



## Relationship between Ethical Leadership, performance and job satisfaction

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Article Information	Abstract
<p><b>Article History</b>            Received: 18/08/2021            Accepted: 16/12/2021            Available online: 30/03/2022</p>	<p><b>Introduction:</b> Today, human resources are considered as the most important resources in organizations. Therefore, researchers in their study and study on issues such as job satisfaction, organizational commitment and employee performance and such cases in the organization have attached great importance to the relationship between influential and related factors. Therefore, in this study, the relationship between ethical leadership and job satisfaction and employee performance is examined.</p> <p><b>Methods:</b> This study examines the relationship between ethical leadership with Employee performance, job satisfaction and organizational commitment of employees at headquarters Arak University of medical science that deals Field research and gathering data samples were randomly. In the present study, the statistical population includes all managers and employees who are currently working in the financial administrative field of Arak University of Medical Sciences and Health Services and the statistical population was 500 people, so the statistical population is limited. Based on the mortgage table, the sample size was 160. The research questionnaires were distributed, collection and analysis using SPSS18 software.</p> <p><b>Results:</b> The results show that each of the variables between ethical leadership, job satisfaction, organizational commitment and practice staff are correlated</p> <p><b>Discussion:</b> Based on the research results, it is suggested that university administrators to increase the job satisfaction of employees to observe the maximum standards of ethical leadership to increase job satisfaction and thus increase efficiency and productivity.</p>
<p><b>Keywords</b>            Ethical,            Leadership,            Performance,            Job satisfaction.</p>	

### 1. Introduction

Ethical leadership is one of the approaches that in the last decade of the 20th century entered the management leadership literature (Walumbwa et al., 2011) (Schwepker Jr & Dimitriou, 2021). They consider that their behavior can help increase moral performance, detect immoral cases, increase effectiveness and productivity and increase job satisfaction. As modern organizational behavior faces increasing complexities, it is essential that managers and employees of organizations become more familiar with these complexities and identify appropriate ways to deal with them (Guan et al., 2014). It

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should be noted that the environment always ruthlessly chooses among competitors in a particular field of work, and those who cannot better respond to environmental demands and gain the trust of their work environment will sign a decision to leave the competition(Mayer, Kuenzi, & Greenbaum, 2010).

In this study, the relationship between ethical leadership and performance and job satisfaction of Arak University of Medical Sciences staff is studied. Ethical management in the workplace includes identifying and prioritizing values to guide behaviors and formulating policies and procedures to ensure the performance of these behaviors.

In 2006, Brown and Trevino examined the ethical behavior of managers. Ethical behavior has a significant impact on an organization's activities and outcomes, increases productivity, improves communication, and reduces risk(Brown & Treviño, 2006).

In 2011, Tsai ,Yafang explored the relationship between ethical leadership and Job Satisfaction and found that organizational culture is an influential factor(Tsai, 2011).

Therefore, using the results of research in this field, we can emphasize the importance of managers' ethical behaviors to increase job satisfaction and performance of employees and such cases as a result of achieving relevant goals through the implementation of such behaviors. The dominance of managers' ethical behavior significantly reduces stress in the workplace and increases success in achieving the goals of the organization(Okan & Akyüz, 2015) (Hoseinpoor, Fazlollahighomshi, & Mohamadi, 2020). Hence, the researcher intends to conduct a study entitled "Investigating the relationship between managers' ethical leadership and performance, job satisfaction and organizational commitment of employees in Arak University of Medical Sciences."

Hypotheses:

Hypothesis H1a: There is a positive relationship between ethical leadership and staff performance employees

Hypothesis H1b: There is a positive relationship between ethical leadership and job satisfaction employees.

## 2. Methods

The type of research method that has been used to achieve the objectives of the present study is descriptive-analytical method. In the present study, the statistical population includes all managers and employees who are currently working in the financial administrative field of Arak University of Medical Sciences and Health Services and the statistical population was 500 people, so the statistical population is limited. Based on the mortgage table, the sample size was 125. In this study, data were collected by field method. In this research, 3 questionnaires have been used as described in the table 1.

**Table 1** Variables, item number of questionnaires and Cronbach's alpha coefficient

Number	The variable being	Source of the questionnaire	Number of items	items	Cronbach's alpha
1	Organizational	Researcher made	17	1 to 17	0.937
2	Job Satisfaction	Davis et al. (1967)	12	23 to 31	0.702
3	Ethical Leadership	Brown,Trevino&Harrison (2005)	10		o.709

The questionnaires were coded and for each employee specific code assigned. In this study, the correlation coefficient method was used to perform statistical tests. The purpose of this test is to investigate the relationship between several variables. The results of this study were analyzed using SPSS 18 statistical software at both descriptive and inferential levels.

The approximate number of employees and managers who could complete the questionnaire was 160. However, for each employee, two questionnaires with one code were completed by the manager of that employee to determine his performance and a questionnaire by the employee himself to determine job satisfaction and ethical leadership. Each item of the questionnaire is considered according to the main purpose and questions, and of course the answer to each question is a step towards achieving the main purpose of the research.

In the present study, SPSS 18 software was used for validation and Cronbach's alpha coefficients were obtained as described in the following table.

### 3. Results

The Kolmogorov-Smirnov (KS) test was used to test the claim that the distribution of one-variable data was normal.

**Table 2:** Kolmogorov-Smirnov test results

Model	$\beta$	t	Sig.	result
Inspirational motivation → participatory decision making	0.341	11.135	0.000	positive

As can be seen from Table 2, the value of the significance level obtained is less than 0.05 and therefore there is not enough evidence to confirm the null hypothesis. Therefore, at the 95% confidence level, the null hypothesis is rejected and the opposite hypothesis is confirmed. It means that "perceived distributive justice" has an effect on "knowledge sharing behavior" and since the value is = 0.458, so the type of this effect is positive.

The second hypothesis is stated as follows:

H2: Inspirational motivation has a positive effect on ergonomic climate.

Table 3 presents the results of the calculation of the linear regression test:

**Table 3:** Regression test results for Hypothesis 2

Number	Mean	Standard	Kolmogorov-	P-value
160	3.6819	0.72560	1.721	0.075

Given the output of the table above (p-value = 0.075), the assumption H0 was rejected, i.e. the variable has a normal distribution.

Spearman Test:

There is a positive correlation between ethical leadership and job satisfaction of employees.

The output of the analysis is given in Table 3:

**Table 3:** Spearman correlation coefficient between ethical leadership and employee job satisfaction

Number	Spearman	p-value
160	0.257	0.001

According to Table 3, it can be said that Spearman correlation coefficient between managers' ethical leadership and employee job satisfaction is 0.257 and the P-value is 0.001, and since this value is less than 0.01 It can be said that the hypothesis H0 is rejected and there is a correlation between these two variables. Also since the correlation test coefficient is positive, then there is a direct correlation and it increases with the addition of one variable to another.

There was no significant relationship between ethical leadership of managers and organizational performance of employees. The output of the analysis is given in Table 4:

**Table 4:** Spearman correlation coefficient between ethical leadership and organizational performance of employees

Number	Spearman	p-value
160	0.288	0.000

According to Table 4, it can be said Spearman correlation coefficient between managers 'ethical leadership and employees' organizational performance is 0.288 and the P-value is 0.000, and since this value is less than 0.01 It can be said that the hypothesis H0 is rejected and there is a correlation between these two variables and since the correlation test coefficient is positive, then there is a direct correlation and it increases with the addition of one variable to another.

#### 4. Conclusion

In this study, a significant relationship between ethical leadership with organizational performance and job satisfaction was investigated. To conduct this research, two questionnaires were prepared, one related to organizational performance that was completed by managers and the second questionnaire that was completed by employees related to job satisfaction and ethical leadership. After completing the questionnaire, the analysis was performed using SPSS18 software. In the first stage, Cronbach's alpha coefficient was calculated for the questionnaires, and since the values were greater than 0.7, it showed the reliability of the questionnaires. The p-value was calculated to be 0.075, indicating that the data distribution was normal. Then, Friedman test was used to prioritize the variables, which according to the results of ethical leadership in the first degree, organizational performance in the second degree, job satisfaction in the third degree. In order to compare the data in a society in terms of men and women (job satisfaction and performance) based on ethical leadership, t-test was used.

In the second stage, Spearman test was used to test the research hypotheses. Since the p-value for all three hypotheses was less than 0.05, it indicated that there was a significant correlation between leadership and performance and leadership. In this regard, a study conducted in 2011 by Walumbwa et al. examined the relationship between organizational performance and ethical leadership. They found that there is a positive relationship between these two variables(Walumbwa et al., 2011).

Since the results of the analysis of this study show a positive correlation between ethical leadership, employee performance and job satisfaction of employees, it is suggested that university administrators to increase the job satisfaction of employees to observe the maximum standards of ethical leadership to increase job satisfaction and thus increase efficiency and productivity.

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