leadership**

This is stated that “the presentation of normatively appropriate behavior with professional subordinates and somehow more liking seem to strengthen decision-making” (Brown et al. 2005). Moreover, they believe on lives what they preach and highly prefer fairness. Employees learn morality from their bosses and coworkers (Ferrell et al., 2021). To show devotion, employees prefer to follow their supervisor's moral judgments (Mayer et al. 2010). According to social learning theory, role-modeling influences ethics (Bandura et al. 1977, Mayer et al. 2009). Leaders may attain it by promoting the well-being of people and avoiding harmful actions (Colquitt 2001). Ethical leaders can empower, strengthen, and change their subordinate's beliefs toward their organizations. When CEOs and organizations are seen as fair, workers are more willing to cooperate, increasing Creativity (Asif et al. 2019). Furthermore, ethical leaders promote honesty, trust, virtuousness, compassion, and fairness with their coworkers (Northouse et al. 2021) and establish a culture that appreciates the employees to enhance Creativity (Asif et al. 2019; Iqbal et al. 2013). According to various studies, Ethical leaders encourage their subordinates to take chances and be innovative and creative (Asif et al., 2015). Previously, ethical leadership and work engagement are studied together (Fuller 2021, Buonomo et al. 2021). Furthermore, Ethical leadership seems improving in organizational

commitment with job engagement (Alam et al. 2021).

Ethical leadership also boosts workplace creativity with job engagement (Ferrell et al. 2021, Buonomo et al. 2021, Sharif et al. 2021, Wibawa et al. 2021). Italian and Pakistani employees seemed more engaged and well under ethical leadership (Sarwar et al. 2020). Moreover, creativity is encouraging because of employee's diverse backgrounds (Yun et al. 2019). Leaders may foster creativity and creative thinking in an organization by adopting a culture that encourages such activity (Abdolmaleki et al., 2013, Lestari et al., 2021). Ethical leadership encourages individuals to apply their talents to their work and innovate. (Zhu et al. 2004). Ethical leadership encourages people to innovate to attain group goals (Brown et al. 2003). Employees are more innovative and creative when they think their supervisors are committed (Mayer et al. 2009, Peitz et al. 2015, Scott et al. 2004). Ethical leaders help to boost employee creativity (Chughtai et al. 2015). According to the above discussion following hypotheses are proposed for empirical testing:

**H1:** Ethical leadership has boosted the creative work performance of employees

**H2:** Ethical leadership has a positive relationship with work engagement

**H3:** Ethical leadership has Positive relation with attitude toward performing well.

### **Work Engagement Role as Mediator**

Employee Creativity is important since it's tied to organizational transformation. It gives new ideas and unique techniques to comprehend the change phenomena that lead to organizational efficiency and survival (George et al. 2007). It lets employees show their human potential (Ali et al. 2016). In work engagement, individuals with commitment feel motivated at work, seem to participate in organizational events, and endeavor harder to achieve company objectives (Rhoades et al. 2001). Employees feel more

engaged in extra-role productive deeds (Detert et al. 2011). Second, work engagement encourages workers to have a positive outlook on their goals (Meyer et al. 1997). Employees appreciate certain duties, work more, and enhance their performance to remain with the company. Maintaining their function in the company boosts engagement and performance (Luchak et al. 2007). According to Binnewies et al. (2008), employees closer to operations in an organization come up with creative ideas and solutions (Sharif et al. 2022, Licata et al. 2003). These ideas make individuals highly engaged, optimistic, self-confident, and successful in achieving goals and issue resolution (Asif et al., 2019). Highly engaged workers can handle anxiety, which makes them more focused and creative (Amabile et al. 2005). Motivated employees gain praise and respect from their managers, coworkers, and customers for their innovative work. Hence, their job-related conduct is auspicious, making them more devoted and productive (Avery et al. 2007, Manzoor et al. 2019).

Ethical leaders address worker's socio-emotional requirements in the workplace, making them feel linked and more engaged in company objectives (Engelbrecht et al. 2017). Hence, when ethical leaders sincerely appreciate worker's thoughts and contributions, they feel comfortable keeping their position, indicating a high emotional and organizational commitment (Qing et al. 2020). Ethical leadership also boosts employee engagement through strong emotional and organizational commitment. Ethical leaders' openness to employee feedback and readiness to give resources may boost staff engagement (Engelbrecht et al. 2017). which leads to employee innovation. Ethical leaders and their employees share knowledge, intellectual thinking, and drive to engage in work creatively. In addition, Ethical actions create a healthy atmosphere that encourages their followers to be more devoted and engaged and fosters good effects among workers, which fosters creative thinking (Manzoor 2019).

**H4:** Work Engagement has a positive relative to employee creativity

**H5:** Ethical leadership has positively mediated Employee Creative Performance through work Engagement.

### Mediator as Attitude towards Performing Well

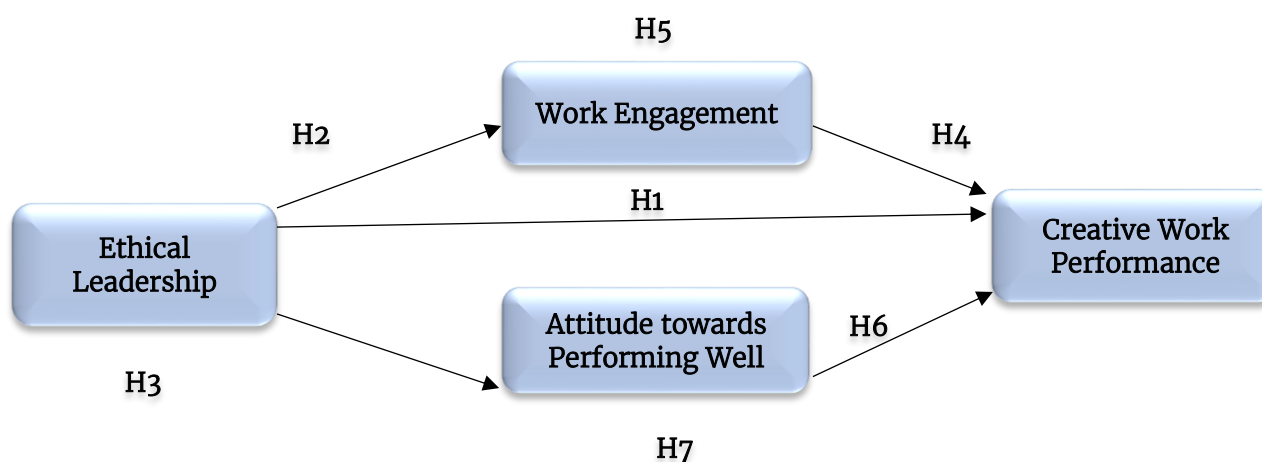
An individual's attitude is the determining factor in how they act (Jones et al. 2007). Often, people define attitudes as snap judgments of things on a scale from positive to negative (Petty et al. 1997). Attitudes strongly indicate actions in behavioral and social psychology (Tesser et al. 1990). Developing a healthy work ethic requires understanding the critical factors in a professional's life (Shuman et al. 2005). Moreover, attitudes may be affected by social circumstances and the extent to which individuals feel they control their actions. When

we talk about social aspects, we're referring to how much workers care about what others think of their behavior. Attitudes toward performance are the "workers' assessment towards always completing all job standards," as stated by (Fishbein et al. 2010). Many Scholars have equated it with "work motivation" and say it's a sort of job satisfaction. High-motivated workers are productive (Groen et al. 2017). When one has a strong desire to succeed, it tends to affect one's interactions with others. Ethical leadership is improving people's outlooks on their abilities and encouraging them to act more productively in the workplace.

**H 6:** Attitude toward performing well has a positive relation with creative work performance.

**H 7:** Ethical leadership influences creative work performance through the mediating role of attitudes toward performing well.

### Conceptual Framework



### Methodology

The current study is important to look at the impact of ethical leadership on the creative work performance of construction companies in Lahore, Pakistan. It also has two mediators, work engagement and attitude toward doing well will be used. During this data collection process, the respondent's personal information was kept secret (Abid et al. 2020). Also, the questions asked

in English were easy for employees, and people with at least 12 years of education were selected, so the survey questionnaire could be understood easily (Elewa et al. 2022), (Saddique et al. 2021). The questionnaires were given to people who worked at different construction companies in Lahore. At first, 500 questionnaires were sent out, but only 325 were returned. The total questionnaire is based on 31 questions, covering

demographics, ethical leadership, creative work performance, work engagement, and attitude toward doing well. The demographic information

includes variables like gender, age, marital status, and level of education.

**Table 1**

*Variables, No. of Items, Sample Items, and Reference*

Variable	Items	Sample	Reference
Ethical Leadership	10	"Listen to what employees say"	Brown, 2005.
Work Engagement	9	"My Job inspires me."	Schaufeli and Bakker 2003
Attitude Toward Performing Well	3	"I find it position to always meet everything that is expected of me in my work."	Fishbein 2010.
Creative Work Performance	5	"I suggest new ways to achieve goals and objectives."	Zhou and George 2003.

**Table 2**

*Sample Distribution*

	Characters	F	%
Gender	Male	267	82.2
	Female	58	17.8
Ages	Below 25	66	20.3
	26-35	134	41.2
	35-45	90	27.7
	46-55	16	4.9
	Above 55	19	5.3
	Intermediate	41	12.6
Qualification	Graduation	161	49.5
	Master	107	32.9
	M. Phil	16	4.9
	Below One Year	56	17.2
Experience	1 - 5 years	167	51.4
	6-10 Years	53	16.3
	Above 10 years	49	15.1

**Explanation:** According to table 2 above, the total of respondents to the questionnaires was 500, of which 325 were collected, in which the male is 267 (82.02%) and female is 58 (17.80%). The respondents' age was classified into five groups. The majority of respondents were between the age of 26 and 35 years 134 (41.02%), followed by 35-45 years 90 (27.02%) and below 25 years 66 (20.3%). The other participant's ages were between 46-55 years, 16 (4.9%); those above 55

years were found to be only 19 (5.30%). Based on the qualification, its category is in four groups, in which the majority of the respondents were graduates from universities 161 (49.90%) and a small number with master's degrees in philosophy 16 (4.9%). Based on experience, it's categorized into four categories. Which majority of respondents are 167 (51.4%), and the minority has above experience than ten years, 49 (15.1%).



**Table 3**

Reliability Analysis

Variable	No of Items	Cronbach's Alpha
Ethical Leadership	10	0.71
Work Engagement	9	0.74
Attitude Toward Performing Well	3	0.72
Creative Work Performance	5	0.88

**Explanation:** The reliability test of each scale was examined using Cronbach's alpha. See table #3.3. All the above values are higher than 0.70, which indicates that the measurements were accurate and acceptable enough for future research.

### Correlation Analysis

Pearson Correlation analysis is used to assess

stable associations and examine techniques for dependency between two sums. Estimates of connectivity range from negative one to positive. They consider -0.5 to -0.3 and 0.3 to 0.5 as shown a straight and high association. Furthermore, -0.3 to -0.1 and 0.1 or 0.3 is low/delicate shown association. When the connection of the estimate is zero, it means no link between factors.

**Table 3**

Correlation Analysis

S#	Variables	1	2	3	4	5	6	7	8
1	Gender	1							
2	Ages	-0.036	1						
3	Qualification	-0.027	0.031	1					
4	Experience	-0.044	-0.099	-0.003	1				
5	Ethical Leadership	-0.035	-0.54	0.034	-0.087	1			
6	Work Engagement	-0.063	0.122*	0.007	-0.077	0.130**	1		
7	Attitude towards Performing Well	0.164*	0.028	0.014	0.143**	0.218**	0.35	1	
8	Creative Performance	0.00	-0.038	-0.039	0.028	0.155**	0.345**	0.29**	1

\*\* Correlation is Shown Significant at 0.01 level, \*Correlation is Significant at 0.05 level

**Explanation:** In Table 3 illustrates the association between factors in this study. Ethical leadership is significantly and moderately correlated with work engagement ( $r=0.130$ ,  $p=0.00$ ), and ethical leadership is moderately and significantly correlated with attitude toward performing well ( $r=-0.218$ ,  $p=.000$ ), whereas ethical leadership and creative work performance are moderate/significantly correlated value with ( $r=$

$0.155$ ,  $p=.005$ ). In addition, the association between work engagement and attitude towards doing well is strong and statistically significant ( $r = 0.35$ ,  $p = .000$ ), whereas work engagement and creative work performance is likewise high and statistically significant ( $r = 0.34$ ,  $p = .000$ ). The correlation between attitude towards doing well and work performance is modest and significant ( $r = 0.29$ ,  $p = 0.00$ )

## Regression Analysis

**Table 4**

*Model between Ethical Leadership and Creative Work Performance*

Variable	R <sup>2</sup>	B	t	Sig
Ethical Leadership	0.021	0.260	8.259	0.000

*Dependent Variable: Creative Work Performance. \*p < 0.05.*

**Explanation:** In table 4 demonstrates the basic regression analysis performed to determine the impact of ethical leadership on creative performance. The model is fit since the ANOVA sig value is 0.00 < 0.05. The R-squared value of 0.021 indicates that a one-unit change in ethical leadership will result in a 2.1% difference in

creative work performance. The coefficient's sig value is 0.00, less than 0.05, indicating the significant association between ethical leadership and creative work performance. The value of B is 0.260, demonstrating that ethical leadership impacts employees' creative performance. Hence, hypothesis 1 is supported.

**Table 5**

*Model between Ethical Leadership and Work Engagement*

Variable	R <sup>2</sup>	B	t	Sig
Ethical Leadership	0.014	0.233	10.818	0.000

*Dependent variable: Work Engagement, \*p < 0.05.*

**Explanation:** Table 5. Displays the basic regression analysis performed to determine the impact of ethical leadership on employee engagement. The ANOVA sig value is 0.00 < 0.05, showing the appropriate model. The R-squared value of 0.014 indicates that a one-unit change in ethical leadership will result in a 1.4% difference

in employee engagement. The coefficient's sig value is 0.000, which is less than 0.05, indicating their significant link. The value of B is 0.233, demonstrating ethical leadership's effect on employee engagement. Hence, hypothesis 2 is accepted.

**Table 6**

*Model between Work Engagement and Creative Work Performance*

Variable	R <sup>2</sup>	B	t	Sig
Work Engagement	0.116	0.321	9.309	0.000

*Dependent Variable: Creative Work Performance, \*p < 0.05.*

**Explanation:** Table 6 displays the results of a simple regression that was carried out to investigate the influence of work engagement on creative work performance. The model may be considered accurate given that the ANOVA sig value is 0.00, which is less than 0.05. We will utilize the R squared value of 0.116, demonstrating that a change of one unit in work

engagement will increase by 11.6% in creative work performance. The significance level of the coefficient is 0.000, lower than 0.05, demonstrating a significant correlation between variables. The B value is 0.321, which indicates that involvement in one's work positively influences creative work performance. Hence, hypothesis H4 is accepted.

## Mediation Analysis

**Table 7**

Mediation analysis using Bootstrap

Relationships	$\beta$	P	Bootstraps		@	Hypotheses
			95%			
			LL	UL		
<i>EL → WE → CWP</i>						
Direct effect	0.189	***	0.11	0.366		
Indirect effect	0.307	***	0.21	0.416		

Note: EL=Ethical Leadership, WE=Work Engagement, CWP=Creative Work Performance, \*\*\* $p < 0.01$

**Explanation:** The variable mediating hypothesis was evaluated using 1000 bootstraps with a confidence range of 95% and with upper and lower limits established. The role of work engagement as a mediator associated between ethical leadership and creative work performance, the indirect effect (0.307, LL = 0.21,

UL = 0.41, P 0.01) was smaller than the direct consequence ( $\beta = 0.189$ , P 0.01), and there was no “0” value between upper and lower limits, therefore, Hypothesis H5 is accepted. Work Engagement is shown to have a partial positive mediate association between ethical leadership and creative work performance.

**Table 8**

Model between Ethical Leadership and Attitude toward performing well

Variable	R <sup>2</sup>	B	t	Sig
Ethical Leadership	0.026	0.25	8.254	0.000

Dependent variable: Attitude toward performing well, \* $p < 0.05$ .

**Explanation:** Table 8 displays the basic regression analysis performed to determine the impact of ethical leadership on attitudes toward performing well. The ANOVA's sig value is 0.00 < 0.05, indicating that the model is appropriate. We will take the R-squared value of 0.026, which implies that a one-unit change with ethical

leadership will result in a 2.6% shift in attitude towards doing well. The coefficient's sig value is 0.000, less than 0.05, indicating their link is significant. The B value is 0.25, Which demonstrates the influence of ethical leadership on performance-oriented attitudes. Hence, Hypothesis H3 is accepted.

**Table 9**

The model between attitude toward performing well and Creative Work Performance

Variable	R <sup>2</sup>	B	t	Sig
Attitude toward performing well	0.92	0.235	09.47	0.000

Dependent Variable: Creative Work Performance, \* $p < 0.05$ .

**Explanation:** Table 9 displays the results of a simple regression that was carried out to investigate the influence of a positive attitude on one's creative performance. The ANOVA's sig value is 0.00 < 0.05, indicating the appropriate

model. We will use the R-squared value of 0.92, which indicates that a one-unit change in the attitude towards doing well would result in a 92% difference in creative work performance. The coefficient's sig value is 0.000, less than 0.05,



indicating a significant link. The value of B is 0.235, which demonstrates that having a positive attitude towards performing well has a positive

relationship with creative performance. So, hypothesis H6 is accepted.

## Mediation Analysis

Table 10

Mediation analysis using Bootstrap

Relationships	$\beta$	P	Bootstraps @		Hypotheses
			95%		
			LL	UL	
<i>EL → ATPE → CWP</i>					
Direct effect	0.121	***	0.031	0.354	
Indirect effect	0.290	***	0.030	0.421	

Note: EL=Ethical Leadership, ATPW=, Attitude toward performing wells, CWP =Creative Work Performance, \*\*\* $p < 0.01$

**Explanation:** The mediation hypothesis was evaluated using bootstraps 1000 with a range confidence of 95%, and lower and upper limits were established. Considering the function of attitude towards performing well as a mediator associated between ethical leadership and creative work performance, the indirect impact ( $\beta = 0.290$ , LL = 0.030, UL = 0.421, P 0.01). The direct effect ( $\beta = 0.121$ , P 0.01). Hypothesis H7 is acceptable. It is concluded that the attitude towards performing has a partial positive mediates the relationship between ethical leadership and creative work performance.

## Discussion

Previous researchers have suggested that this leadership style might strengthen a very determined (Bakker et al. 2011). Hence, ethical leadership is a good approach for engaging and inspiring workers. Many scholars suggest that ethical leaders create trust, emotional connection, honesty, justice, and fair decision-making and inspire their employees to work hard. Our findings agree with (Ali et al. 2016), who found that leader conduct impacts work engagement and staff creativity. This study evaluated how ethical leadership affects work engagement on creativity. (Feng et al., 2018). In this study, we examined the mediating influence

of work engagement and attitude toward performing well in the association between ethical leadership and creative work performance in a construction organization in Lahore, Pakistan. Our study offers a compacted theoretical underpinning in utilization to scrutinize the effects on employee creativity and ethical leadership in Lahore construction organizations. Work engagement and attitude toward performing well somewhat partially positively mediate the association between ethical leadership and employee creativity in the workplace. Work engagement makes employees more loyal to the institution and interested in their job. This involvement gives people creativity, sensitivity to a challenge, value to complexity, self-confidence, tenacity (George et al. 2007), sustained goal attainment, and passion for working (Engelbrecht et al. 2014). Work Engagement may be boosted creatively at work, according to this study. Our findings support the claim that ethical leadership favorably affects attitudes and actions (Kalshoven et al., 2020). The characteristics of ethical leadership, like fairness, honesty, and ethical way, generate a favorable attitude among workers who exhibit positive behavior (Keefe et al., 2018). The studies also show consistency with the previous researcher (Feng et al. 2018), indicating that an employee's attitude toward doing well favorably

influences his or her performance at work (Tanner et al. 2010, Iqbal et al. 2020). Attitudes are a collection of characteristics that determine a person's behavioral patterns. Workers with positive attitudes relative to work perform well, and as a result, they are more creative at work (Feng et al. 2018).

### **Theoretical Contributions**

This research helps us better understand how ethical leadership impacts attitudes, behavior, and actions and helps employees perform their jobs. This research examined the direct and indirect association between ethical leadership and work engagement, attitudes toward performing well, as well as their relevance to creative work performance in construction base organizations in Lahore, Pakistan. Previous research studies show that employees' inspiration, motivation, and attitude significantly influence their creativity (Gkorezis et al. 2016). The mentioned theories were offered and tested in Pakistan's cultures to better understand. As a result, we tested our hypothesized model by selecting participants from construction organizations in Pakistan.

### **Practical Implications**

The findings have several significant implications. This demonstrated that ethical leadership contributes to increased work engagement between employees. Employees also demonstrated that ethical leadership is vital in forming a healthy working environment where employees become more courageous and engaged with their organization. Second, the results of this study show that ethical leadership indirectly influences employee creativity through work engagement. So, the supervisors have learned about all possible associations between them, which improves creative performance. Thus, we applaud the firms focusing more on providing their leaders with the appropriate training and growth opportunities. As a consequence of this, reciprocal connections between leaders and the people who follow them

will be developed, which has the potential to result in increased dedication to the company. In addition, it will allow supervisors to determine the indirect and direct impacts of ethical leadership on the psychological processes associated with employee creativity and job engagement. Third, leadership effectiveness is maximum with creativity, more engagement, committed. Moreover, ethical leadership also helps employees with support in participation and fair decision-making. As a result, practical management implications have been provided that may help to address newly developed requirements in today's organizational development. Fourthly, an ethical leader is perceived as an attractive, believable, and legitimate role model who highly participates in normative and transmits an ethical message. To accomplish this goal, businesses need to make actionable efforts to create an atmosphere that will promote ethical conduct among workers and encourage ethical behavior among employees. Employees need to have a very clear moral vision laid out for them by their leaders to be inspired to conduct themselves ethically. The moral standards that managers uphold and the actions they do have an effect on the culture of a business.

The impression of ethical culture is of utmost importance for companies since unethical acts may be detrimental to a company through bad attitudes and behaviors. Adopting an ethical strategy by ethical leaders would positively impact the outcomes of workers' behaviors. This research may also serve as a helpful guide for leadership development programs and other interventions. The development of ethical leaders may benefit from ethical leadership's role-modeling new leaders. Last but not least, the findings of this study provide new and unexpected ethical implications, namely that upholding one's moral principles is very significant in pursuing one's goals. Executives and other moral leaders have a responsibility to articulate an ethical vision and mission for their organizations, foster a culture in which strong

ethical values are widely shared within those organizations, look beyond their own self-interests and opportunities for personal gain, and encourage people's creative output, the quality of the products they provide, and sustainable benefit of individual's overall well-being within those organizations.

### Study Limitations and Future Directions

Limitations have existed in this present study. Initially, our study used data from one source, even though we used a questionnaire with a small sample size. Second, our data came from construction companies. Although past study has proven the links between ethical leadership and creativity (Gu et al. 2015), few studies have used job engagement and attitude toward doing well as mediators. Consequently, this study's findings should be utilized cross-culturally as well. Finally, we obtained our sample from Lahore, Pakistan. Our approach must be experimentally tested utilizing data from various areas and cultures to generalize more findings. Furthermore, our research might be reproduced in other construction sector situations to evaluate the underlying linkages between this study variable in different organizations. While we employed structural equation modeling to simultaneously examine our complete proposed paradigm in the public sector, the findings should be regarded carefully. To enhance the association between other leaderships and creativity with diverse moderators and mediators, including experimental and longitudinal data from other sectors.

### Conclusions

This research examines how ethical leadership affects worker's work engagement, attitudes toward doing well, and creative work performance. It also aimed to determine the implications of mediating roles of work engagement and attitudes towards performing well between ethical leadership and creative work performance. This research was carried out in Pakistan, namely in the construction industry.

Our research supports the hypothesis that ethical leadership considerably affects employee enthusiasm for and commitment to their job and their motivation for and satisfaction with their results. Our research findings support the idea that positive mediating roles are played by factors such as job engagement and attitudes toward doing well in the relationship between ethical leadership and creative work performance.

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