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Title: Examining the relationship between Empowering leadership and Whistle Blowing: Testing a Moderated Mediated Model

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Examining the relationship between Empowering leadership and Whistle Blowing: Testing a Moderated Mediated Model

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Abstract

Research within media channel organizations in Pakistan has yet to definitively prove the effectiveness of empowering leadership in prompting internal whistleblowing by employees as a means to discourage immoral behaviours within these establishments. Nonetheless, this study illuminates the relationship between empowering leadership and internal whistleblowing, specifically examining how psychological empowerment mediates this connection and how psychological ownership moderates it. Employing diverse methodologies such as data collection, convenience sampling, and rigorous analysis, the study derives its conclusions. Findings suggest a positive correlation between empowering leadership and internal whistleblowing, with psychological empowerment acting as an indirect mediator in elucidating this association. Additionally, the study reveals that psychological ownership strengthens the link between psychological empowerment and whistleblowing. The theoretical and practical implications of these findings are explored, particularly within the framework of media channel organizations in Islamabad, Pakistan, where this research significantly addresses prevailing knowledge gaps. The study wraps up by deliberating on its implications, constraints, and potential avenues for future exploration.

Keywords: *Empowering Leadership, Psychological Empowerment, Psychological Ownership, Whistleblowing*

1. Introduction

Whistleblowing serves as a potent mechanism across both public and private sectors for exposing and halting corporate misconduct (Khan et al., 2022; Riaz, Shah, Afzal, & Khattak, 2022). This study stems from the researcher's examination of media enterprises in Pakistan and its dominant hypothesis suggests that intra-organizational power dynamics can bolster internal whistleblowing. A key aspect of dishonest reporting within Pakistani media entities is the lack of self-reflection, guidance, and management prohibits power-sharing could potentially hurdle raise voice internal wrongdoing and whistleblowing conduct (Akhtar, 2020). Research in organizational studies emphasizes the essential role of corporate accountability, transformational leadership, and empowerment in influencing an individual's decision to blow the whistle (Zhou, Sheng, & Zhang, 2021). Kalshoven (2010) outlined seven dimensions of ethical leadership at work (ELW), including fairness, power distribution, clarity in roles, guiding with principles, and fostering dignity. Within this framework, leadership plays a crucial role in promoting internal whistleblowing and encouraging employees to resist unethical and corrupt practices (Bishop-Monroe, Cockrell, Harrison, & Miller, 2021).

Moreover, the power transferring leadership has seemed a different kind of leadership, from that leadership who not authorized to delegate power ((Sen & Ping, 2020; Sutter, 2020). Such leadership like power-sharing has been a powerful leader (Byun, Lee, Karau, & Dai, 2020). Although businesses are more dependent on engineering and rapid input in the changing company scenario, the position of workers has changed drastically (Jada & Mukhopadhyay, 2019; W. Liu, Zhu, & Yang, 2010). In the end, it encourages workers to' focus on intuitive insights and productive advice (Detert, Burris, Harrison, & Martin, 2013). Any company must understand why whistleblowing is necessary (Latan, Chiappetta Jabbour, & Lopes de Sousa Jabbour, 2019), workforce empowerment, emotional permission and communication, can produces sense of reporting wrongdoing activities within the organization channel. In the context of this study discussion, leadership plays a critical role in reporting wrongdoing in the organization.

In this research, the difference between leadership empowerment, psychological empowerment and psychological ownership was further established. Psychological empowerment is a practice in which workers have a positive sense about corporate priorities (Atinga, Abor, Suleman, Anaba, & Kipo, 2020; Van Dyne & Pierce, 2004). Furthermore, it examines the moderating influence of psychological ownership (L. K. Cheng, 2022; Z. Cheng, Liu, Zhou, Che, & Han, 2021) on the link between the contextual factor and internal whistleblowing, delving into the moderating effect of psychological possession. Therefore, this research illuminates the impact of power-sharing leadership on whistleblowing by empowering freedom of decision-making, drawing from the existing literature's significant dimensions. This research further shows that the association between empowering leadership and reporting is modulated by psychological possession. To date, there is no proof of research in the field of empowerment and internal whistleblowing, testing of the mediator and moderator model in the news channels in developing countries particularly in Pakistan, which is the best in the field of research and literature review. Therefore, this research discusses the awareness void in the literature and the study findings that are valuable to policymakers in the media field in particular human resources managers.

This study confirms that empowering leadership and internal whistleblowing represent evolving and critical facets within media organizations in Pakistan, given their innovative focus. The tendency for self- examination among Pakistani news channels poses challenges to objective reporting and may inhibit internal dissent against misconduct (Akhtar, Ahmer, & Hashmi, 2020). The researcher identified in this study that empowering leadership encourages the use of internal channel reporting against wrongdoing within the organization. In contrast with developing nations, the western population is more concerned about their working climate. The organizations that focus on more to fix ethical issues within the organization get more revenue (Zhou et al., 2021). Although businesses are more dependent on rapid input in the changing company scenario, the position of workers has changed drastically (Jada & Mukhopadhyay, 2018). Any plan cannot be translated into an actuality without workers so the value of each individual's input to proposals, suggestions, dreams and reviews cannot be overlooked (Fuller & Stecy-Hildebrandt, 2015).

Ultimately, organisations must rely on workers for intuitive and productive advice (Detert & Burris, 2007; Wang, Xu, Sun, & Liu, 2019). As well as a notice on reporting misconduct, wrongdoing, and motivation by the management is also equally important. Applies transfer of power to make a major contribution to internal wrongdoing reporting for sustainable growth of organizations (Latan et al., 2019). To introduce empowerment, organisations need to conquer uncertainty with a strong working team and reform their conventional management frameworks Any company management should recognise the value of whistleblowing (Mkheimer, Selem, Shehata, Hussain, & Perez Perez, 2023).

Whistleblowing is a collective endeavour in a group; bribery can be prevented only if all the coordinating participants make their contribution and a whistle-blower is a superman of the

ideals which are important than loyalty to the company (). Whistleblowing is also an important means of preventing and discouraging theft, corruption, abuse and damage (Solikhah, Ismayunda, Yulianto, Suryarini, & Ulupui, 2020), and inspiring leadership boosts diverse viewpoints and thought in the developing followers (Solomon & Steyn, 2017). Internal whistleblowing especially in Pakistan, it is extremely problematic as it is often viewed as bringing into question the system of control of the company or its management, which is an emotional challenge in the society of Pakistan, which is considered to be high power gap. As media is a cornerstone of democracy and developing countries like Pakistan, addressing media issues is very relevant. The concentration on inspiring leadership therefore has special theoretical and realistic ramifications for internal whistle blowing, news channel organisations in Pakistan.

The core idea about this research was to highlight the relationship of sharing power of leadership, internal reporting of wrongdoing, psychological power aptitude, and psychological possession in the context of news channel organisations in Pakistan. The question raised up. Does empowering leadership encourage whistleblowing? Does psychological empowerment mediate the relationship between empowering leadership and whistleblowing? Does Psychological ownership would be strengthening the internal whistleblowing purpose? The problematic areas in Pakistani media could introspect for the media houses (Akhtar et al., 2020) that may result in restraining the internal whistleblowing behaviour among employees. This quantitative study will examine the employees of different news channels organizations of Islamabad Pakistan that lack of empowering leadership behaviour which in turn the cause of restricting whistleblowing behaviour in subordinates.

2. Theoretical Framework and Hypotheses Development

2.1 Operational Definitions

Table 1. Operational Definitions

Variable	Definitions	Authors
Empowering leadership	Empowering leadership is a way of leadership categorised by the distributing of power with subordinates, encouraging autonomy, and promising followers to make decisions and to be self-sufficient.	(Squires, 2018)
	“Empowering leadership, those behaviours influencing the employees through autonomy support, and development support, to stimulate their understanding of self-reliance, motivation, and competence to work autonomously according to the core organizational strategies and goals ”	(Amundsen & Martinsen, 2015)
	Empowering leadership is defined as those behaviours where power is shared with subordinates and results in raising their level of intrinsic motivation.	(Srivastava, Bartol, & Locke, 2006)
Whistleblowing	“Reveal by organisation fellows (past or present) of unlawful, immoral or dishonest practices within the jurisdiction of their employers, the misconduct may affect the persons or organization”. The previous research agreed that Whistleblowing is an important internal organizational structure to fight corporate mistakes and questionable actions (Kaplan & Schultz, 2007).	(Near & Miceli, 1985) (Verschuuren, 2019)

"Psychological Empowerment"	"intrinsic task motivation reflecting a sense of self-control about one's work and an active involvement with one's work role"	(Seibert, Wang, & Courtright, 2011)
	Psychological Empowerment is a psychological state in which people feel meaning, competence, self-determination, and impact Psychological empowerment empowers individuals to have hold over their decision-making and freedom	(Spreitzer, 1995). (Karimiha, 2020)
Psychological ownership	"As a state of mind, a feeling that one has ownership over something, even if it is not legal ownership"	(Pierce, Kostova, & Dirks, 2003)

2.2 Prosocial Behaviour Theory

As (Brief & Motowidlo, 1986) explained, prosocial behaviour theory outlines how the actions of organizational members are directed towards individuals, groups, or organizations, adhering to the organization's rules. These actions are taken for the benefit of those individuals, groups, or organizations. Unlike altruistic behaviour, prosocial behaviour benefits both others and oneself. It allows individuals to feel valuable by helping others and avoiding feelings of guilt associated with unethical actions, as they can contribute positively by reducing or avoiding such behaviour (Brief & Motowidlo, 1986). Furthermore, prosocial behaviour is voluntary and intended to positively impact others, notes that employees can act as deterrents to violations within the organization (Greener, 2000). In this study, prosocial behaviour theory is used to explain why employees are motivated to report misconduct and how they are encouraged to do so.

2.3 Planned Behaviour Theory

A psychological theory that describes beliefs and connections is called the planned behavior theory (Ajzen, 1985). The planned behaviour theory is a psychological theory that explains relationships and beliefs. This theory aims to predict and understand the impact of behavioural intentions, identify strategies to change individual behaviour, and describe how behaviour is natural for humans. In this case, the rational behaviour theory assumes that rational humans will use the available information.

2.4. Hypotheses Development

2.4.1. The Relationship between Empowering Leadership and Internal Whistleblowing

Whistleblowing is the expose of fraud happening in an organization by its employees. Empowering leadership consists of a variety of behaviours. leadership empowerment is related to many constructive effects, such as employee engagement display more commitment to their teams or organizations (Chen, 2015; Kim & Beehr, 2023). Steady with this inkling, researchers have found that followers with more empowering leaders find more satisfaction with their jobs (Dağlı & Kalkan, 2021).

Empowering leaders or having empowering others can help employees in dropping the incidence of wrong doing in the organization. In addition, organization ethical culture serves as an informal organizational system that can determine its members' moral behaviour. Therefore, cultivating an ethical culture throughout the company is a way for leaders to encourage positive reporting (Cheong, Yammarino, Dionne, Spain, & Tsai, 2019). Research conducted by (Cheong, Spain, Yammarino, & Yun, 2016; Wen, Huang, & Teo, 2023) empowering leadership motivates the subordinate go above and beyond the call of duty at work, exposed that empowering leadership could be used as a moral example for subordinates, both for middle-level managers and staff because empowering leadership can inspire internal

whistleblowing. In link with the prosocial behaviour theory, empowering leaders will think about the organization's well-being by encouraging employees to decrease wrong doing through an internal whistleblowing system. Likewise, the planned behaviour theory considering how empowering leaders think about how decision-making affects internal whistleblowing. Based on the description above, the first hypothesis was formulated as follows:

H₁: Empowering leadership has a positively relationship to internal whistle blowing.

2.4.2 Empowering Leadership (EL) to Psychological Empowerment (PE)

Empowering leadership, psychological empowerment and work engagement Previous studies have demonstrated that EL is associated with psychological empowerment (Alotaibi, Amin, & Winterton, 2020). J. G. Park, Kim, Yoon, and Joo (2017) suggested that a leader with a positive leadership perspective can directly enhance employees' psychological resources. Employees who perceive higher support from their supervisors are more likely to experience greater empowerment (Kwon & Kim, 2020). In the line of planned behaviour theory individual in media channel organization psychological belief that he is empowered. We therefore propose the following hypotheses:

H₂: Empowering leadership has a positive relationship to psychological empowerment.

2.4.3 Psychological Empowerment and internal Whistle Blowing (PE to IWB)

Sense of responsibility, organizational commitment, etc., as key drivers affecting the intention of employees to blow the whistle (Mehrotra, Mishra, Srikanth, Tiwari, & Kumar, 2020). (Chikazhe & Nyakunuwa, 2022) suggested that psychological empowerment has a positive, substantial impact on motivation to do something in sense of feeling. This research says an employee perceives feeling of empowering from line manager or management to participate in highlighting wrong doing. This study is related with planned behaviour theory in this reference an employee's already feels that management empowering him to raise voice against wrong doing. We propose:

H₃: Psychological Empowerment positively related to Whistle Blowing

2.4.4 Psychological Empowerment as Mediator

In every workplace, there must be a little feel of psychological empowerment among employees. The study also exhibited that management intention of sense empowering converts the employee emotion into positive direction feeling empowered. In line with previous study, we claim Psychological Empowerment is initiate with empowering leadership (Mathew & Nair, 2022; X. Zhang & Bartol, 2010). (S. Zhang, Bowers, & Mao, 2021) stated that the existence of an ethical culture encourages managers to urge whistleblowing. Internal Whistleblowing is associated with empowering leadership by allowing employees dare to raise voice against wrong doing when it comes into their notice and feeling of psychological empowerment provide a positive reasoning to do this action. The psychological empowerment among employee can mediate the relationship between empowering leadership and internal whistleblowing. If the PE feeling is high, it can provide the reasoning lead to report more on wrong doing. Therefore, based on the explanation above, the fourth hypothesis was put forward as follows.

H₄: Psychological Empowerment mediates the relationship between empowering leadership and Whistleblowing.

2.4.5 Psychological Ownership as Moderator

It is believing that in a particular condition, employees in the organization develop an inner feeling of ownership (Santoso, 2020). Psychological ownership can build a vast variety of positive outcomes psychological ownership can build a vast variety of positive outcomes (S.

Zhang et al., 2021). Sense of responsibility, organizational commitment, etc., as key drivers affecting the intention of employees to blow the whistle (Mehrotra et al., 2020). One of the causes of internal whistleblowing is the perception of PE among employees (S.-m. Liu, Liao, & Wei, 2015). It is believing that in a particular condition, employees in the organization develop an inner feeling of ownership (Santoso, 2020). Psychological ownership can build a vast variety of positive outcomes. Researcher assumed that Psychological ownership positively strengthen the relationship of psychological empowerment and well-being (Nguyen, Homolka, Hoang, & Nguyen, 2022; Potipiroon & Wongpreedee, 2021). Therefore, we hypothesized:

H₅: Psychological Ownership positively moderate the relationship between Psychological empowerment and Whistleblowing.

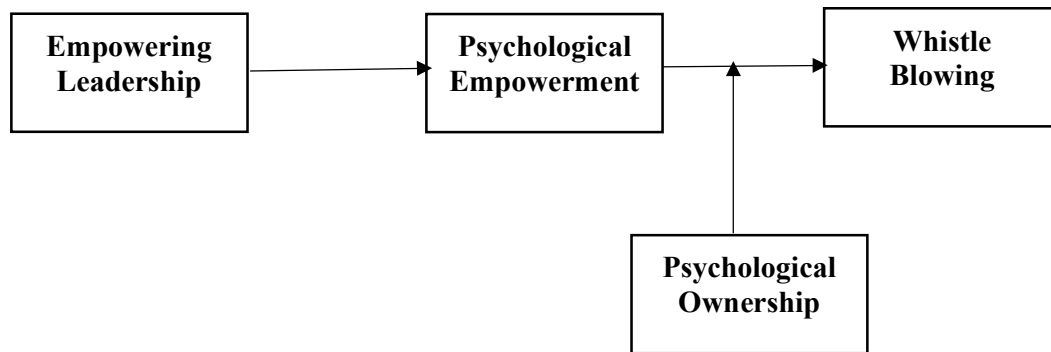


Figure 1. Theoretical Framework

3. Research Methodology

3.1 Population & Sample

The importance of this study lies in its unique access to population data sourced from various news channel organizations in Pakistan. With reference to the 'Media Logic Pakistan' ranking of top ten news channels based on 24-hour average ratings for January 2020, which includes GEO News, ARY News, DUNYA News, EXPRESS News, SAMAA, 92 News, DAWN News, AAJ News, 24 News, and AAP News, this research specifically targets employees associated with these channels in Pakistan.

The population of the current study is the employees working at all level of top ten news channels in Islamabad Pakistan. This research adopted cross-sectional design, which is a design type under quantitative approach. In this design, data were collected at one point in time but from different respondents. In current study, convenience sampling technique was used. The selection of samples from lower staff, supervisors, middle level management and top-level management. (i.e. Marketing manager, production manager, reporters, auditors, accountants), employees who have worked at least two years in the medial channel organization. The type of data used in this study was primary data. Data collection techniques utilized survey methods by distributing questionnaires. This study succeeded in collecting 410 respondents from employees. The unit analysis of this research is individual level.

3.2 Measurements

The whole survey contains a total number of 41 scaled items that were adapted to measure the constructs of the study. The research instruments for all variables, namely Empowering Leadership 18-items unidimensional scale was adapted from (Amundsen & Martinsen, 2014). Psychological Empowerment, 12-items scale was developed by (Spreitzer, 1995). Psychological ownership, 7-items source (Van Dyne & Pierce, 2004). (H. Park, Rehg, & Lee,

2005) 4-items scale has been used for Whistle blowing. In addition, the measurement of all variables used a Likert scale of 1 to 5, ranging from 1 = strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= strongly agree. In this study, demography consists of demographic information about the respondents' bio-data and these include age, marital status, education, gender, and experience of the respondents in their respected firms.

4. Results

This unit consist of four variables statistics analysis related with the structural model display. Researcher used total 410 questionnaires and 335 questionnaires were completed by the respondents from the media organization Pakistan. There are 21 questionnaires copies rejected as were not complete filled by the population media workers. In the end 314 samples were accepted and processed for the data analysis. Which is in percentage 76 % of the total population of the respondents from the media organization selected for the research purpose. The results that the skewness is less than ± 3 and kurtosis is under ± 10 . So comfortably, researcher can be claimed that multivariate normal distribution was satisfied.

4.1 Demographic Analysis

Table 2. Demographic Analysis

	Description	Frequency	Percent
Gender	Female	58	18.5
	Male	256	81.5
Age	18-25	45	14.3
	26-33	75	23.9
	34-41	143	45.5
	42-49	48	15.3
	50 and more	3	1.0
Education	HSSC	16	5.1
	Bachelor's degree	107	34.1
	Master's degree	154	49.0
	Above Masters	37	11.8
Experience	Less than 1 year	2	0.6
	2-6 years	87	27.7
	7-9 years	108	34.4
	More than 9 years	117	37.3
Marital Status	Married	222	70.7
	Un-Married	92	29.3

Female founded 18.5.0% of the sample whereas male counted for 81.5.0%. With reference to the Table 2. Uppermost number of the answerer (45.5%) are amongst 34-41 years of age. The second topmost number by the statistic that (23.9%) are in the 26-33 age group. However, 48 of the answerers (15.5%) exist between 42-49 years of age range, simply 3 (1.0%) are beyond

50 years of age. In count, married between the respondents found 70.7%, representing 222 respondents, however singles found 29.3% (92 answerers).

Furthermore, 16(5.1%) respondents HSSC, 37(11.8%) hold above master answerer and 107 (34.1%) respondents are bachelor gradations, however mainstream of the respondents 154 (49.0%) completed Master gradations. Whereas years' experience of the answerers are concerned, majority of founding 117 (37.3%), have been working more than 9 year, however 108 (34.4%) employees have been in working for 7-9 years. In adding, 87 (27.7%) staffs have the years of experience getting among 2-6 years. As 2 (0.6%) employees' years of job reached less than 2 years.

4.2 Descriptive Statistics

To determine the descriptive analysis of different variables, researcher used five-point Likert scale for calculation. In table 1 researcher display the results with 314 respondents minimum 1 to maximum 5. Based on Table 3, the mean values of empowering leadership (EL), Psychological empowerment (PE), and internal whistleblowing (WI) variables were 4.11, 4.20, and 4.34. It shows that the implementation of empowering leadership, psychological empowerment, and internal whistleblowing in media channel organization, Islamabad, was relatively high. Meanwhile, the internal whistleblowing (IWB) variable had a mean value of 1.87. It reflects that the internal whistleblowing in the media channel organization Islamabad, is relatively low.

Table 3. Descriptive Statistics

Constructs	N	Min	Max	Mean	Std. Deviation
Empowering Leadership (EP)	314	1.00	5.00	4.1081	.56779
Psychological Empowerment (PE)	314	1.00	5.00	4.2025	.50523
Psychological Ownership (PO)	314	1.00	5.00	4.3400	.63641
Whistle Blowing (WB)	314	1.00	4.00	1.8699	.61302

4.3 Reliability and validity

Validity ensures that the test or instrument measures what it is supposed to measure, providing accurate and relevant results. Reliability ensures that the test or instrument produces stable and consistent results over time and across different conditions (Fitzner, 2007).

Acceptable reliability is indicated by a Cronbach's alpha greater than 0.70 (Hair, Hollingsworth, Randolph, & Chong, 2017). As shown in Table 4.8, the index values are all above 0.70. To calculate internal consistency, a composite reliability index of 0.70 or higher is required, as explained by (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). Table 4.8 displays the composite reliability results for all constructs, with values ranging between 0.911 and 0.948. This indicates satisfactory reliability of the constructs.

Table 4. Reliability Measures

Constructs	Items	Loadings	CA	CR	AVE
Whistle Blowing			0.882	0.922	0.748
	WB1	0.707			
	WB2	0.911			
	WB3	0.916			
	WB4	0.745			
			0.936	0.948	0.723
Psychological Ownership	PO1	0.815			
	PO2	0.820			
	PO3	0.872			
	PO4	0.856			
	PO5	0.869			
	PO6	0.875			
	PO7	0.789			
			0.886	0.917	0.688
Empowering Leadership	EL1	0.807			
	EL2	0.861			
	EL3	0.855			
	EL4	0.811			
	EL5	0.829			
	EL6	0.877			
	EL7	0.841			
	EL8	0.891			
	EL9	0.811			
	EL10	0.789			
	EL11	0.841			
	EL12	0.821			
	EL13	0.745			
	EL14	0.784			
	EL15	0.819			
	EL16	0.744			
	EL17	0.833			
	EL18	0.782			
			0.845	0.911	0.714
Psychological Empowerment	PE1	0.871			
	PE2	0.852			
	PE3	0.855			
	PE4	0.814			
	PE5	0.811			
	PE6	0.876			
	PE7	0.844			
	PE8	0.859			
	PE9	0.832			
	PE10	0.799			
	PE11	0.821			
	PE12	0.833			

Table 5. Validity Measures

Construct	WB	PO	EL	PE
WB	0.865			
PO	0.665	0.832		
EL	0.698	0.741	0.898	
PE	0.797	0.548	0.671	0.857

WB=Whistle Blowing, PO=Psychological Ownership, EL=Empowering Leadership, PE=Psychological Empowerment

The discriminant Validity explains how unrelated one theoretical model from another. The discriminant validity test designed to test a concept is not mainly associated with other theoretical different concepts (Fornell & Larcker, 1981). In this current study researcher used method Fornell-Larcker to evaluate discriminant validity.

4.4 Hypothesis Testing

The hypothesis testing results are presented in the tables. When the confidence interval for a mediated relationship does not include zero, it indicates that the indirect effect is significantly different from zero at a 95% confidence level, supporting the mediation hypothesis H4. The three stated hypotheses demonstrated statistically significant direct effects at a 95% confidence interval (CI).

Table 6. Direct Effects

Hypo	Relationship	β	SE	t	p	Decisions
H1	EL -> WB	0.328	0.053	6.173	0.000**	Supported
H2	EL -> PE	0.623	0.058	10.769	0.000**	Supported
H3	PE -> WB	0.243	0.055	4.466	0.000**	Supported

*Note: ** Significant at 1%, * Significant at 5%*

H4 hypothesized that Psychological Empowerment mediates the suggestion between empowering leadership and internal whistleblowing. Outcomes established that mediation occurred consequently, H4 was accepted.

Table 7. Indirect Effect Model

Hypo	Relationship	β	SE	t	p	Decision
H4	EL->PE->WB	0.152	0.041	3.703	0.000**	Mediated

The current study moderating result of Psychological Ownership, moderates the relationship between psychological empowerment and internal whistleblowing. The results supported that the relationship between psychological empowerment and internal whistleblowing rise among the employees with the connection of psychological ownership.

Table 8. Moderating Analysis

Hypo	Relationship	β	SE	t	p	Decision
H5	Interaction	0.071	0.038	2.83	0.02	Supported

5. Discussion

The data analysis on the variable in the context of Pakistan, displays that the links among empowering leadership and internal whistleblowing is impacted positively via psychological empowerment. The position of psychological ownership has been recognised as significant and has definite positive result on the relationship between psychological empowerment and internal whistleblowing. Each hypothesis is enclosed by the following comprehensive findings: The result rejected the null hypothesis. Supported the impression that the leader/manager of media channel organization who willing that their employees do reporting wrong doing, providing autonomy and develop empowering supporting environment in favor of reporting misconduct. Empowering leadership in media channel organization in Pakistan, can promotes an ethical awareness, where employees mostly like to raise against wrongdoing.

The finding indicates that empowering leadership enhances employees' feelings of psychological empowerment. Leaders of media channel Islamabad, Pakistan, who delegate authority, provide meaningful work, and support employee autonomy contribute to increased feelings of competence, self-determination, and impact among employees. This heightened sense of empowerment can drive proactive and ethical behaviors within the media channel organization in Pakistan.

The study shows that employees of media channel organization who feel psychologically empowered are more likely to engage in internal whistleblowing. When employees feel competent, autonomous, and impactful, they are more likely to believe in their ability to influence positive organizational outcomes, including reporting unethical practices. This sense empowerment gives them the confidence to take action against perceived wrongdoings.

This mediation effect suggests that empowering leadership influences internal whistleblowing indirectly through its impact on psychological empowerment. Leaders of media channel organization Islamabad, who empower their employees enhance their psychological state, which in turn makes them more likely to report unethical behaviors. This mediating role of psychological empowerment highlights the importance of fostering an empowering environment to promote ethical conduct.

The moderation effect indicates that the positive impact of psychological empowerment on internal whistleblowing is amplified when employees have a high sense of psychological ownership. Employees who feel a strong sense of ownership over their work and organization are more likely to act in its best interest, including reporting unethical behavior. This finding underscores the importance of fostering psychological ownership to enhance the effectiveness of psychological empowerment in promoting internal whistleblowing.

The study provides valuable insights media channel organization Pakistan, into the role of empowering leadership in promoting internal whistleblowing, mediated by psychological empowerment and moderated by psychological ownership. It highlights the importance of both leadership style and individual psychological states in fostering ethical behavior within organizations. By acknowledging the limitations and suggesting avenues for future research, the study sets a foundation for further exploration into the complex dynamics of leadership, empowerment, ownership, and organizational ethics

5.1 Practical Implications

In both theoretical and practical ways, this research made very valuable contributions. The research has contributed to literature media channel organization Pakistan. Design leadership development programs that focus on empowering leadership role, the all-organizational levels to upsurge psychological empowerment and inspire internal whistleblowing. Develop cultural sensitivity training sessions that address the difference of culture, understanding the concept and perception of empowering leadership and internal whistleblowing. Implement of long-term organizational strategies that focus on sustainability benefits through organization culture,

work ethics and role of empowering leadership and rise voice against wrongdoing in organization. In the end most important part the related study organizations may prudently deliberate the benefits of capitalizing EL, PE, PO practices which can not only improve employee's behaviours involved in noticing and revealing the corrupt practices but will also escalation their growth, profit margins and competitiveness.

5.2 Theoretical Implication

This study has many theoretical implications areas of organizational behavior and leadership research. This study provides thoughtful understanding of empowering leadership by proving its influence on ethical behavior of internal whistleblowing. This study integrating the ethical behavior of employees of media channel organization into the leadership structure. This study provides the body of knowledge for the researcher, the intermediation and moderation process in empowering leadership research. This study provides the practical theory of internal whistleblowing with establishing relationship between empowering leadership and psychological empowerment and psychological empowerment.

5.3 Limitations and future direction

Limitations of research: The research is only limited to Pakistan's media-channels organisations, Islamabad Pakistan. Small samples due to limited number of employees in media channel organization, Islamabad Pakistan. As this research not funded, the limited found restrict the scale and scope of study. The sample size was small due to the limited staff of media channel Islamabad, Pakistan, which restrict the generalizability of the findings. The scope of the study was limited due to more specific industry that is media channel organization only Islamabad, Pakistan. The external validity the finding not for generalizable because difference of organization culture and external environment. The interdisciplinary challenges also one of the limitations, the integration of theories and methods. Develop a longitudinal study in which track the employees of media channel organization over some years to observe how continued empowering leadership effects on internal whistleblowing and psychological empowerment. Conduct a comparison study among different level of organization the effect of empowering leadership and internal whistleblowing. Convert into Cross-cultural research including different media organisation of the countries to explore the effect of culture and values on these variables. Future explorers can also focus on the moderating role of other variables like situational and personality factors.

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