Do as I say *and* do as I do? The mediating role of psychological contract fulfillment in the relationship between ethical leadership and employee extra-role performance

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Abstract  
**Purpose** – The purpose of this paper is to investigate the impact of ethical leadership on two important employee extra-role behaviors; organizational citizenship behaviors (OCBs) and creative performance (CP). Drawing on social exchange and organizational support theories, psychological contract fulfillment (PCF) was proposed as the mediating mechanism explaining this relationship.  
**Design/methodology/approach** – Data were collected via questionnaire from 248 employee-supervisor/colleague dyads employed in a large fast-moving consumer goods multinational company in Pakistan. The hypotheses were tested using structural equation modeling.  
**Findings** – Supervisors’ ethical leadership style (ELS) was positively related to employees’ OCBs and CP. The predicted mediating role of PCF in the relationship between ELS and extra-role behaviors was also supported.  
**Research limitations/implications** – While it benefitted from dyadic data, a significant limitation of this study is the cross-sectional nature of the data. A noteworthy implication of the findings is the important role that supervisors’ ELS plays in employees’ behaviors within the organization. Furthermore, it appears that ethical leadership is a significant factor in employees’ evaluations of PCF and their ensuing behavioral responses.  
**Originality/value** – This study contributes to addressing the inconsistent findings in prior research on ethical leadership. An additional novel contribution is that it identifies PCF as an underlying mechanism linking ethical leadership and employees’ extra-role behaviors.

**Keywords** Quantitative, Creativity, Psychological contract fulfilment, Organizational citizenship behaviour (OCB), Ethical leadership style

may seem to some as outdated and even a nuisance. Such societal reality stands in contrast to research in fields such as organizational behavior and industrial and organizational psychology that view ethical leadership as increasingly relevant in light of recent large scale corporate scandals such as Volkswagen’s “Dieselgate” (Smith, 2016). Indeed, researchers agree on the importance of ethics in the workplace and of ethical leadership in particular (e.g. Ciulla 1995; Javed et al., 2016; Mo and Shi, 2015).