

Designing and Verifying Ethical Leadership Model in Organization

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Abstract. Today, in analyzing public organization, it is necessary to address ethics and ethical values and organizational leaders should be unconditionally committed to accepted ethical principles in order to convince their staff to achieve a joint goal. Present paper aims at designing and clarifying ethical leadership model in Eastern Azerbaijan IRIB. This study is conducted by a mixed technique. Research quality section sampling is conducted by snowball and interview techniques by which 10 persons were selected for interview form senior managers of Eastern Azerbaijan IRIB managers or management instructors. In research quantity section, of 320 personnel at Eastern Azerbaijan IRIB, 230 ones were selected by using Cochran formulation and random sampling method. Research qualitative data was analyzed by Theme

Analysis Technique and qualitative data by Smart PLS software package. In quantitative section, content validity and reliability is confirmed by computing Cronbach's alpha ratio. In qualitative section, validity is confirmed by external auditing strategy and reliability is confirmed by two encoders. Research results led to the identification of 54 ethical leadership features in two dimensions and five components; the dimensions include personal and contextual ones while components are personality, behavioral, spiritual, managerial and social.

Keywords: Leader, Ethics, Leadership, Ethical Leadership, Organization

1. Introduction

Organizations are always influenced by their surrounding environment as called affecting factors less controlled and monitored by organization. An organization can continue its survival better if it can identify and control such environmental affecting factors rightly and can reduce its complexities. In today different organizations, management and leadership are important only by considering the conditions of external/internal environment commensurate with changes and transformations. In this line, leadership is a main necessity to perform many activities of today organizations; particularly, recent ethical scandals on business have increased the importance of questions on the role of leadership in shaping ethical behavior (Yilmaz, 2010: 3951). Today, almost everyone agrees that ethical trends are needed but some public organizations are experiencing incompatibility and conflicts among values and norms. To this end and for such compatibility, organizations should employ managers and employees who are able to do such valuable job and they should plan efficient ethical – training courses and devise policies and procedures that support values. In the sky of global media, IRIB is facing with complicated equations and technology increasingly growth, different ranges of audiences and their tastes, close competition with media, broadness and diversity of issues related to media, confronting cultural attacks and so on have all encountered IRIB with broad changes and transformation. On the other hand, IRIB is facing with a diverse range of competitors to which it

should be able to confront and such issues multiply the importance of the existence of effective and ethical managers in organizations. Ethical managers should be able to take initiatives in reacting to rapid environmental changes and accountability to audiences' demands under today competition circumstances and conspiracies of strangers and convert threats to opportunities. Overall, along with its mission, IRIB is encountering three changes in media environment: media technology increasingly growth, audiences' transformation and media close competition. These three factors would create a dynamic environment in media arena so that such arena is changing immediately and media should be adapted to such changes; otherwise, they are deemed to decadence (Ali Asgari et al, 2015: 32). Any organization is facing with external threats and Eastern Azerbaijan is not excluding this rule. The existence of competing stronger media either countrywide (national channels) or external level, remarkable usage of foreign satellite channels, normal and easy access of people in border areas to radio and TV waves of our northern neighbors, etc. are, inter alia, threats for which Eastern Azerbaijan IRIB should take needed initiatives. In this line, the only leadership is ethical that can guide employees toward ethics, creating a trustworthy workplace, pragmatism, honest in interactions and being a model for efficiency and effectiveness to combat cultural invasion. To this end, we need changes and transformation to satisfy organizational goals by employees and managers of the organization. If a manager has the ability, authority, initiative, awareness of employees' expectations and proper relations to employees, he/she can influence on employees and create huge changes in organization and this can be feasible by ethical leaders who extend ethical attributes and values to employees. Therefore, by considering abovementioned points and situation of Eastern Azerbaijan IRIB on such aspects as goals, mission and environmental requirements, the necessity to design and clarify ethical leadership will be doubled while considering the importance of ethical leadership, some managers have regrettably neglected managers and do not pay attention to the consequences of unethical behaviors. To the same reason, the problem addressed in present research is to design and clarify ethical leadership in Eastern Azerbaijan IRIB and it answers to two below questions: what is

proper paradigm for clarifying ethical leadership in organization? Does designed model enjoy necessary validity?

2. Literature Review

The important role of ethical behavior in the survival of an organization and promoting employees' performance metrics as well as paramount number of unethical behavior samples in organization have all attracted the attention of managers and connoisseurs to ethical behavior discussion. Ethical behavior has positive impacts on organizational operations so that it improves organizational productivity, dynamism and communications. If there are ethical behavior in an organization. Its manpower will be loyal to organizational values. Likewise, they tend to act beyond determined tasks. Creativity, innovation, quality improvement, corruption and power abuse prevention are all other effects of ethical behavior in organization. The role of ethical behavior in performance, behavior, decision making and communication is decisive. Respecting ethical behavior can keep profitability and efficiency of the organization, and attract customers' trust and satisfaction. On the other hand, unethical behavior leads into communication reduction and the ability of the organization is spent for tumors, backbiting, etc. (Khurakian, 2017: 2). Ethical leadership: Based on social learning theory by Brown et al, ethical leadership is defined as developing normal proper behaviors through personal actions and personal mutual relations as well as promoting such behaviors to subordinates through two-way communication, fostering and decision making. Another definition on ethical leadership focuses on leader's character, cohesion and awareness and it prefers a collective tendency to consider team or organizational interests rather than personal ones and it considers civilization, rights and needs of others and accountability management. In another location, ethical leader is referred to a leader who has good demeanors like right values, correct norms and strong personality and can show correct and incorrect methods to employees. Ethical leadership, cohesion and coordination among organizational theories are based on internal atmosphere, environmental atmosphere, decision making processes and leadership capabilities in achieving social responsible consequences. Lasheway describes that ethical leadership is to conduct right jobs

instead of doing the jobs tightly. An ethical leadership style guides employees toward goals and purposes which not only beneficial for organization and its members but also for stakeholders and community (Hazrati and Memarzadeh, 2013: 67). In the past, the most attention in ethical leadership was to keep such principles as justice and honest and other components like ethical behavior are added now. Ethics is a complicated term along with personal and general descriptions. Despite of all quantities and accurate behaviors in social and occupational life of today humans, ethics has always kept its status and in any place where a bad behavior is observed can have such pity that why managers and leaders are not expected to respect ethics in work. Usually, managers and leaders are not fully aware of ethical aspects but they are ready for that. To this end and to remove weakness and problems of organizations in recent years, ethical leadership is seriously entered into management, leadership and ethics literature. Likewise, Trevino et al have pointed out leader is an ethical leader when he is defined as an ethical person and he has such traits as honesty, trustworthiness, justice, decisiveness in decision making and good-humored in his personal life. Leader should be accepted as an ethical leader. An ethical manager is someone who performs active efforts for affecting on ethical and unethical behaviors of his followers and put ethics as a clear section of organization. Therefore, ethical leaders emphasize on ethical values in both their personal and professional life (Stouten et al, 2010: 20). The results and outcomes of ethical leadership in organization: It is expectable that ethical leadership impacts on employees' behaviors in workgroups through social and emotional interactions. Therefore, ethical leaders generate high level of trust and perceived justice. Employees know that they can account on ethical leaders and these ethical leaders behave their followers fairly. It is more likely that employees compensate such behaviors of leader by those behaviors that are profitable for workgroup and refusing those damaging behaviors for supervisor, workgroup or organization (Mayer, D.M., Kuenzi, M., Greenbaum, R., Bardes, M., Salvador, R., 2009: 11). Fair behavior with people would generate trust and such trust leads into subordinates' commitment which ensures extra efforts needed for organizational success (Ogunfowora, 2009: 43). Ethical leaders attempt to take fair decisions and care their subordinates' feelings and to create

just workplaces. Therefore, employees are expected to be more positive and optimistic on their organization and job and are more tended to stay in the organization and contribute in its success (De Hoogh, A. H. B., & Den Hartog, D. N., 2009: 203). Organizations should give high importance to ethical leadership. It has become clear that ethical leadership has positive results for organization. In their studies, Trevino et al reported that ethical leadership relates to commitment improvement, unethical behavior reduction in organization and increasing value-orientation. Likewise, ethical leadership is important when leader want to motivate their subordinates in work. If ethical leader's rightness is under doubt and question, all leader's efforts to influence over subordinates to achieve organizational goals are failing (McManus, 2011: 95). Upon finding research problem, researcher should study its feedback to show that collective wisdom is aware in others' works. Here, we address to conducted researches in recent years. In their research, Karami et al (2016) studied and clarified ethical leadership and its dimensions. In this study, ethical leadership dimensions include public orientation, fairness, power sharing, concern for sustainability (stability), angriness, ethical conduct, role clarification and authenticity. In their research titled ethical leadership and studying the impacts of its dimensions on organizational commitment, Dustar et al (2015) introduced ethical leadership dimensions as fairness, role clarification and power sharing. In their research titled ethical leadership theory based on Prophet's demeanor, Dehghani Zangeneh et al (2013) expressed ethical leadership features as authenticity, trustworthiness, sincerity, democratic decision making, supportive contribution, sympathy and kindness. By studying ethical leadership literature and aggregating proposed dimensions by authors, Kalshevon et al (2011) considered seven dimensions for ethical leadership: people-orientation, fairness, power sharing, concern for stability, ethical guidance, role clarification and authenticity. Fairness means that leadership initiatives should not advocate a certain group and behave follower equally with fair selections. Power sharing is to allow followers to state in decisions and listening to their ideas and opinions. Role clarification means to determine responsibilities, expectations and performance goals. People-orientation is to care, support and respect the followers. Authenticity means to make

the promises to practice, to stabilize actions and speeches of the leader. Ethical guidance means to dialogue on ethics, to expound ethical rules and promulgate and encourage ethical behavior. Ultimately, concern for stability shows environmental monitoring. Considering past studies, one can point out that different researches are conducted under ethical leadership and its impact on various variables like empowerment, adaptability, effectiveness, job satisfaction, etc. Likewise, in some studies only the dimensions, or components or features/indicators of ethical leadership are pointed out. Therefore, in present study, by reviewing past researches and providing new classifications for them, an ethical leadership model is devised.

3. Method

Considering overall purpose of the research, its methodology is a mixed one that its qualitative section is based on semi-structured interviews and quantitative section is based on questionnaire tool. Concerning methodology, two populations are participating in research. The first one (on qualitative section) includes 10 senior managers and management instructors as the connoisseurs on ethical leadership concepts. In qualitative section, sampling was by a combination of objective sampling and snowball methods as improbable techniques. In this method, the work was started by experts who enjoyed necessary criteria and by raising research questions, they were asked to introduce other connoisseurs in this field. Therefore, except than first persons who are selected directly by author based on relevant criteria, other experts were selected by other experts. In this method, sampling is continued until the model matures. The second population (research quantitative section) includes 320 employees of Eastern Azerbaijan IRIB of whom 174 were selected as sample. Since analysis tool in quantitative section is PLS Smart software package, one should note whether such sample volume in this software package is acceptable or not. To this end and by considering the most quantity of measurement model indicators among main measurement models the highest relations in model structural section, the minimum sample volume can be 220 to 230. Finally, of 280 distributed questionnaires, 230 ones were recognized as analyzable since in some questionnaires, many questions were remained unanswered or all

questions have received the same score and some questionnaires were not returned. Designing ethical leadership initial model in organization was conducted during experts' semi-structured interviews. After interviews, their texts were studied precisely and executed in the format of a text and used for analysis. To analyze the texts of interviews, thematic analysis method were used that have broad applications in qualitative studies. In next step, finalizing recognized model and to assure that extracted aspect, components and indicators from interviews are real and the qualitative reliability of the model, retest reliability and reliability between two encoders are used. To determine the validity of research qualitative section including used strategies in this research is external audits strategy. In this method, an expert in public administration is asked to find whether research findings and conclusions are supported by data or not. Here, adaptability of findings with data was supported. Another used strategy in research is to control members; through providing data analysis and the results to respondents to their reactions in reporting, awareness is achieved. In this research, participants' attitudes are used to build trustworthiness of findings and descriptions. Initial extracted codes were submitted to two IRIB managers and based on their recommendations, they were revised and some of them were modified. In research quantitative section and to determine the validity of questionnaires, content validity was used and questionnaire was distributed among 12 management experts and instructors who expressed their opinions and guidance by marking one of these options: "question is proper", "question is relatively proper" and "questions is not proper". Then by considering these opinions, final questionnaire was devised. To determine its reliability, the questionnaire was distributed among 30 employees at Eastern Azerbaijan IRIB. Upon collecting and inserting data in SPSS software package, reliability ratio or Cronbach's alpha was computed as 0.983 which indicates proper reliability of the questionnaire. To validate the model, confirmatory factor analysis, structural equation modelling and Smart PLS software package are used.

4. Findings

Research findings are analyzed in two qualitative and quantitative sections. In qualitative section, Thematic Analysis Technique is used.

Based on Brown and Clark, thematic analysis process is conducted in four steps of getting familiar with data, data labeling, codes categorization and specifying the predicaments (Brown and Clark, 2014: 34). The results from qualitative section are outlined in table 1. Research qualitative section which is conducted to answer the first question of the research led into identification of 54 ethical leadership features.

Table 1: Ethical leadership framework

Code	Sub theme	Main theme
Independence, identity, knowledgeable, self-awareness, self – confidence, perfectionism, commitment, work consciousness, creativity, self esteem	Personality	Personal
Resistance, brevity, contentment, humility, hardworking, explicitness, authenticity, justice, flexibility, sympathy, fairness, forgiveness, trusteeship, words and actions harmony, good humor, rationality, self-building	Behavioral	
Deism, self-purification, religious beliefs, piety, philanthropy, sincerity, broadmindedness	Spiritual	
Opportunism, futurism, power sharing, influence and penetration, servicing, transformation, responsibility, criticism taking, contribution and consultancy, capability, being model, motivation	Managerial	Contextual
Empathy and accompanying, people-orientation, reputation and acceptance, law orientation, social vision, social interactions, altruism, multilateralism	Social	

Quantitative section is conducted to answer the second question and in line with validating findings from qualitative section. PLS technique is used to analyze data. In PLS technique, to confirm appropriateness of indicators, model fitness should be studied in three parts: 1. Measurement models fitness, 2. Structural models fitness and 3. Total model fitness. Conventional models in SEM are in fact constituted by two measurement and structural parts. Research measurement model which investigates how to explain and illuminate latent variables by explicit ones (questions) includes five constructs and their relevant indicators. To determine measurement model fitness, their reliability and validity are studied. Factor loads, Cronbach's alpha and composite reliability methods are used to compute measurement model reliability. The rates of factor load for indicators except than the second indicator (identity) are higher than 0.4. Therefore, this indicator is deleted in this step. The ratios of factor load on research model are shown in figure 1.

Table 3: AVE by Fornell and Larker's model

	Ethical leadership	Behavioral	Contextual	Managerial	Personal	Personality	Social	Spiritual
Ethical leadership	0.732							
Behavioral	0.971	0.775						
Contextual	0.966	0.897	0.764					
Managerial	0.957	0.895	0.982	0.770				
Personal	0.987	0.984	0.911	0.908	0.738			
Personality	0.912	0.879	0.828	0.825	0.934	0.713		
Social	0.920	0.845	0.965	0.899	0.861	0.783	0.804	
Spiritual	0.937	0.895	0.879	0.842	0.941	0.831	0.835	0.826

In first order constructs of the model, composite reliability (CR) is computed by software with for second order constructs like ethical leadership, they are manually computable through below equation (Davari and Rezazadeh, 2013: 80). Above 0.7 CR ratios confirm composite reliability of research constructs. The composite of the second order construct (ethical leadership) is 0.983, which is greater than 0.7. Therefore, the composite reliability of the second order structure is confirmed.

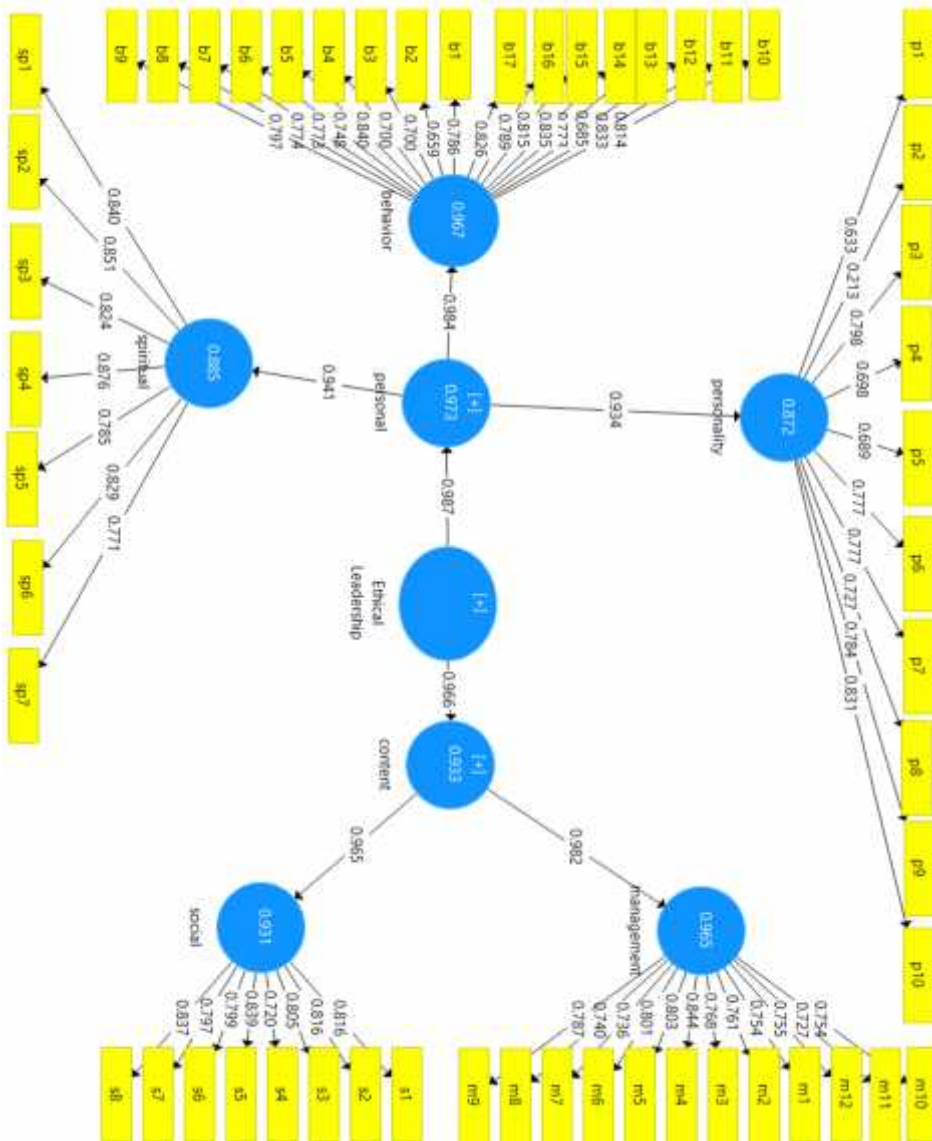


Figure 1: The ratios of factor load for constructs and indicators

AVE indicates the correlation of a construct with its indicators: more correlation, more fitness. Mentioned ratios in table 4 confirm research model AVE. AVE shows the relationship between one construct and its indicators compared to relations among those indicators and constructs. A model enjoys acceptable AVE if mentioned ratios in main diameter

are higher than their below ones (Davari and Rezazadeh, 2013). In present study, constructs (latent variables) have more interaction with their own indicators than other constructs. As seen in table 3, AVE of the model is in proper level which confirms the right classification of indicators in these constructs.

Structural model fitness shows that how latent variable or, in other words, research constructs are linked to each other. To study structural model fitness, two Z and R² significance ratios are used. The first and most radical measure to study the correctness of relations in research structural model is significance (t – value) Z. as shown in table 6, ratio on ethical leadership path to other constructs is higher than 1.96 which suggests significance of these paths and appropriateness of research structural model. R2 (R Squares) is a measure which shows the intensity or weakness of the impact by an exogenous variable on an endogenous one. Three rates namely 0.19, 0.33 and 0.67 are considered as benchmarks for weak, medium and strong rates. Since in present study, R² is all constructs is higher than 0.67, the appropriateness of structural model fitness is supported as shown in table 4.

Table 4: Cronbach’s alpha ratio, CR, Z, R² and AVE of research constructs

AVE ratio	R ²	Z (t- value)	Composite reliability (CR)	Cronbach’s alpha	Construct
0.509	0.872	108.930	0.907	0.918	Personality
0.601	0.697	386.449	0.962	0.964	Behavioral
0.682	0.885	109.943	0.937	0.920	Spiritual
0.593	0.965	364.704	0.946	0.924	Managerial
0.647	0.931	192.078	0.936	0.916	Social

$$(Total\ model\ fitness)\ GOF = (communalities \times R^2)$$

Communalities are achieved through the average of first order latent variables common figures. The important point is that second order (ethical leadership) common figures should not be considered in computing Communalities

$$\text{GOF} = \sqrt{0.924 \times 0.924} = 0.924$$

Since three 0.01, 0.25 and 0.36 figures show weak, medium and strong rates, in present study GOF = 0.924 which indicates strong fitness of research total model. In other words, research quantitative section's findings suggest that employees have confirmed mentioned features in interviews by managers and instructors. Ethical leadership final model that its fitness is supported by Smart PLS software package is outlined in figure 2.

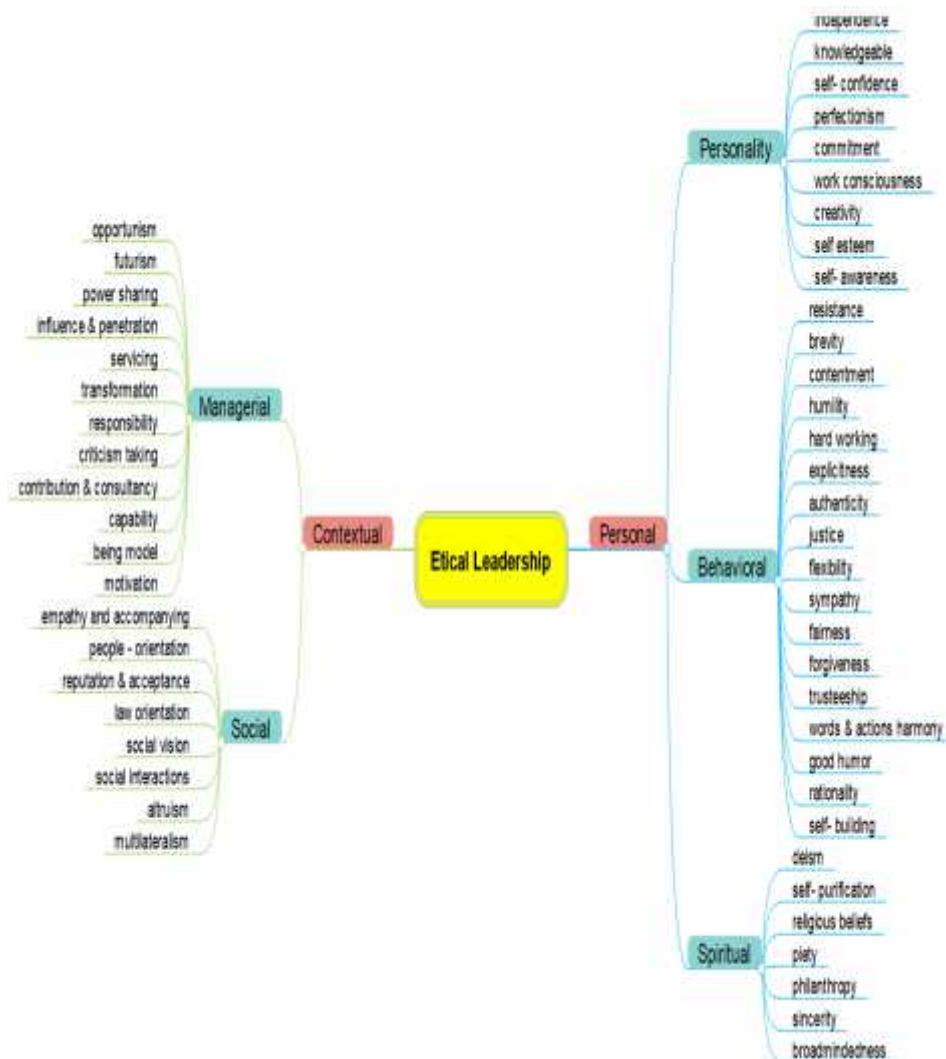


Figure 2: Ethical leadership model

5. Discussion and Conclusion

This research is conducted in IRIB organization. It aims at designing and clarifying an ethical leadership model for the managers of this organization to help them to achieve their goals. Ethics is a necessary condition in any profession, job and workplace. Since IRIB is seen as a strong organization to increase the level of knowledge, culture-building and fighting against cultural invasion, it is necessary that such issues are given more importance in these organizations. Today, media is seen as fully thoughtful, knowledge-based and futurism organization to attend in regional and global competitions which need ethical manager. To answer such cultural requirement in this organization and community, it is helpful for managers to be aware of Islamic – Iranian culture as well as all ethical values. According to achieved results in this research and data analysis, it consistent with studies by Hither et al (2016), Amoos et al (2015), Cheng (2014), Lu (2014), Shane (2014), Puchtit (2014), Mit (2013) and Kalsevon et al (2011). In other word, one can say that ethical leadership features are similar to realized features in past studies. The innovation by present study compared to past studies is that it has locally conceptualized ethical leadership while other researches have conducted in other countries and contextual differences motivated us to address this important issue. Since no research is locally conducted to conceptualize (to determine dimensions, components and indicators) ethical leadership and in such studies only ethical leadership dimensions are raised or, in some of them, only ethical leadership features are expressed, present study is an innovative one. According to above points, one can point out some similar studies that have identified aspects or features of ethical leadership including studies by Karami et al (2016), Dostar et al (2015), Zareimatin et al (2015), Mahmoodikia et al (2015), Abaszadeh et al (2014), Dehghani Zangeneh et al (2013), Valomova (2013) and Zahir et al 2011). The amounts of load factors, significance ratio (T-value) Z and R2 computed by Smart PLS confirm research model correctness. It means that employees have confirmed all features raised by IRIB senior managers and management instructors except than identity. So, identity was deleted from final model in order to improve reliability. One can say that such trait is less objective than other ones. Significance of paths and selecting research dimensions and components

were confirmed by computing significance ratios ($t - \text{Value}$) Z . therefore, the right relationship between ethical leadership second order construct and first order constructs was supported. Considering the results of present study, one can expect that due to the importance of ethical leadership in employees' perceptions and in organizational success, it is necessary that ethical measure have a high ratio in selecting and assigning managers and those people should be selected who enjoy highlighted ethical traits and ethical leadership dimensions alongside their expertise and experience. Considering the importance of ethical leadership features, it is needed to organize training courses or seminars to train ethical and positive personality and behavioral to managers as well as different courses such as training ethical leadership styles in order to improve managers' ethical behavior or by providing proper materials in relevant organizational journals and publications and/or recipes get organizational managers familiar with ethical leadership and its goals, features and positive ramifications in organization. Likewise, managers should be assured on their ethical behavior with employees. If managers behave ethically and be honest to their employees, be trustworthiness and expose such behaviors, they will impact employees' feeling of belonging to organization by which the organization can achieve its goals. An important feature emphasized by both research populations and are expressed as the most important feature in managers' success is promise and action harmony. How a manager who does not act what he/she says can expect employees to act it. An ethical leader or manager should be a model by making his/her promise to practice. In present study, the important point is to elucidate ethical leadership model in the view of two statistical population of managers at IRIB and management instructors as well as IRIB employees by using two instruments of interview and questionnaire. In qualitative section, information was gathered by interviewing managers and instructors. In quantitative section, those employees who closely with with manager stated their opinion on raised features. The results achieved upon examining by Smart PLS suggest that employees confirmed mentioned features by managers and instructors.

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