Research Article

The Relationship Between Ethical and Charismatic Leadership and Its Impact on Employee Performance an In-Depth Study

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ARTICLE INFO	ABSTRACT
	Change has been a constant challenge for organizations over the past few years. An employee with mindfulness will be able to cope with unpredictable events and develop situational awareness, both factors that help them perform better. Our study is designed to examine the relationship between ethical and charismatic leaders' mindfulness levels and employee performance. The study was conducted using mixed methods. According to the conceptual model developed in the first stage, mindfulness is directly related to employee performance. The qualitative method was used to assess mindfulness in the organization. Business practitioners as well as academic scholars and researchers have always been interested in employee performance. Despite numerous previous studies identifying antecedents of employee performance, research has yet to examine whether leaders' mindfulness can influence employee performance. Consequently, the current study intends to find out if employee trust in leaders can mediate the impact of leadership mindfulness on employee performance. 325 respondents completed a survey involving mindfulness, ethical competence, and charismatic leadership. Three hypotheses were tested on the relationship between mindfulness, ethical competence, and charismatic leadership. According to our research, there is a correlation between ethical and charismatic leadership and employee performance moderated by mindfulness, such that when the mindfulness is organic, the relationship will be stronger than when it is mechanistic. In addition to

providing new insights into the outcomes of mindfulness, the findings increase our understanding of ethical decision-making processes.

Keywords: Ethical and Charismatic Leadership, Mindfulness, Impact, Employee Performance, Leadership, Awareness

INTRODUCTION

Researchers and professionals have been paying attention to mindfulness, the ability to be in the present moment without judgement (Good et al., 2016). There has also been an increased focus of research on the benefits of mindfulness at work. Prior studies, for example, have shown a positive association between mindfulness and employee performance (Rego et al., 2012), as well as commitment to and satisfaction with one's job. The human resource literature has generally distinguished three main aspects of mindfulness' constructive effects: Firstly, employee well-being has been a positive effect of mindfulness. Several studies have shown that mindfulness reduces emotional exhaustion and stress (Hülsheger et al., 2013), improves resilience (Malinowski & Lim, 2015), and reduces fatigue (Manocha et al., 2011). In addition, researchers discovered that mindfulness influences employee performance in a positive way. Furthermore, employee mindfulness has been shown to improve productivity (Dane & Brummel, 2014) and safety performance (Zhang et al., 2013). Furthermore, mindfulness has been shown to influence decision-making. The mindfulness practice, for example, diminishes the tendency to make cognitive decisions (Hafenbrack et al., 2014) and enhances fair decision making (Karelaia & Reb, 2015).

In research on transformational leadership (Bass 1985; Bass and Avolio 2000; Bass and Riggio 2006), a wide range of positive outcomes has been consistently linked to it (Hoch et al. 2018; Wang et al. 2011). While the transformational model is dominant in the literature, it has been criticized for lacking a strong ethical component (e.g., Sinnicks 2018). The rise of such concerns has been sparked by high-profile scandals where employee suicides have been explicitly linked to leaders' behavior (Kostov 2019), and has resulted in the near demise of whole companies such as WorldCom (Krouse 2020) and Theranos (Carreyrou 2018). Some alternative leadership models emphasize ethics more than the TL model. Brown et al.'s (2005) concept of ethical leadership, measured by the Ethical Leadership Questionnaire (ELS), has been widely researched (Bedi et al. 2016). Study of leader virtuousness can also be used to incorporate morality into business leadership (Crossan et al., 2013; Hackett and Wang, 2012; Wang and Hackett, 2016). A leader's ability to balance courage, temperance, justice, prudence, and humanity is measured by the Virtuous Leadership Questionnaire (Wang and Hackett, 2016).

In Essentially, these theories suggest that learning occurs as a result of dynamic and reciprocal interactions between individuals, their work environment, and their own behavior. In this study, we examine how mindfulness is expressed by employees in their work environments - "a state of consciousness characterized by receptive attention to and awareness of present events and experiences" (Glomb et al. 2011, p. 139) - serve as underlying mechanisms explaining how ethical leadership is able to deter harassment. Ethics leaders serve as examples of how to interact respectfully and considerately with others, which fosters a friendly work environment (fostering a strong relationship climate) and enhances individuals' awareness of their surroundings (encouraging state mindfulness).

Furthermore, we examine the role of work unit structure in determining ethical leadership's influence – "the recurrent set of relationships between work unit members" (Donaldson 1996, p. 57), There are two reasons for highlighting the multilevel relationship. Firstly, both SCT and SLT suggest that the context in which learning occurs affects its effectiveness either positively or negatively (Bandura 1977, 1986, 1989, 2001). Leaders are responsible for teaching appropriate behaviors, and this broader context not only shapes organizational behavior perceptions (Johns, 2006), but also contributes to the strength or weakness of learning processes within the work unit (Ambrose et al. 2013). Structures may be mechanistic in terms of expected behavior (e.g., Ambrose and Schminke 2003; Burns and Stadler), or they may be organic and less structured (i.e., Ambrose and Schminke 2003; Burns and Stadler

2003). 1961; Donaldson 2001). Considering that employees tend to seek cues about norms from role models in loose, organic structures (Ambrose et al. 2013; Bandura 1977), and therefore the relationship between ethical leadership and the work unit's relationship climate, is stronger when the structure is organic in comparison to a mechanistic structure. Research on the multiple levels of leadership influence (Chen and Kanfer 2006; Ehrhart 2004; Kozlowski and Klein 2000; Liao and Chuang 2007) imply that unit-level factors such as climate may act as a moderator across levels in the relationship between individual cognitive processes and individual-level relationships. Hence, we test the extent to which state mindfulness mediates the influence of ethical leadership on individual-level employee performance in the work unit. (Edwards and Lambert 2007; Muller et al. 2005). Over all the study aims to evaluate how mindfulness predicts leadership and influences employee Performance. Also, to understand the relationship between ethical and charismatic leadership and its impact on employee performance.

CONCEPTUAL FRAMEWORK

This study attempts to bridge existing gaps regarding the formation and processing of mindfulness in the workplace and mindfulness' contribution to employee performance. Factors and elements that enhance employee performance have been presented in previous studies, but it is not apparent which factors foster employee performance. Research in workplace settings has shown that mindfulness training has been used to successfully enhance individual employee performance as practicing mindfulness improves the ability to cope with a variety of psychological problems, including stress, depression, and anxiety (Chiesa and Serretti 2009; Goldberg et al. 2018).

However, empirical studies investigating the link between leaders' mindfulness and employee performance are limited. Moreover, previous studies have considered factors and outcomes rather than methods and procedures to build employee performance through ethical and charismatic leadership. This study explores several factors that may explain how employee performance can be developed through organizational ethical and charismatic leaders. The study aims to determine whether more mindful leaders result in more resilient organizations. We postulated that leaders who possess a high level of mindfulness-which consists of two subscales, awareness and acceptance-have essential attributes that lead to employee performance. Our research question is "Does a ethical and charismatic leader's mindfulness level in terms of awareness and acceptance impact employee performance?" We hypothesized a statistically significant relationship between ethical and charismatic leader mindfulness level and employee performance as follows:

HYPOTHESIS

H1: There is significant relationship between mindfulness of the leaders and employee performance
H2: There is significant relationship between ethical leadership and employee performance
H3: There is significant relationship between charismatic leadership and employee performance
H4: There is significant relationship between ethical leadership and mindfulness
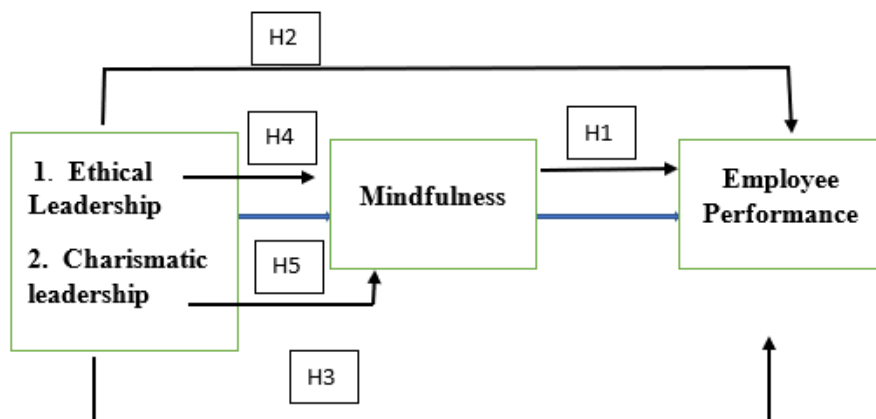H5: There is significant relationship between charismatic leadership and mindfulness

Fig.1: Proposed Hypothesis Conceptual Framework
METHODOLOGY

In order to collect and analyze data for this study, a mixed methods design was used. Mixed method designs provide comprehensive and detailed information necessary to answer research questions and achieve objectives (Creswell et al., 2006). In order to gain a deeper understanding of conceptual models, both qualitative details and quantitative normative data were collected. Qualitative critical incident techniques were used in the first stage. It consists of a set of procedures for gathering incident reports and analyzing them to determine what behavior was displayed in a specific situation (Flanagan 1954).

The critical incident case study was the most appropriate procedure in this study for obtaining rich and qualitative information about significant incidents. It explains an incident, a leader's behavior, and the result of that behavior. An analysis and collection of qualitative data were designed to confirm in the conceptual model that mindfulness in an organization leads to organizational resilience. The second step involved testing the relationship with a quantitative survey using SPSS. By collecting and analyzing quantitative data, causal relationships can be tested and generalized to wider populations. IBM SPSS Statistics 23 was used to analyze the collected data, which was the most recent statistical analysis tool available. Several analysis techniques were adopted, including descriptive statistics, correlation analysis, linear regression analysis, and hierarchical regression analysis.

Samples and Data Collection

 In Interviewed participants were selected using a criterion-based selection procedure during the qualitative stage. A key informant role was played by the participants in describing how mindfulness can be applied to organizations that experience critical incidents as well as the ability to bounce back and develop. High-level executives in the Indian automobile sector participated in the workshop, which was aimed at encouraging mindfulness within organizations and fostering mindfulness as a corporate culture. Participants were asked to share the critical incident and how mindfulness affected employee performance and resilience in an in-depth and semi-structured interview.

According to the questionnaire, there is a correlation between mindfulness, performance, ethical leadership, and charisma. Three hundred twenty-five self-administered questionnaires were distributed. Purposive sampling was used to select participants based on characteristics of a population and the study's objectives. Literature review led to the development of a detailed questionnaire. The research topic was explained to the participants, and a consent form was provided before they responded to the questionnaires. Junior level employees, and blue-collar employees made up the sample profile.

Measures

Charismatic Leadership -Expert and Referent Power. Rahim (1986,1988) developed two seven-item scales to assess power constructs. 2 sub dimension 1. Expert power and 2. Referent Power. In the 39-item Five Facet Mindfulness Questionnaire (FFMQ) (Baer et al. 2006) mindfulness traits and distinct factors are measured using a Likert scale of 1 to 5

(a) Acting with awareness; (b) Observing; (c) non-reactivity; (d) Describing; and (e) non-judging. FFMQ adopts characteristics of a single factor structure when the observing subscale is removed (Baer et al., 2006). Aguado et al. (2015) and Baer et al. (2006) have criticized the FFMQ for not sufficiently assessing mindfulness among lay and practitioner meditators.

I) Observing (1. Never or very rarely true 2. Rarely true 3. Sometimes true 4. Often true 5. Very often or always true

In each scale below, the response format is a five-point Likert scale (1=Never; 5=Always).

RESULTS

Descriptive statistics of the variables are presented in Table 1

Table 1: Descriptive statistics

		Frequency	Percent
Gender	Male	199	61.2
	Female	126	38.8
	Total	325	100.0
Age	21-25	23	7.1
	26-30	24	7.4
	31-35	111	34.2
	36-40	71	21.8
	Above 40 Years	96	29.5
Education Qualification	SSLC	16	4.9
	HSC	16	4.9
	Diploma	15	4.6
	U.G	104	32.0
	P.G	118	36.3
	Others	56	17.2
Marital status	Married	317	97.5
	Unmarried	8	2.5
Family Type	Nuclear Family	293	90.2
	Joint Family	32	9.8
Family Size	Two	40	12.3
	Three	96	29.5
	Four	134	41.2
	Five	39	12.0
	Above 5	16	4.9
Designation	Contract Labour	8	2.5
	Junior Employee	214	65.8
	Blue collar Employee	8	2.5
	Executive	80	24.6
	Others	15	4.6
Employment type	Full-Time	261	80.3
	Part-Time	64	19.7
Income	1-2.0 Lakhs	8	2.5
	2.01-3.0 Lakhs	8	2.5
	3.01- 4.0 Lakhs	78	24.0
	4.1-5.0 Lakhs	32	9.8
	Above 5 Lakhs	199	61.2
Work Experience	Below 2 Years	40	12.3
	2-5 Years	54	16.6
	5-8 Years	32	9.8
	8-10 Years	40	12.3
	Above 11 Years	159	48.9

the above descriptive statistics table, gives out the frequency analysis for Gender, Age, Education Qualification, Marital status, Family Type, Family Size, Designation, Employment type, Income and Work Experience. It can be seen that the majority of the respondents 199 (61.2%) were males and 126

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(38.8%) were females, among the respondents, 111(34.2%) are aged between 31-35 years. Nearly 222(68.3%) of respondents are degree holders and among them 317 (97.5%) of the respondents are married. Similarly, 293 (90.2%) are living in nuclear family. When Family size among those respondents were calculated, it was found thar 134 (41.2%) are living with 4 family members. When carryout about the respondent's employment status, designation, income and experience bring out that 214(65.8%) are working as a junior employee remaining are Contract Labour, Blue collar Employee and Executive. Whereas 214 (65.8%) are earning more than 5 lakh and their employment status shows 261 (80.3%) are working as full time. Work experience was almost similae for all the respondents.

Table.2. Reliability statistics

Reliability Statistics		
	Cronbach's Alpha	N of Items
Employee Performance	.885	15
Mindfulness at Work	.885	15
Ethical leadership	.927	20
Charismatic leadership	.785	6

From the above reliability statistics, the cronbach's alpha value for Employee Performance is .885, Mindfulness at Work is .885, Ethical leadership is .927, and charismatic leadership is .785, which shows high level stability for all the variables.

Table.3. Correlations		Task Performance	Adaptive Performance	Contextual Performance
Task Performance	Pearson Correlation	1	.574**	.429**
	Sig. (2-tailed)		.000	.000
	N	325	325	325
Adaptive Performance	Pearson Correlation	.574**	1	.790**
	Sig. (2-tailed)	.000		.000
	N	325	325	325
Contextual Performance	Pearson Correlation	.429**	.790**	1
	Sig. (2-tailed)	.000	.000	
	N	325	325	325
**. Correlation is significant at the 0.01 level (2-tailed).				

From the above correlation analysis, the r value and significant value shows there is positively correlated with all variables: Task Performance, Adaptive Performance and Contextual Performance

Table.4. Correlations		Acting with awareness	Observing	Non reactivity	Non judging	Describing
Acting with awareness	Pearson Correlation	1	.952**	.193**	.114*	.463**
	Sig. (2-tailed)		.000	.000	.041	.000
	N	325	325	325	325	325
Observing	Pearson Correlation	.952**	1	.188**	.095	.477**
	Sig. (2-tailed)	.000		.001	.086	.000
	N	325	325	325	325	325

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Non reactivity	Pearson Correlation	.193**	.188**	1	.737**	.681**
	Sig. (2-tailed)	.000	.001		.000	.000
	N	325	325	325	325	325
Non judging	Pearson Correlation	.114*	.095	.737**	1	.719**
	Sig. (2-tailed)	.041	.086	.000		.000
	N	325	325	325	325	325
Describing	Pearson Correlation	.463**	.477**	.681**	.719**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	325	325	325	325	325
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

From the above correlation analysis, the r value and significant value shows there is positively correlated with all variables: Acting with awareness, Observing, non-reactivity, non-judging and describing.

Table.5. Correlations				
		People orientation	Fairness	Role clarification
People orientation	Pearson Correlation	1	.672**	.638**
	Sig. (2-tailed)		.000	.000
	N	325	325	325
Fairness	Pearson Correlation	.672**	1	.781**
	Sig. (2-tailed)	.000		.000
	N	325	325	325
Role clarification	Pearson Correlation	.638**	.781**	1
	Sig. (2-tailed)	.000	.000	
	N	325	325	325
**. Correlation is significant at the 0.01 level (2-tailed).				

From the above correlation analysis, the r value and significant value shows there is positively correlated with all variables: People orientation, Fairness and Role clarification

Table.6. Correlations			
		The Expert power	The Referent power
The Expert power	Pearson Correlation	1	.737**
	Sig. (2-tailed)		.000
	N	325	325
The Referent power	Pearson Correlation	.737**	1
	Sig. (2-tailed)	.000	
	N	325	325
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above correlation analysis, the r value and significant value shows there is positively correlated with all variables: The Expert power and Referent power

Hypothesis:

H1: There is significant relationship between mindfulness of the leaders and remote engagement of the employees

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Table.7.Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.387	2.218		4.232	.000
Acting with awareness	-.182	.467	-.040	-.390	.697
Observing	2.490	.450	.578	5.533	.000
Non reactivity	1.968	.259	.369	7.609	.000
Non judging	.731	.220	.182	3.327	.001
Describing	.148	.278	.031	.533	.594
a. Dependent Variable: Employee Performance					
Model Summary R=833; R²=0.693; ANOVA F(5,319)=144.305;p<0.05					

The above table provides R and R Square values. The R Square value represents the simple correlation and the value is 0.833, which indicates a high degree of correlation. The R square value indicates the total variance of dependent variable as Employee Performance was explained for the independent variables: Describing, Acting with awareness, Non reactivity, Non judging and Observing From the ANOVA the p value is less than 0.05 at 5% level of significance, which conclude there is relationship between predictor with dependent variable. The multiple regression analysis was analyzed to find the how predictors carried from the dependent variable. Employee Performance was statistically significant among Describing, Non reactivity and Non judging

Hypothesis:
H2: There is significant relationship between Ethical Leadership and employee morale

Table.8.Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.453	3.461		6.776	.000
People orientation	.769	.108	.389	7.136	.000
Fairness	.996	.218	.306	4.560	.000
Role clarification	.410	.272	.097	1.510	.132
a. Dependent Variable: Employee Performance					
Model Summary R=714; R²=0.509; ANOVA F(3,321)=110.913;p<0.05					

The above table provides R and R Square values. The R Square value represents the simple correlation and the value is 0.714, which indicates a high degree of correlation. The R square value indicates the total variance of dependent variable as Employee Performance was explained for the independent variables: Role clarification, People orientation and Fairness. From the ANOVA the p value is less than 0.05 at 5% level of significance, which conclude there is relationship between predictor with dependent variable. The multiple regression analysis was analyzed to find the how predictors carried from the dependent variable. Employee Performance was statistically significant among People orientation and Fairness.

Hypothesis:
H3: The relationship between transactional and transformational leadership and its impact on employee engagement and commitment

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Table No.9: Coefficientsa					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.783	2.587		11.125	.000
	The Expert power	2.769	.341	.518	8.117	.000
	The Referent power	.579	.257	.144	2.256	.025
a. Dependent Variable: Employee Performance						
Model Summary R=632; R²=0.400; ANOVA F(2,322)=107.225;p<0.05						

The above table provides R and R Square values. The R Square value represents the simple correlation and the value is 0.632, which indicates a high degree of correlation. The R square value indicates the total variance of dependent variable as Employee Performance was explained for the independent variables: The Referent power, The Expert power. From the ANOVA the p value is less than 0.05 at 5% level of significance, which conclude there is relationship between predictor with dependent variable. The multiple regression analysis was analyzed to find the how predictors carried from the dependent variable. Employee Performance was statistically significant among The Referent power and the Expert power.

SEM Analysis

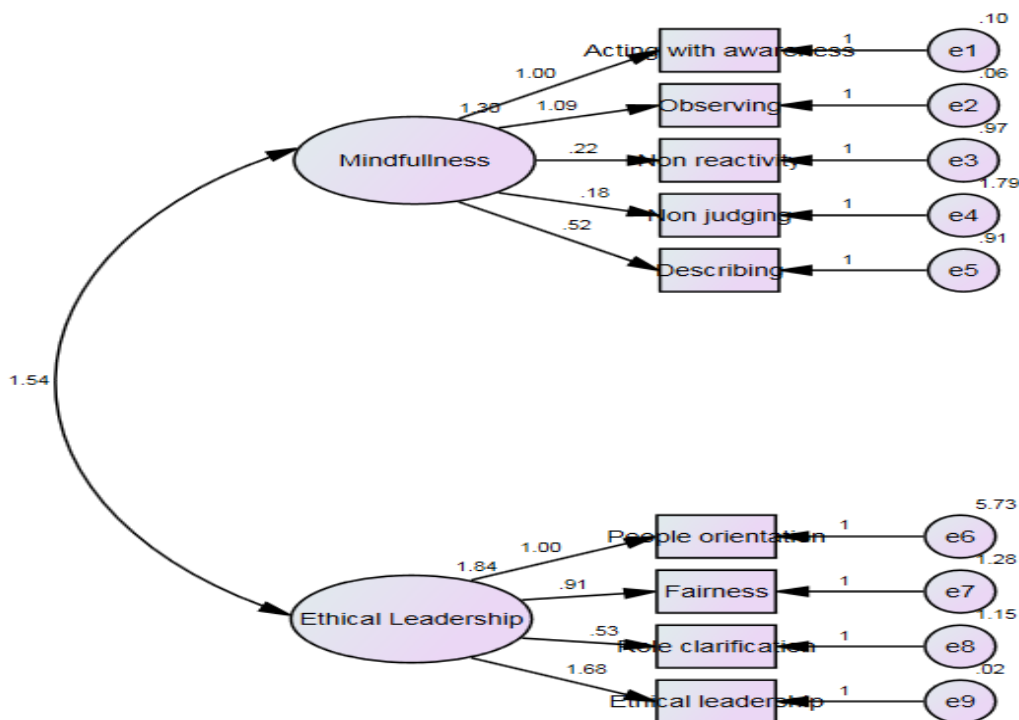H4: There is significant relationship between ethical leadership and mindfulness

Fig 2: SEM Analysis of Ethical Leaders and Mindfulness

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Table No.10: Model Fit Summary: CMIN Values of Ethical Leaders and Mindfulness

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	19	1340.546	26	.000	51.559
Saturated model	45	.000	0		
Independence model	9	3759.522	36	.000	104.431

Chi-square test the hypothesis that there is significant relationship between mindfulness and ethical leadership. The chi-square would be ideal with p<0.05. here the chi-square value I 1340.546 and the significant value is .000.

Table No.11: RMR, GFI Values of Ethical Leaders and Mindfulness

Model	RMR	GFI	AGFI	PGFI
Default model	.565	.510	.152	.295
Saturated model	.000	1.000		
Independence model	1.378	.277	.096	.222

The range of GFI is 0–1.0, with the best fit at 1.0. Because GFI is affected by sample size.

Table No.12: Baseline Comparisons of Ethical Leaders and Mindfulness

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.643	.506	.648	.511	.647
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

The CFI value is .466, CFI represents the amount of variance that has been accounted for in a covariance matrix. It ranges from 0.0 to 1.0. A higher CFI value indicates a better model fit. In practice, the CFI should be close to 0.95 or higher. CFI is less affected by sample size than the $\chi 2$ test. NFI is highly sensitive to the sample size.

Table No.13: RMSEA Values of Ethical Leaders and Mindfulness

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.005	.377	.413	.000
Independence model	.565	.550	.580	.000

Root mean square error of approximation value is .845 which is goodness of fit indicates perfect and higher values. The acceptable RMSEA should be less than 0.06.

H5: There is significant relationship between charismatic leadership and mindfulness
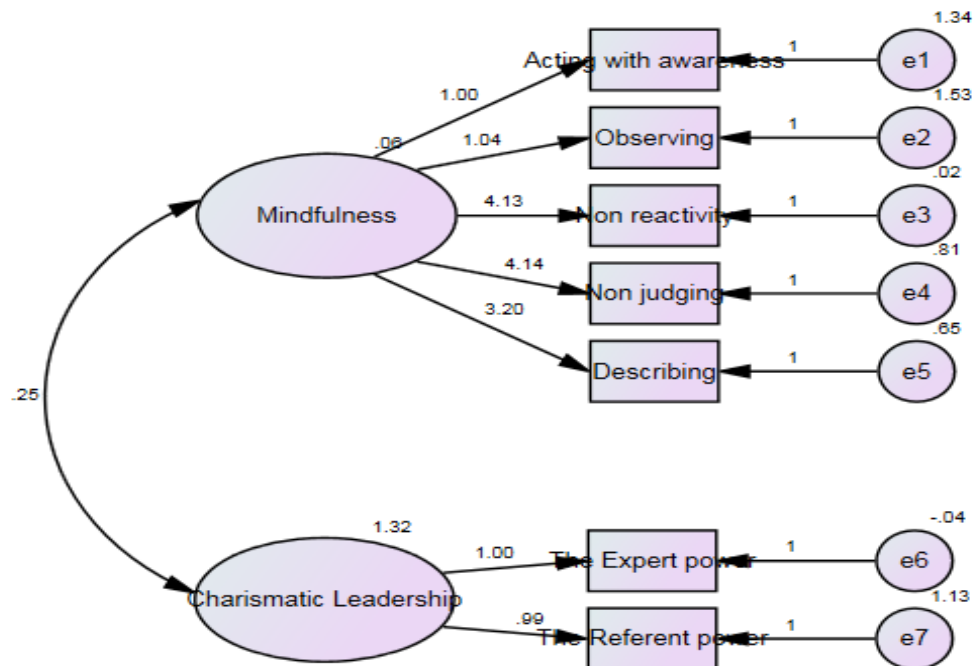
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Fig 3: Model Fit Summary of Charismatic and Mindfulness

Table No.14: CMIN Values of Charismatic and Mindfulness

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	1428.153	13	.000	109.858
Saturated model	28	.000	0		
Independence model	7	2669.801	21	.000	127.133

Chi-square test the hypothesis that there is significant relationship between mindfulness and charismatic leadership. The chi-square would be ideal with p<0.05. here the chi-square value I 1428.153 and the significant value is .000.

Table No.15: RMR, GFI Values of Charismatic and Mindfulness

Model	RMR	GFI	AGFI	PGFI
Default model	.329	.587	.110	.273
Saturated model	.000	1.000		
Independence model	.741	.349	.132	.261

The range of GFI is 0–1.0, with the best fit at 1.0. Because GFI is affected by sample size.

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Table No.16: Baseline Comparisons Values of Charismatic and Mindfulness

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.465	.136	.467	.137	.466
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

The CFI value is .466, CFI represents the amount of variance that has been accounted for in a covariance matrix. It ranges from 0.0 to 1.0. A higher CFI value indicates a better model fit. In practice, the CFI should be close to 0.95 or higher. CFI is less affected by sample size than the $\chi 2$ test. NFI is highly sensitive to the sample size.

Table No.17: RMSEA Values of Charismatic and Mindfulness

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.006	.472	.313	.000
Independence model	.465	.850	.980	.000

Root mean square error of approximation value is .845 which is goodness of fit indicates perfect and higher values. The acceptable RMSEA should be less than 0.06

DISCUSSION AND MANAGERIAL IMPLICATIONS

Few studies have examined the impacts of mindful leadership on employee performance and ethical and charismatic leaders' mindfulness in organizations. The study investigated the relationship between ethical and charismatic leaders and employee performance by utilizing survey research methods. Researchers identify present-moment awareness as a component of mindfulness that continuously monitors the inner and outer environment in relation to employee performance. Acceptance, however, was not taken into consideration in relation to employee performance since it does not attempt to respond to conditions. Study findings indicate that leaders' mindfulness is positively correlated with employee performance. Practice of mindfulness enhances sensitivity to external stimuli, according to McCormick and Hunter (2008). Ethics and charismatic leaders can cope more effectively, remain calm in challenge situations, and adapt better when they practice mindfulness. Employee performance is influenced by the use of mindfulness practices. In times of crisis, mindfulness can assist with quick recovery. Organizations that integrate mindfulness will increase members' attention to what is going on around them and thereby improve employee performance.

The role of mindfulness in leadership has been gaining a great deal of attention over the past few years, and practitioner-oriented writings have demonstrated how mindfulness can enhance leaders' ability to meet the challenges of their jobs (Boyatzis and McKee 2005; Carroll 2008). However, some critics argue that organizations. There are examples of companies and their leaders taking advantage of employees through mindfulness (Purser and Milillo 2015; Reb, Sim, et al. 2015).

A growing body of evidence indicates that mindful leaders are more effective and that their employees are happier, more satisfied, and perform better (Reb et al. 2014). In addition, recent research has examined the possibility that this effect may be due at least in part to a more ethical level of leadership behavior, such as procedural justice (Schuh et al. 2017). By focusing on the relationships between leaders and employees that are characterized by respect and consideration, we build on the existing research by taking a relational and ethical view of leadership (Graen and Uhl-Bien 1995; Uhl-Bien

2006). Leadership mindfulness reduces stress levels and increases employee perceptions, which enables high-quality relationships. Duelebohn et al. (2012) report that high-quality relationships produce superior employee performance.

Based on their research, Ruedy and Schweitzer (2010) found that a strong sense of moral identity, a methodical approach to ethical decision making, and a reduction in cheating were associated with trait mindfulness. Several recent studies have linked mindfulness of leaders to procedurally fair behaviors, and our studies suggest that leader mindlessness contributes to unfair practices. By focusing their attention on the present, more mindful leaders may be able to get more from their employees than those who are not mindful (Reb, Sim et al., 2015). Contrary to this notion, we found that mindful leaders provide respect and reduce stress among their employees. Despite not explicitly defining an ethical component in mindfulness's definition (which may be distinct from its practice), these results suggest that mindfulness, as defined from a state/trait perspective, might be aligned with ethical behaviors. Mindfulness research therefore extends existing work on moral values by emphasizing attention and self-regulation as key elements for ethical behavior in the workplace. Sonnenshein (2007) suggests that future research on ethics and mindfulness should consider both individuals and the broader organizational context of how people formulate ethical issues at work and respond to them.

RESEARCH LIMITATIONS AND FUTURE RESEARCH

According to the study, mindful leadership is predictive of employee performance. However, based on the adjusted research question in this study, mindfulness explained only 25 percent of employee performance levels. Further research may investigate other factors affecting employee performance. Additional constructs might be incorporated into the employee performance model. To determine how cultural differences affect the findings of this study, which was conducted in India, a replication study should be conducted in other countries. Furthermore, in order to give more reliable results, future studies should take advantage of a larger sample size

As a prerequisite to ethical leadership, Jennings et al. (2015, p. 106) defined the moral self as "a complex system of self-defining moral attributes involving moral beliefs, orientations, dispositions, and cognitive and affective capacities that engage regulatory focus toward moral behavior". It is imperative that leaders consider the process of moral reasoning in order to develop their moral self and related ethical decision-making abilities. This study examined whether mindfulness supports moral reasoning of ethical and charismatic leadership. In the past, mindfulness has been shown to produce positive effects such as improved emotion regulation, self-awareness, learning, working memory, increased engagement, and lower burnout rates (Hyland et al. 2015). More recently, mindfulness has been shown to improve ethical decision-making (Fischer et al. 2017; Valentine et al. 2010). Although mindfulness only played a small role in ethical decision-making in our study, it seems to be important when combined with moral responsibility. The study's findings have practical applications. Managers might be more morally responsible if they develop mindfulness. In addition to supporting the development of moral schemas and raising awareness to take responsibility and accountability for others, coaching interventions may also increase the intention to not harm others, which is implied in moral responsibility (Khar et al. 2011). As a world where socially responsible actions are required despite diverse stakeholder needs, improving ethical decision-making is unquestionably imperative (Siegel 2015).

It is possible to lay the cognitive pathways for understanding the often-conflicting needs of multiple stakeholders by presenting managers with ethical dilemmas that contrast differing stakeholder requirements.

Our belief is that mindfulness studies can provide a unique perspective on leadership research and practice emphasizing a balance between 'doing' and 'becoming'. In addition to exploring how mindfulness may help integrate doing and being for more balanced and ultimately more effective leadership, we believe it will be fascinating to explore the potential of a being orientation for leadership.

Research opportunities are also highlighted by the findings. This study focused on employee performance in relation to mindfulness. Further to mindfulness that assumes a non-judgmental virtue, future research could explore the influence of other virtues (such as justice which presupposes judgment) on moral reasoning. Given the limitations of the design, we also propose that future studies exploring relationships among or the causality of these variables should control for response bias. When exploring the relationship between mindfulness and employee performance, various other variables which might yield a new field of research in ethical decision-making and leadership can be explored.

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