The Presentation of Modeling an Ethical Leadership Consistent with Public Organizations in Iran

Morteza Hazrati[1*], Seyyed Mehdi Alvani[1], Gholam Reza Memar Zadeh[2]

[1]Department of Management, Qazvin branch, Islamic Azad University, Qazvin, Iran; [2]School of Economics and Management, Islamic Azad University, Science and Research Branch, Tehran, Iran

*Email: mhazraty2006@yahoo.com

Abstract

The purpose of this study was to construct a theoretical framework and an indigenous model of ethical leadership in the public sector of Iran. The aim of the present study is fundamental to the process of data collection for the study is descriptive and correlation survey. The present study designed to test the model included two parts. The model design, with the help of experts, was used to develop a conceptual model, and then used to test the validity of the model and its performance; the model was navigated in a government organization. The study results indicated that ethical leadership and management include two individual elements and by considering both personal and managerial structure, we can see the impact of these elements on the consequence of ethical leadership.

Keywords: ethical leadership, personal elements, elements of management, outcomes,

Introduction

Today, organizations increasingly see themselves involved in a moral dilemma (Shukurat, 2010), breaking the circumstances and conditions that define the right actions. In general, the human personality includes specific features such as moral imagination, speech and behavior shaping. Maybe the same person is in a position of organizational position which causes the imagination. On the other hand, ethical behavior can cause positive or negative consequences at the level of the organization. The leader should create a healthy atmosphere for the employees in an organization, so that they can work more effectively.

Statement of Problem

Current conditions are not in compliance with certain ethical standards, and this concern has created a lot of public and nongovernmental sectors. Falling standards of behavior in the public sector have prompted researchers to search theory in this way to be able to provide the appropriate executive. So one of the main concerns of efficient managers at various levels, how to create a context for human factors practitioners in all professions their sense of responsibility and commitment to the issues in their community and their professional work and adhere to their code of ethics governing the profession. The analysis government organizations in addressing ethical and moral values is one of the requirements and leaders of the organization to be able to convince their employees to achieve a common goal, without exception, must adhere to accepted morality (Mayer, 2010). Facts and statistics around the world would show something else that adds to the importance of this issue. For example, in a survey in 2010 among state enterprises, English and some European companies was determined ethical Issues in Organizations often leads to bribery, corruption, discrimination, harassment technologies, bullying and Whistle (Shukurat, 2010). Leaders, organizations questioned were more here. They were accountable not only to their own immoral acts, but because they play an important role in managing ethical behavior of organization members and clear that more needs to be ethical leaders in government organizations and the wider

community. A basic assumption in view of moral behavior that unethical behavior does not stem from the bad people doing bad things, but rather stems from a corrupted source, for example, situational factors and management (Hoogervorst, 2011).

Literature
Concept of ethics
Closely linked to values and ethics are seen as a tool that will convert values into action. System of values and ethics is defined and don'ts which the good and the bad organization and bad practice to distinguish well (Alvani, 2003). Moral concepts such as trust, honesty, integrity, deliver to others, justice and equality, and virtues of citizenship and service to the wider community.

Ethical Leadership
Based on social learning theory, Brown (2005) defined ethical leadership as a normative develop appropriate behavior through personal actions and personal interrelationships and promote such behavior to subordinates through two-way communication, reinforcement, and decision-making (Brown, 2005). The Lasheway (2009) described that moral leadership is doing the right things rather than doing things right (Miao, 2012). Meyer (2010) argues that ethical leadership focuses on the leader's character, integrity, knowledge a collective tendency to promote the interests of the team or organization, rather than individual interests, and consider the rights and needs of others and civility and accountability management. The concept of moral leadership Trevino, Hartman & Brown (2012) has presented a comparison matrix, which formed part of the matrix of ethical leadership. They believed that the organization's leadership and management are influenced by two factors individually. Individual elements have demonstrated personal traits and characteristics of leaders that can be obtained by academic science. Or, derived from religion, spirituality, values and norms in society, which itself is based on the character and conduct effective leaders and the management of the organizational aspects, when it is evident that the leader plays the role of your organization in interaction with others. If the management is weak in both aspects, leadership is unethical and should be strong in both elements will tend towards moral leadership. If the manager has strong individual qualities, but is not able to interact positively with others and poor management led to a sense of silence is called and finally, if the opposite occurs earlier, the manager of the team is strong but in terms of individual characteristics of a good manager is not, apparently leading maker called.

Conceptual development and Research hypotheses
With regard to the elements and dimensions of ethical leadership and its consequences, the research questions were raised.

1- Personal elements of ethical leadership: a common perspective in regard to the personal characteristics of leaders is moral leadership. Moral person is an important part of ethical leadership can be seen in a leader's personal attributes such as honesty, trustworthiness, integrity and spirituality. Research suggests that personality traits influence leader. The Muslim holy book, the Prophet Muhammad (PBUH) is the best example Leadership. In verse 4, chapter by describing the Prophet Muhammad (saw) said the following: Islamic morality requires that Muslim leaders have stressed the 5th Islamic behavior characteristics: fairness, trust, honesty, confidence and fight to fulfill that promise (Sura Qalam, verse 4). If we are important aspects of ethical leadership individual elements of these dimensions can be divided into three categories: *civility*, *servant* and *spirituality*. **Civility**: Here you can view Binns (2008) used. He looked at the impact of ethics on the development of individual leaders. He believes that leaders who are not learned in an environment

of academic ethics, morality cannot develop. With the knowledge, leaders will be better able to discard the wrong way and think freely and without prejudice to moral issues (Binns, 2008).

Servant: initial motivation, leadership, and willingness to serve. Ethical leadership occurs when leaders serving in a position to accept their relationships with followers. He must be highly motivated to focus on other needs. The servant is one who is servant first. Being a servant leadership and begins with a natural sense of personal morality. It means a person has an innate desire to serve. This is a conscious choice; a person is willing to guide others.

When you serve the growing population, provided they receive the serve healthier, wiser, freer, more independence and even love they are the servants and the results outstanding and magnificent in society emerges and community benefit »(Spears, 2002).

Spirituality: In this view, managers are increasingly interested in integrating spirituality and their management. King observed executives across multiple industries and cited eight common moral values that include honesty, loyalty, dedication, compassion, social justice, strengthen character, humility and patience These principles may be learned through training university, but more rooted in religious or spiritual basis. He states that those who integrate and utilize these values can be considered as a moral leader. So he believes that moral leadership is rooted in faith and spirituality (Monahan, 2007).

2- **Elements of managerial ethical leadership**: Perceptions, on the personal characteristics of leaders, interactive and managerial aspects are also emphasized; in fact, some of the individual characteristics alone cannot successfully argue that moral leadership is looking it requires organizational and managerial aspects as well. So it can be said that an ethical leader is twofold: moral person and moral manager. Director of the actions is a manager's ethical interactions with subordinates. Since Leadership involves relationships between leaders and subordinates is always important to focus on the leader as an ethical manager. In other words, moral person should play his role as director of ethics. Ethical manager openly tries to improve the ethical behavior of subordinates by setting clear ethical standards and rules for ethical behavior (akker, 2009). Butcher (1987) noted that the ethical behavior of managers (of a person) and leadership (managerial aspects) are intertwined and inseparable. The leaders cannot ignore its obligation to determine the role of ethics. Ethical leadership includes promoting ethical behavior. He proposed that moral leadership requires not only investing small trees are a test compound; it needs to take care of those that have made it possible to make such an interpretation. Ethical leaders need more focus on the actual organizational conditions and corporate culture has the same soil and the development of moral behavior (pickett, 2005). Based on studies of managerial ethical leadership have three main variables: Interpersonal role, Informational role, Decisional role**.**

The Interpersonal role: the leader as the character is doing the right things rather than doing things right despite outside pressures. Interpersonal role and the role of leaders are meant to subalterns influenced toward a common goal. Such leaders have to develop trust among subordinate's employees to organizational goals as the character's leaders do the right things rather than doing things right despite outside pressures. Leadership role, meaning and direction to subordinates influenced toward a common goal. Such leaders develop trust among subordinates for their employees to organizational goals (Reily, 2005).

Three components of this role include 1- *figurehead* 2-*leader* 3- *liaison*. Choi and Mai-Dalton (1998) character actors posed for moral leadership. Leadership influence and guide the people towards a common goal. Payne (2006) is one of the most important tasks of moral leadership in the form of actors influence the process. Ethical managers define ethical behavior and set good examples to the professional level and at the general level. Help and subordinates are leading lights

in search of the best. Therefore, it is important that their leaders are ethical people and explicitly describe ethical behavior for subordinates.

Subordinates learn what to do and what not to do by watching and influence of leaders. Thus, ethical leaders must be careful what they say and what they do because they have to gain the trust of subordinates. In the collection of Mr. Paine determined as follows: *'Managers should walk the talk and talk the walk'* (Akker, 2009).

The role of information: the role of information about the data collection, processing and exchange them pay. This role has three main components:

1 *Monitor*: trying to show the status of the other people in the organization is visiting Director of PI, focused attention on the operations of the organization. In this role, which is also known as information receiver, administrator seeking information that would enhance his performance?

2 *Dissemination*: information to give to employees. The role of distribution manager, valuable information in a single pass to others (in fact, here the manager acts as a filter). 3 *Spoke personal*: One Law for Managers believe is the spokesperson on behalf of the entire organization. The role of the Director talking other people outside of your valuable data (such as supervisors and other people outside the organization) passed (Rezaian, 2007).

The Role of decision making: the role of the manager is also summarized in the form of four components:

1 *Entrepreneurship*: Includes basic changes, goals, formulating plans, the use of power and authority. Director of the entrepreneur / innovator of design and the changes it makes. 2 *Chaos de*: to solve complex problems and conflicts are addressed, the actions of competitors and neutral response. Moreno (2005) identified the critical issue of trust within the organization. He makes clear that even a small gap between what a leaders says and what it does, creates a moral dilemma for the arms. Thus an ethical leader is one who solves the gap between theory and practice.

3 *Resource allocation*: priorities and budgeting benefits administrator will determine the methods used and also by the progress of the work takes place. 4 *negotiators*: managers with customers, suppliers and other external agencies negotiate the agreement. The role of a manager's negotiating activities related to participation in the negotiations. (Kalshoven et al, 2011).

3- Outcomes for moral leadership: Ethical leadership and managerial implications for individual elements can be removed from the organization. Here are some comments in this regard are: Some researchers believe that ethical leadership plays a significant role in enhancing employee engagement. Deslr believes that:

If employees believe that they are fair and equitable treatment, it tends to be the time (something) more support (Deslr, 1378, p 327). Donaldson and Davis (2000) believe that managing ethical values in the workplace, has been legitimized managerial actions, strengthens the coherence and balance of the organization's culture, improves trust in relationships between individuals and groups most of the standards and compliance, improve product quality, and ultimately increase profit organization (Dirks et al, 2002).

Numerous other studies of moral leadership and trust of the staff have established a positive relationship. In this regard, Robinson (2006) argues that employees trust their contribution to the organization's leaders directly in terms of performance, intentions to influence social behaviors. In addition Dirks and Farin (1993) stated that trust between leaders and subordinates leaders to build relationships and develop confidence in a leader's character is important (Dirks et al, 2002). On the other hand, based on research conducted between ethical leadership and social learning and social exchange, a significant relation exists.

Employees by observing the actions, attitudes and values, leaders learn and imitate actors. For such leaders with others in a fair manner, honest and compassionate behavior, and this appeal by the power and authority greater increases. In addition, reward and discipline subordinate leaders learn by experience (Valentine et al, 2003). It is according to the norms of reciprocity and social relation exchange. Here is an example when the people feel a moral leader has to deal with them positively, they, in turn, deal with it like a man and show the strong relationship between employee commitments to ethical leadership provides (Hansen et al, 2012). Based on the above three main questions, the following research questions were raised:

Q1: Which are important elements of ethical leadership style of public organizations?
Q2: What is the relationship between the elements of ethical leadership?
Q3: What are the consequences and effects of ethical leadership?

The conceptual model of ethical leadership
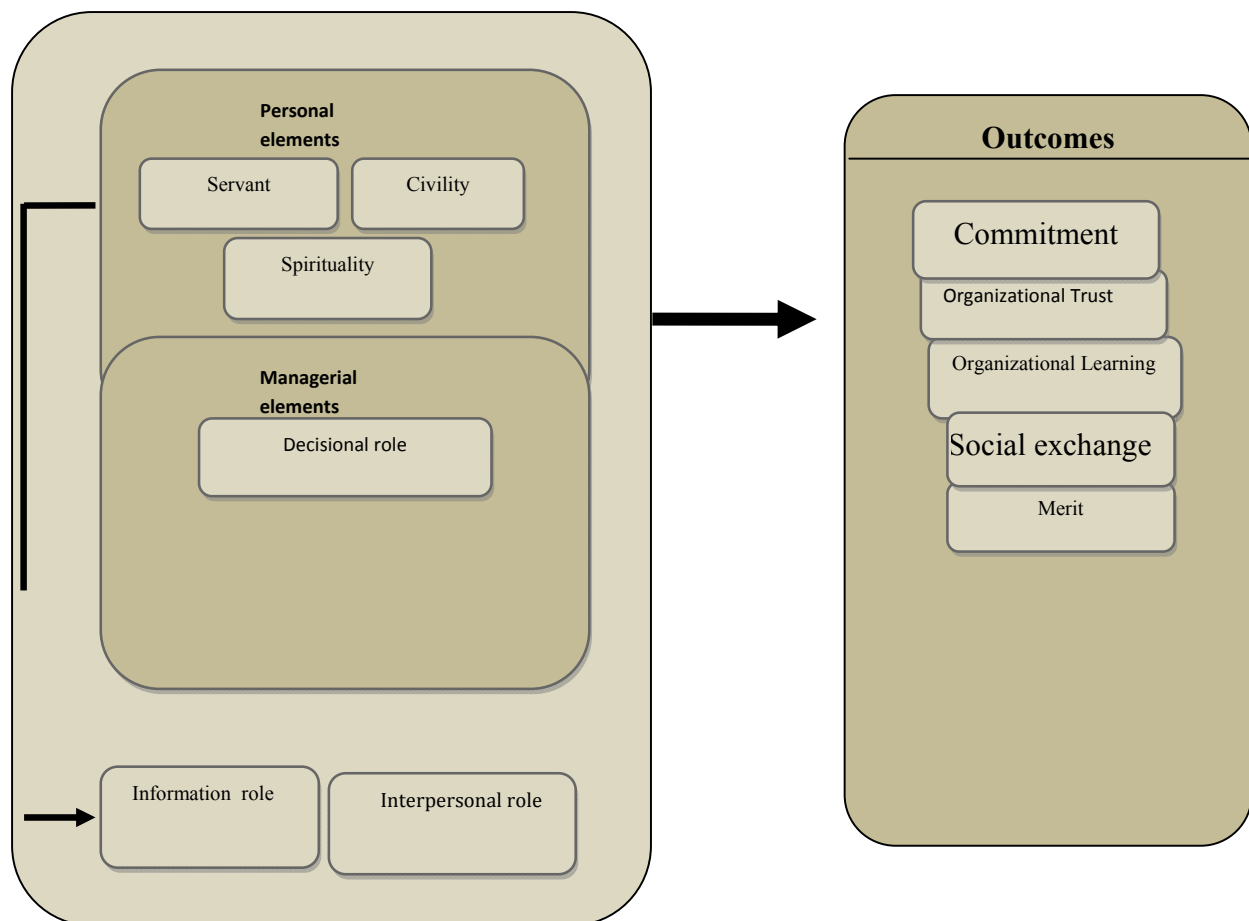The research model is provided in Figure 1 as follows:

Figure 1. **The conceptual model of ethical leadership**

Components associated with each dimension of ethical leadership after the refining experts are shown in figure 2.
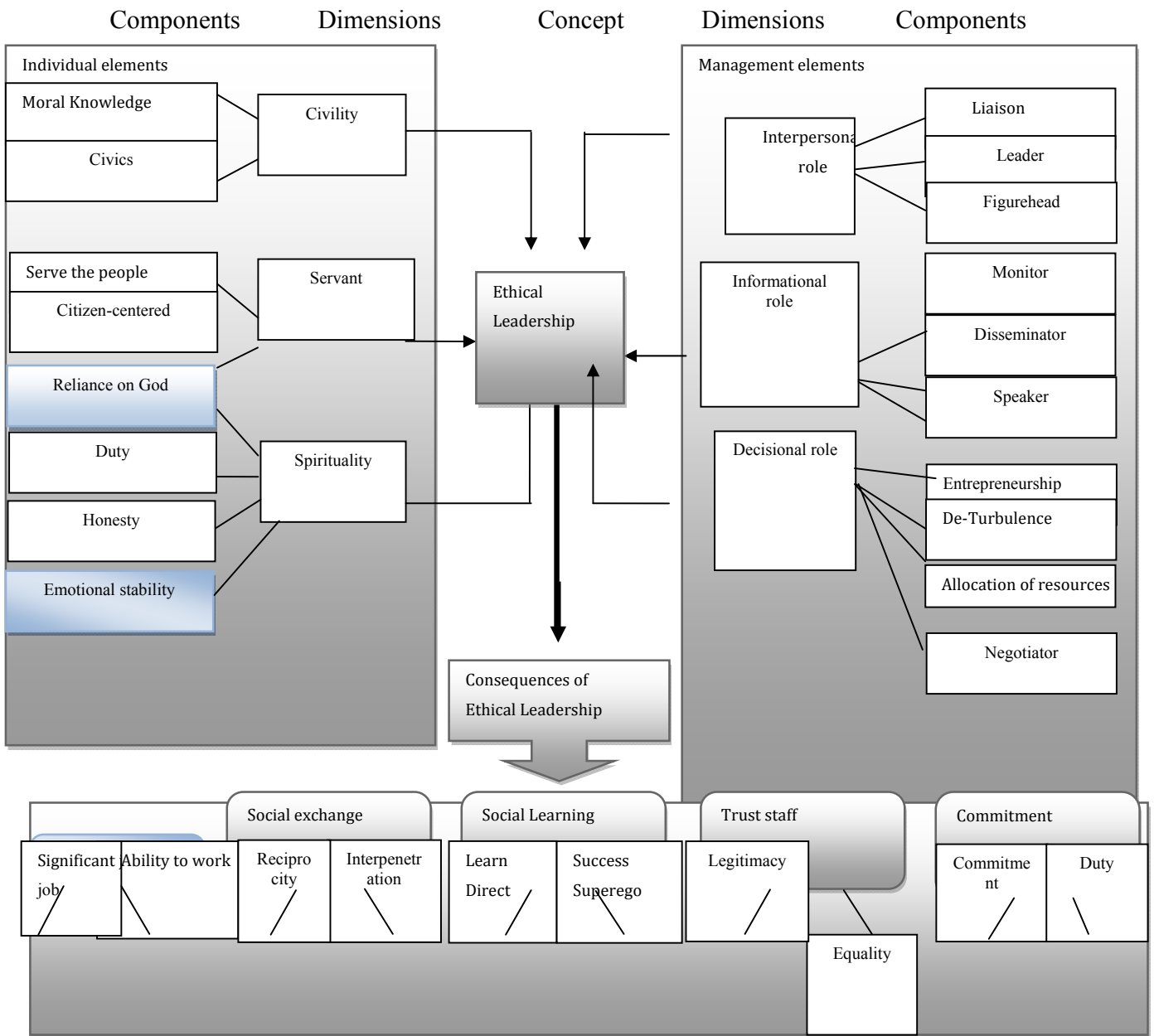
Components   Dimensions   Concept   Dimensions   Components

Individual elements

Moral Knowledge

Civics

Civility

Serve the people

Citizen-centered

Servant

Reliance on God

Duty

Honesty

Emotional stability

Spirituality

Ethical Leadership

Management elements

Interpersonal role

Liaison

Leader

Figurehead

Informational role

Monitor

Disseminator

Speaker

Decisional role

Entrepreneurship

De-Turbulence

Allocation of resources

Negotiator

Consequences of Ethical Leadership

Significant job / Ability to work

Social exchange

Reciprocity / Interpenetration

Social Learning

Learn Direct / Success Superego

Trust staff

Legitimacy

Equality

Commitment

Commitment / Duty

Figure 2. Dimensions of ethical leadership

Methodology

In the present study, "Development and Evaluation Model" is a descriptive survey research. The design phase of the research sought to identify and explore the facts (variables) by collecting information about the library, interviews and surveys of experts are aware of the issue. In the test phase of the target society's moral leadership styles are examined. This study is also cross-correlation, as in the model tests to investigate the relationships between the components of the model as well as the impact on the dependent variable in the model. To assess the relationships between variables and the relationships between them, the correlation is on the other hand, since the methods of reasoning to answer the research question based on previous studies refer to the opinions of experts and surveys have used both qualitative and quantitative research is considered. Ethical

Leadership for the components and items of literature, exploratory interviews and expert opinions were used. Components and items identified in the two-step refined based on the Delphi method, 30 experts (10 cleric, 10 cases and 10 cases of management of the University) was used. This method was used to identify experts to investigate the snowball technique, which is one of the best ways to find the respondents in qualitative research due to the size and components of ethical leadership confirmed by experts, it is suggested that the study of narrative is necessary. Methods of data collection in this research include:

    - Reading books, journals and texts through the search of databases (the Internet), libraries, etc. In order to achieve the theoretical basis and at the same time, using the experiences of other researchers

    - Use techniques of observation and interviews with teachers, administrators and experts and organizations

    - The use of questionnaires as the main data collection instrument to achieve the desired data

    After investigating the use of expert design and modeling, model validation study to test the performance of the target population. In this regard, the variables included in the model were divided into two categories.

    Independent variables include: education, servant, and spirituality, personal interaction plays the role of information and decision-making roles. The dependent variables include employee trust, social exchange, social learning, employee engagement and empowerment of employees the study, which included 17 of Gilan Tax Administration Office (headquarters and a 16 city) in the province, so the researchers chose a two-stage cluster sampling method. 7% at 95% confidence level and estimation accuracy through the following formula to determine the sample size was attempted.

$$n = \frac{N(t)^2 \, p(1-p)}{\sum (N-1)d^2 + (t)^2 \, p(1-p)} \quad \frac{771(1.96)^2 (0.5)(0.5)}{(0.07)(770) + (1.96)(0.5)(0.5)} = 156$$

    In the present study to test the questionnaire was used to collect data. In this study, using a two-part questionnaire was used. The first part of the questionnaire related to the basic elements of ethical leadership and ethical leadership is the second part of the questionnaire related to the consequences one of the most widely used Likert scales to measure the variables of measurement is used. Respondent's rate their agreement with each statement on a scale from one to five degrees is usually graded the show. Five options for each question as follows: completely disagree, disagree, no opinion, agree and strongly agree that there is research to calculate the reliability coefficient of Cronbach's alpha is used. The method used to calculate the internal consistency of measurement tools such as questionnaires or tests that can measure different attributes are used. If the calculated alpha greater than 70%, the reliability of the measurement instrument. Alpha values calculated for Ethical Leadership Questionnaire 0.97 which represents the reliability of the questionnaire is designed. The Cronbach's alpha was calculated according to the research model.

    Cronbach's alpha values of each of the dimensions of the study are shown in Table 3-8. To analyze the data gathered in the research process, the following statistical techniques were used: 1 descriptive statistics to analyze the demographic variables of gender, age and education as well as a descriptive analysis of the components 2 inferential statistics, which is the main part of our analysis.

    Here, the following techniques were used: factor analysis to determine the number of constituent elements of each area of inquiry and also explain the determination of the effect of each factor in the study of these techniques has been used. Factor analysis is a statistical technique that is frequently used in the humanities. Can be identified by use of factor analysis questions whether measured in terms of the desired parameters or not.

2 T: To evaluate the presence or absence of the concepts related to the study

3 Correlation: To investigate the relationship between variables

4 Structural equation modeling using path analysis techniques to analyze the relationship between the main variables, regression techniques set confirmatory factor analysis or data analysis in this study with the help of software spss, lisrel done.

Table 1: Results of the reliability test of moral leadership

Dimensions	Number of questions	Alpha was calculated	Results
Civility	6	0/93	Acceptable
Servant	9	0/83	Acceptable
Spirituality	9	0/95	Acceptable
Interpersonal role	8	0/92	Acceptable
Informational role	7	0/94	Acceptable
Decisional role	8	0/93	Acceptable
Total questionnaires	47	0/97	Acceptable

To clarify this issue in the study population, size and a component of ethical leadership, which was confirmed by the experts on what, is the one-sample T-test? Range used in the present study according to the responses, the test is considered to be equal to 3. If the average of the responses in each of the variables is greater than the value of 3 means that the variable under study (confirmation of test experience) in the target population (Tax Administration) is observed. Otherwise, this variable is not observed in the target population. In this case, according to the value (p-value) decision will be provided. If the value is less than the test (α) is. And confidence interval bounds "mean value" test is positive. H. premise is rejected; otherwise there is no reason to reject the hypothesis H. The study was intended to test the 0.05.

Table 2. Results of t-test

Component	Average	p-value	Mean difference
Moral Knowledge	36.2	000.	63-.
Civics	46.2	000.	53-.
Service	18.3	004.	18.
Citizenship	14.3	029.	14.
Honesty	85.3	000.	85.
Duty	88.3	000.	88.
Reliance on God	4	000.	1
Emotional stability	76.3	000.	76.
Liaison	32.3	000.	32.
Leader	3.24	.021	.24
figurehead	33.3	000.	33.
monitor	3.10	.000	.10
disseminator	10.3	099.	10.
Speaker	4	.000	1
De-Turbulence	98.2	84.	011. -
Entrepreneurship	74.3	000.	75.
Allocation of resources	2.95	.000	.95
Negotiator	10.3	099.	10.

The above test results show that the three components of H1 were not confirmed the existence of the target population (Tax Administration Gilan) was in the blood. Suppose H1 was approved on 11 areas that were identified they exist in the target population to address the fundamental question of the relationship between ethical leadership and the implications of these elements led to the Pearson correlation coefficient between the variables examined and the results obtained are shown in the following table: the calculated value for the Pearson correlation coefficient (+0.296 = r) for all predictor variables at level 0.01 = α meaningful, H1 hypothesis suggests that 99% approved this means that these elements are likely to increase in ethical leadership, ethical implications rate increases.

Table 3. Pearson correlation test results

correlation between	correlation coefficient pearson (r)	Frequency	Significance level (p)	Results
Civility and consequences of ethical leadership	.296	162	.000	Accept the hypothesis
Servant and consequences of ethical leadership	.512	162	.000	Accept the hypothesis
Spirituality and consequences of ethical leadership	.276	162	.000	Accept the hypothesis
Interpersonal role and consequences of ethical leadership	.422	162	.000	Accept the hypothesis
Informational role and the consequences of ethical leadership	.467	162	.000	Accept the hypothesis
Decisional role and the consequences of ethical leadership	.279	162	.000	Accept the hypothesis

As can be seen in the figure below, the standard model of confirmatory factor analysis of three models, the side effects of the individual elements of the managerial elements of moral leadership and the impact of individual elements on the dependent variable and the dependent variable indicates the impact of managerial elements. Variable loadings observer (of management) interaction plays a role and the role of information in order to decide 0.90, 0.93 0.91, which indicates a significant relationship of all factors (variables Viewer: ponents) in the latent variable model is that the individual elements of ethical leadership. Also, once an observer variable (dependent variables), social exchange, organizational commitment, trust, employee, social learning and the promotion of competence in order 0.87, 0.86, 0.91, 0.86, is 0.91.
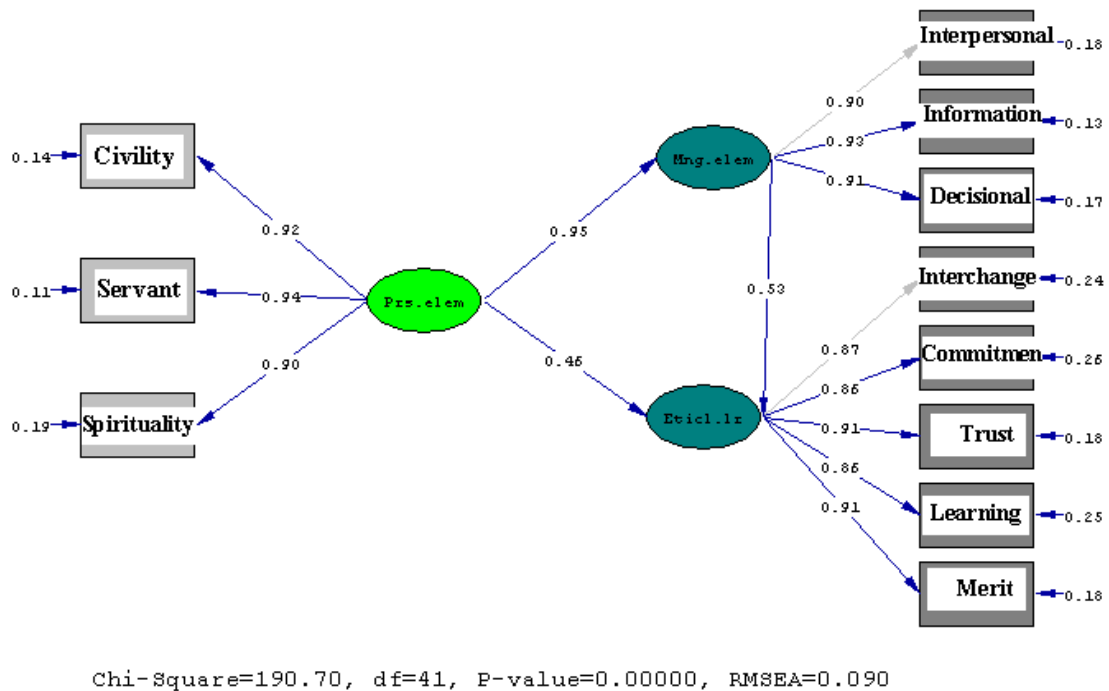
Chi-Square=190.70, df=41, P-value=0.00000, RMSEA=0.090

Figure 4. Model with standardized coefficients derived by factor analysis in AMOS

Conclusion

Research conducted in the field of ethical leadership, ethical leadership has either constituent elements or their relationship with organizational outcomes. While the results of this study led to the constituent elements and the consequences of such a general model has been noted. Based on the findings there is two individual moral leadership and management. The results of the correlation coefficient indicates a close relationship between the moral dimensions of leadership civility servant, spirituality, personal interaction plays the role of intelligence and moral leadership role in deciding the outcome. The pathway analysis Influence of Ethical Leadership on each of the dependent variables show the regression coefficients of individual elements influence the management of 0.95 and regression coefficients of individual elements impact on the dependent variable and regression coefficients 0.46 effect on the dependent variable 0.54 management elements, which are the figures show Ponents effect on the dependent variable is greater than the individual elements. However, with the arrival of ethics in organization and management studies, many fundamental questions for future research is recommended, however, in future research into the factors influencing ethical leadership should be, because in this study emphasis was focused on the elements that constitute the moral leadership.

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