

The Impact Of Ethical Leadership On Employee Ethical Work Behavior: The Mediating Role Of Employees' Resilience In KSA

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Abstract

The aim of this study is to explore the role of mediating effect of employees' resilience on the relationship between ethical leadership and employees' ethical behavior in the universities of Saudi Arabia. The data were collected from academic and non-academic staff who working in King Khalid University (KKU). In order to analyze the research data, we utilized SPSS, and Smart-PLS software for getting the results of this study. The results revealed that ethical leadership has a positive impact on employee resilience and ethical behavior, in contrast, employee resilience is found not predicting ethical behavior. Furthermore, the results also indicated that the mediator of employee resilience is not found. Therefore, these interesting results would open the door wide in front of the organization leaders for paying more attention to the role of being committed to ethics and implementing it at work environment in order to promote the employees' resilience and ethical behavior.

Keywords: Ethical Leadership, Resilience, Ethical Behavior.

1.0 Introduction

Recent decades, business world have witnessed diverse cases of ethical violations at workplace. These unethical cases which have been quoted in companies and organizations such as Enron, Tyco, WorldCom, Arthur Andersen, Wells Fargo, Volkswagen, Bernie Madoff, Nortel, AIG, and Lehman Brothers (Trevino, Hartman, and Brown 2000; Yulianti et al. 2021), however, there are many more cases in the world nowadays. Hence, scholars argued that the business ethics scandal is often might be caused by the leaders of organization (Demirtas et al. 2017). This because the evidence showed the increasing cases of unethical behavior carried out by leaders and employees in the organizational environment (Samka et al. 2021). Due to that, leaders have to able to reflect their ethical behavior which in turn they could influence the employees' ethical behavior at workplace (Hassan, Wright, and Yukl 2014; Samka et al. 2021). So, the previous studies suggested the unethical behavior could be reduced only through leaders

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who believe with ethics and high morality at work environment. The construct of ethical leadership is based on the seminal work of Trevino et al. (2000) who introduced two kinds of morality, one moral is related to the person which is attached to his/her personality and another moral is related to manager which is attributed to his/her tasks/duties should executed by him/her at work (Trevino et al. 2000). Meanwhile, the effect of ethical leadership on employee ethical behavior is documented in pervious scholarly work such as (Brown and Treviño 2006; Brown, Treviño, and Harrison 2005; Al Halbusi 2020; Paterson and Huang 2019; Rome 2019). However, there is a lack of studies addressed the role of intervening variables such as mediation or moderation which are very important for showing the indirect role of ethical leadership on ethical behavior. Similarly, literature has provided insights that explain the ways and methods used by ethical leaders for stimulating their subordinates to follow the ethical behaviors. In this point, scholars indicated that there is a shortage of research that explains the psychological process from which ethical leaders stimulate their subordinates' ethical behavior at the workplace which some psychological insights not only enhance the behavioral ethical literature but also might offers a various perspective on the developing the relationship between leaders and subordinates at work environment (Brown and Treviño 2006). One of these psychological variables is employee resilience which is expected to provide new insight for leaders in future.

Therefore, the main objective of this study is to investigate the mediating effect of resilience on the relationship between ethical leadership and employees' ethical behavior in Saudi Arabia.

2.0 Literature review

2.1 Ethical leadership and ethical behavior

Ethical behavior is witnessed more attention from researcher recently. This due to scandals and frauds cases appeared in organizations (Brown and Treviño 2006). According to Taylor (1975) defined ethics as "inquiry into the nature and grounds of morality where the term morality is taken to mean moral judgements, standards and rules of conduct" (p. 1) as cited by (Fraedrich 1993). Another variation of the concept is that ethics is the study and philosophy of human conduct with an emphasis on the determination of right and wrong (Fraedrich 1993). Moreover, Fraedrich (1993) argued that the term ethics commonly refers to "just or right standards of behavior among individuals in a situation" (p. 207). These standards can be defined as "recognized social principles involving justice and fairness" (Browning and Zabriskie 1983, p. 219). Ethics is played an important role for involving human relationships between parties in the exchange process with organizational stakeholders whether are available in internal or external environment such as superiors, peers, and subordinates, competitors, customers, and the general public.

Thus, ethical behavior is crucial factor for any organization because employees are likely to regard their employing organization as the legitimate source of right and wrong within the business environment. Due to the necessity of ethical behavior, there is most important idea emerged accordingly which is the value that resulted based on the learning process (Brown et al. 2005). In other words, leaders or mangers can teach directly or indirectly their employees or followers about how to avoid unethical issues at workplace. Another values are ethics refers to values and conduct. These ethical leadership and followers' ethical behavior Social Learning Theory (SLT) explains to minimize unethical practices at the workplace (Brown et al. 2005). In relation with ethical leadership, literature showed the need for ethical leaders for removing or at least reducing the unethical behavior. Hence, ethical leadership is defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way

communication, reinforcement, and decision-making” (Brown et al. 2005). They explain ethical leaders are fair, caring, and trustworthy from the employees’ perspective. Ethical leaders are considered role models as they make decisions on socially acceptable normative behaviors that can be imitated by their followers (Brown and Treviño 2006). Extant literature shows ethical leaders are significantly impacting ethical behavior (Demirtas et al. 2017; Al Halbusi 2020; Al Halbusi et al. 2021; Rabie and Abdul Malek 2020; Samka et al. 2021), organizational performance, employee engagement, employee creativity, morality and resilience (Ahmer 2020; Asif et al. 2022; Demirtas et al. 2017; Hassan et al. 2014; Rome 2019). Although existing studies provide insights on the importance of ethical leadership at work environment, however, the gap still is there due to the lack of addressing the relationship between ethical leadership and ethical behavior in non-western culture (Rabie and Abdul Malek 2020). Therefore, and based on the stated evidence, we proposed that;

H1: Ethical leadership has a positive effect on employees’ ethical behavior.

2.2 The mediating role of resilience

Siebert (2005) defines resilience as the ability of the person (s) to resist the condition (s) of hopelessness when facing a problem (Mangundjaya and AMIR 2021). Also the U.S. Army (2014) defines resilience as “the mental, physical, emotional, and behavioral ability to face and cope with adversity, adapt to change, recover, learn, and grow from setbacks” (Department of the Army Headquarters 2014; p. 6). That means, high resilient people are able to make decisions under pressure and convert failures into success, besides that, they are also more flexible and better prepared to face organizational and environmental changes that may occur due to the volatile business world (Dong et al. 2013; Luthans, Luthans, and Jensen 2012; Luthans, Luthans, and Luthans 2004; Mangundjaya and AMIR 2021). Further, we found that Dong et al. (2013) developed a resilience tool based on the following four dimensions: “flexibility, social and family support, spiritual support, and goal-orientation” (Mangundjaya and AMIR 2021). Previous research evidence showed that, resilience has played a significant role as a predictor for increasing the positive employees’ behavior and outcomes. However, it also reduces the negative employees’ behavior or outcomes at workplace. For example, resilience has reduced a bullying at workplace (Ahmer 2020), but also increased the employees’ commitment at work (Mangundjaya and AMIR 2021). In contrast, resilience is predicted by leadership such as authentic leadership (John W Gaddy et al. 2017), charismatic leadership (Mangundjaya and AMIR 2021), leadership in general (Southwick et al. 2017), and ethical leadership (Ahmer 2020).

On the other hand, there are few studies proposed resilience as mediator variable were (Ahmer 2020; Mangundjaya and AMIR 2021). According to Ahmer (2020) examined the mediating role of resilience between ethical leadership and workplace bullying. The results showed that resilience has a mediating effect between ethical leadership and workplace bullying (Ahmer 2020). Further, Mangundjaya and AMIR (2021) addressed the mediating effect of resilience on the relationship between charismatic leadership and affective commitment to change. The results revealed that resilience has a partial mediating effect between charismatic leadership and commitment (Mangundjaya and AMIR 2021). Therefore, we propose these hypotheses;

H2: Ethical leadership has a positive effect on employees’ resilience at workplace.

H3: Employees’ resilience has a positive effect on employees’ ethical behavior.

H4: Employees’ resilience mediates the relationship between ethical leadership and ethical behavior.

2.3 Conceptual framework

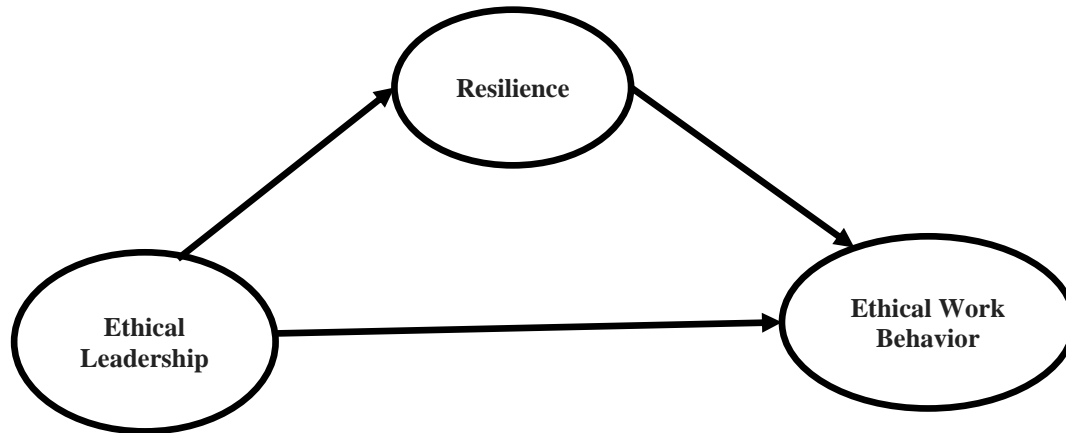


Figure 1: Conceptual model

3.0 Methodology

3.1 Participants

The data utilized in this study were collected from academic staff who working King Khalid University (KKU) located in Saudi Arabia during the both months of January and February 2024. We expected to collect data from 120 samples of academic staff and non-academic staff who working in the stated university based on the rule of thumb suggested by the methodologist for sample size determination. Thus, according to Kerjcie and Morgan (1970) and Cohen (1969) table of minimum samples size (Krejcie and Morgan 1970; Sekaran 2003; Sekaran and Bougie 2016). As a result, we managed to collect 100 through google form questionnaires which it was interesting for increasing the degree of accuracy for having good results in future.

3.2 Measures

The questionnaire's items for measurement were administrated in Saudi Arabia. The technique of back to back translation (Brislin 1970) applied to the questionnaire's items because the language of respondents is Arabic, so the questionnaires' items have translated into Arabic language to be convenient to our the respondents (see Appendix A). Meanwhile, the final draft of the questionnaires had been allocated to the respondents. Whereas, the constructs' measures were specified in details. First, ethical leadership is assessed by ten (10) items adapted from Lu and Lin (2014). These items used in the previous studies (e.g. my supervisor can be trusted), and the Cronbach α test showed the construct had good reliability (Cronbach's alpha) was 0.95 (Lu and Lin 2014). Second, ethical behavior was measured by academic staff working in Saudi universities using Lu and Lin (2014) and Fraedrich (1993) scale, which consisted of six (6) items. Examples include: "in my job sometime I compromise my beliefs to do my job the way the company wants me to do it"(Fraedrich 1993; Lu and Lin 2014). The Cronbach α test showed the construct had good reliability (Cronbach's alpha) was 0.94. Finally, resilience was measured by six (6) items adapted originally from Luthans et al. (2007), but the translated one has extracted from (Fadul et al. 2022; Fadul, Nazri, and Omar 2019). These items used in the previous studies (e.g. I usually manage difficulties one way or another at work), and the Cronbach α test showed the construct had good reliability (Cronbach's alpha) was over 0.80 (Fadul et al. 2022, 2019; Luthans, Avolio, et al. 2007).

4.0 Data analysis and results

The Data has been collected and cleaned in order to be ready for final analysis. Regarding the theory of testing, we conducted descriptive analysis for demographic data and descriptive analysis for items have done through using SPSS 20.0 software which was ranged between 0.76 to 0.88 for all constructs' items in the study. In other words, Internal consistency reliability (Cronbach's alpha) exceeded 0.70 for all items which it was reached the minimum threshold above 0.70. Then, we utilized Smart-PLS version 4.0, for running the two stages analysis based on Structural Equation Modelling (SEM) (Hair, Joe F.Ringle and Sarstedt 2011; Hair et al. 2017; Ringle, Wende, and Becker 2015); first, Confirmatory Factor analysis (CFA) which includes convergent and discriminant validity test for assessing the reliability and validity of constructs. Next, the second test is to run the path coefficient analysis, this mainly for hypotheses testing in order to come out with the results based on the primary data that collected from the respondents.

4.1 Demographic Data

Table 1: Showing the Description of Sample

| Items | | Frequency | Percent% |
|---------------------------|---------------------|------------|--------------|
| Gender | Male | 33 | 33.0 |
| | Female | 67 | 67.0 |
| | Total | 100 | 100.0 |
| Age | Less Than 25 | 5 | 5.0 |
| | From 25 - 35 | 14 | 14.0 |
| | From 36 - 45 | 28 | 28.0 |
| | From 46 - 55 | 44 | 44.0 |
| | More than 55 | 9 | 9.0 |
| | Total | 100 | 100.0 |
| Education | Bachelor Degree | 23 | 23.0 |
| | Master Degree | 20 | 20.0 |
| | PhD or DBA | 56 | 56.0 |
| | Others | 1 | 1.0 |
| | Total | 100 | 100.0 |
| Current Occupation | Teaching Assistant | 10 | 10.0 |
| | Lecturer | 17 | 17.0 |
| | Assistant Professor | 35 | 35.0 |
| | Associate Professor | 11 | 11.0 |
| | Full Professor | 4 | 4.0 |
| | Officer | 8 | 8.0 |
| | Others | 15 | 15.0 |
| | Total | 100 | 100.0 |
| Working Experience | Less than 5 years | 12 | 12.0 |
| | 6 - 10 | 22 | 22.0 |
| | 11-15 | 21 | 21.0 |
| | More than 15 | 45 | 45.0 |
| | Total | 100 | 100.0 |

The result of demographic data of this study includes males (n=33) 33.0% and females (n=67) 67.0% working in King Khalid University, and their ages between less than 25 (n=5) 5.0%, between 25 to 35 (n=14) 14.0%, between 36 to 45 (n=28) 28.0%, and between 46 to 55 (n=44) 44.0%, and more than 55 (n=9) 9.0%. Further, in terms of education, the participants holding

bachelor degree (n=23) 23.0%, master degree (n=20) 20.0%, doctorate degree (n=56) 56.0%, and other certificates was the ranked high (n=1) 1.0%. In addition, their occupation is more located between teaching assistant (n=10) 10.0%, lecturer (n=17) 17.0%, assistant professor (n=35) 35.0%, associated professor (n=11) 11.0%, full professor (n=4) 4.0%, officer (n=8) 8.0%, and others (n=15) 15.0%. Finally, in term of experience, most of respondents are having experience from less than 5 years (n=12) 12.0%, then from 6 to 10 years (n=22) 22.0%, then 11 to 15 years (n=21) 21.0%, and who their experience is more than 15 years (n=45) 45.0%. whereas, for more details see Table 1.

4.2 Construct reliability and validity, and discriminant validity analysis

According to Hair et al. (2017), the test of constructs' items reliability and validity is assessing by establishing the composite reliability and discriminant validity which consist Composite Reliability (CR), Average Variance Extracted (AVE), Variance Inflation Factor (VIF), and Cronbach's Alpha (CA) (Hair et al. 2017). Therefore, the Table 2 and Table 3 (Fronell-Lacker) is showing the construct reliability and discriminant validity of the measurement model which consists ethical leadership as an independent variable, resilience as a mediator variable, and ethical behavior as a dependent variable. The results indicated that the model is congruent with threshold of validity by employing the CA was more than 0.70 for all constructs, CR was over 0.75, AVE was over 0.5, and VIF for multi-collinearity is less than 3. In addition, the factor loadings of constructs' items were shown in Table 4 which were more than the threshold 0.60 as suggested by methodologist (see figure2). Hence, based on assessment of previous tests is ensuring the establishment of constructs validity and reliability for the model understudy.

Table 2: Showing the construct reliability and validity

| Variables | CA | CR | AVE | VIF |
|---------------------------|------|------|------|------|
| Ethical behavior | 0.78 | 0.87 | 0.69 | 1.53 |
| Ethical Leadership | 0.95 | 0.96 | 0.69 | 2.55 |
| Resilience | 0.68 | 0.82 | 0.60 | 1.23 |

Note: Composite Reliability (CR), Average Variance Extracted (AVE), Cronbach's Alpha (CA), Variance Inflation Factor (VIF)

Table 3: Showing the Fronell-Larcker criterion

| Variables | Ethical behavior | Ethical leadership | Resilience |
|---------------------------|------------------|--------------------|------------|
| Ethical behavior | 0.828 | | |
| Ethical Leadership | 0.268 | 0.833 | |
| Resilience | 0.171 | 0.332 | 0.776 |

Note: the threshold is not exceeding 1%.

Table 4: Showing the items' factor loadings

| Variables | Ethic behavior | Ethic Leadership | Resilience |
|---------------|----------------|------------------|------------|
| Ethic_behav1 | 0.91 | | |
| Ethic_behav2 | 0.78 | | |
| Ethic_behav3 | 0.80 | | |
| Ethic_Leader1 | | 0.79 | |
| Ethic_Leader2 | | 0.74 | |
| Ethic_Leader3 | | 0.79 | |
| Ethic_Leader4 | | 0.90 | |

| | | |
|----------------|------|------|
| Ethic_Leader5 | 0.91 | |
| Ethic_Leader6 | 0.89 | |
| Ethic_Leader7 | 0.71 | |
| Ethic_Leader8 | 0.86 | |
| Ethic_Leader9 | 0.87 | |
| Ethic_Leader10 | 0.86 | |
| Resilienc1 | | 0.91 |
| Resilienc2 | | 0.76 |
| Resilienc3 | | 0.65 |

Note: factor loadings should be ≥ 0.60 , if the item is less than the rule of thumb should be deleted.

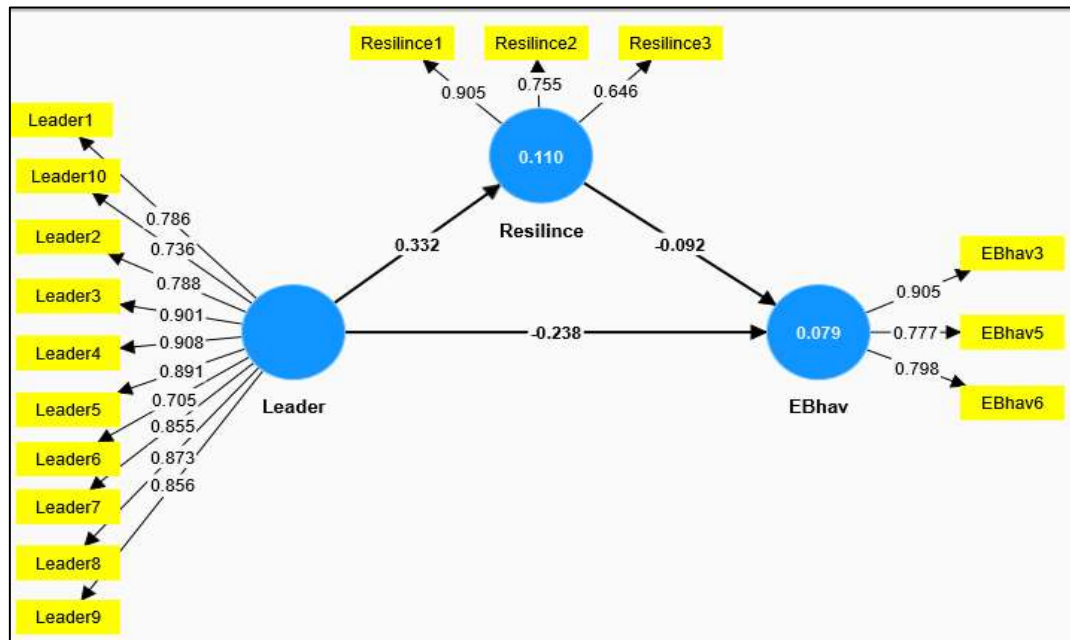


Figure 2: Showing measurement model (factor loadings)

Path analysis

Path coefficient analysis is the second stage for assessing the model through examining the direct path and indirect path for the relationships in the model for extracting the values such as P-values and t-values that are more important for validating the hypotheses. Accordingly, Table 5 is showing the effect of ethical leadership (EL), employee resilience (ER), and ethical behavior (EB). Hence, the statistical results showed that; first, there is a significant relationship between EL and EB ($\beta = -0.238$, $SE = 0.139$, $t = 1.710$, $p < 0.044$), second, there is a positive relationship between EL and ER ($\beta = 0.332$, $SE = 0.139$, $t = 2.389$, $p = 0.008$), third, there is insignificant relationship between ER and EB ($\beta = 0.089$, $SE = 0.169$, $t = 0.526$, $p = 0.300$), and finally, the statistical results of mediating effect showed that, there is no mediating effect of ER between EL and EB ($\beta = 0.029$, $SE = 0.063$, $t = 0.470$, $p = 0.639$) (see, Figure 3). Therefore, the statistical results indicated that H1 (there is a significant relationship between EL and EB), and H2 (there is a positive relationship between EL and ER) were supported. However, H3 (there is a positive relationship between ER and EB), and H4 (ER mediate the relationship between EL and EB) were not supported. Generally, these results are matching with some studies and contradicted with others (For more details, see Table 5 and Figure 3).

Table 5: Showing Structural Path Model (Hypotheses testing)

| Structural Path | Beta value | S.E. | T- value | P-value | Supported |
|--------------------|------------|-------|----------|---------|-----------|
| H1: EL -> EB | -0.238 | 0.139 | 1.710 | 0.044 | Yes |
| H2: EL -> ER | 0.332 | 0.139 | 2.389 | 0.008 | Yes |
| H3: ER -> EB | 0.089 | 0.169 | 0.526 | 0.300 | No |
| H4: EL -> ER -> EB | 0.029 | 0.063 | 0.470 | 0.639 | No |

Notes: *** = 0.000, SE = standard error; T- Value => 1.645; P- Value = < 0.05.

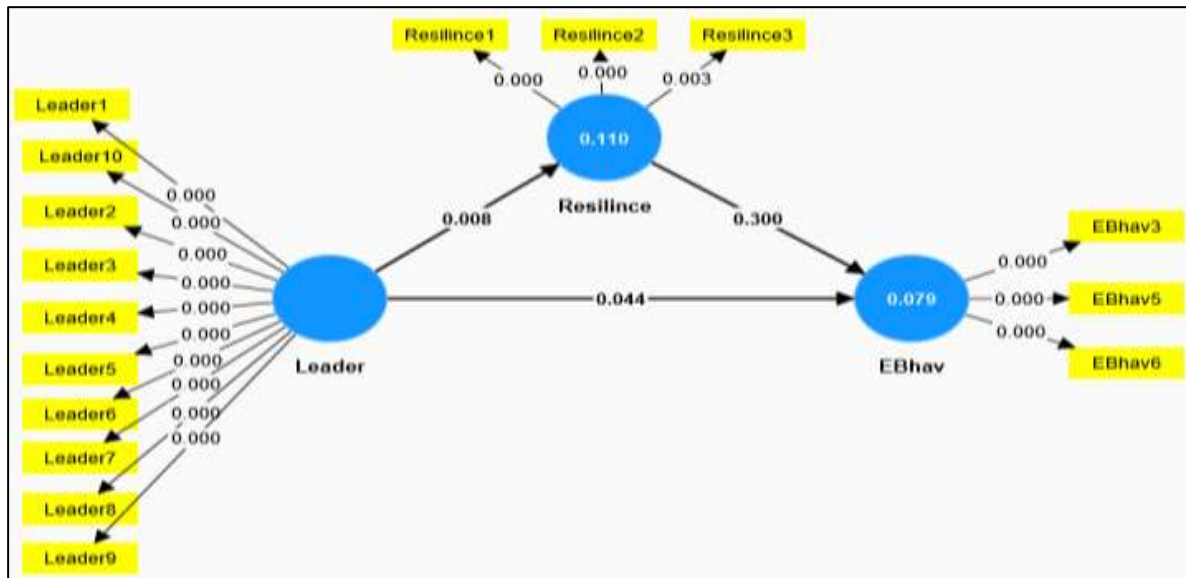


Figure 3: Structural Path Model

5.0 Discussion

The study focused on investigating the mediating effect of employee resilience on the relationship between ethical leadership and ethical behavior. The results showed that; first, H1 is suggested as “there is a significant relationship between ethical leadership and ethical behavior,” which is supported and consistent with previous authors findings such (Al Halbusi 2020; Al Halbusi et al. 2021; Lu and Lin 2014; Rabie and Abdul Malek 2020; Samka et al. 2021) who found that there is a positive association between ethical leadership and ethical behavior at organization for different contexts. Second, H2 is proposed that “there is a positive relationship between ethical leadership and employee resilience” which is supported and consistent with prior empirical evidence of some studies as (Ahmer 2020; John W Gaddy et al. 2017; Mangundjaya and AMIR 2021; Southwick et al. 2017) which indicated the significant effect of ethical leadership on employee resilience. In other words, when leaders using their ethics well that will increase the resilience among employees at workplace. Third, H3 is proposed that “there is a positive relationship between employee resilience and ethical behavior” which is not supported. In other words, the results showed there is insignificant relationship between employee resilience and ethical behavior. This results is contradicted with work of (Ahmer 2020; Mangundjaya and AMIR 2021) who found the positive effect of resilience on reducing negative behavior and increasing the positive one. However, this study is showing insignificance of resilience toward ethical behavior, this may be attributed to the

respondent of organization ethics that spread in workplace. Finally, H4 is suggested that “employee resilience mediates the relationship between ethical leadership and ethical behavior” which is not supported. This results is consistent with some literature such as (Mangundjaya and AMIR 2021) who found that resilience has a partial mediation. However, this results is contradicted with (Ahmer 2020) who found that resilience played a significant mediator between ethical leadership and workplace bullying.

Therefore, this study opened new ways for future work by introducing the construct of employee resilience as an intervening variable as mediator or moderator which may provide more interesting results. In sum, the study offered interesting results that would be like eye opener for policymakers and leader in tertiary institutions for promoting the role of ethical leadership style for maximizing the employees’ resilience and ethical behavior at work environment.

6.0 Conclusion

The aim of this study is to examine the mediating effect of employee resilience on the relationship between ethical leadership and ethical behavior in the universities of Saudi Arabia. The data were collected from academic and non-academic staff who working in King Khalid University (KKU). In order for analyzing the research data, we utilized SPSS, and Smart-PLS software for getting the results of this study. The results revealed that ethical leadership has a positive impact on employee resilience and ethical behavior, however, employee resilience is found not predicting ethical behavior. Furthermore, the results also indicated that the mediator of employee resilience is not found. Therefore, these interesting results would open the door wide in front of the organization leaders for paying more attention to the role of being committed to ethics and implementing it at work environment in order to promote the employees’ resilience and ethical behavior.

7.0 Limitations

Any study has to have some limitations for different parts. First of all, the purpose of this study is to address the mediation effect of employees’ resilience on the relationship between ethical leadership and ethical leadership. However, upcoming studies have to focus on the moderating effect of resilience because our results showed that there is no any mediation effect of resilience found between ethical leadership and ethical behavior. Secondly, employees’ resilience as a mediator is not researched well especially in this relationship or with ethical behavior in general. Hence, the future research need to dig deep by conducting comprehensive research in this area for exploring the new trajectories. Thirdly, the sample of the study is limited to specific university. In contrast, the future works need to maximize the sample size with diversified may be from different context. Finally, this study followed and applied the quantitative methods for guiding procedures and results, but future studies may attempt other research methods such as qualitative or mixed methods for providing interesting suggestions in future.

8.0 Acknowledgement

The authors extend their appreciation to the Deanship of Scientific Research at King Khalid University for funding this work through Large Groups Project under grant number(RGP.2/333/44)1444-1445.

This research was supported by big research groups at the Deanship of Scientific Research - King Khalid University - Saudi Arabia (RGP.2/333/44).

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Appendix (A): Arabic questionnaire

المرونة

| المرونة: ويعنى بها القدرة على التكيف مع الوضع الراهن | | | |
|---|------------|-----------------------------------|--|
| | | | 1 عندما أواجه عائقاً في العمل أستطيع تجاوزه بسرعة وأستمر في عملي |
| | | | 2 غالباً ما أتعامل بشكل أو بآخر مع الظروف الصعبة التي تواجهني في المؤسسة |
| | | | 3 يمكنني أن أتصرف بصورة مستقلة في مجال العمل إذا استدعى الأمر ذلك |
| | | | 4 غالباً ما أتعامل مع الضغوط في العمل بهمة عالية |
| | | | 5 أتمتع بالخبرة التي تساعدني على إنجاز العمل في الاوقات الصعبة |
| | | | 6 اشعر بأنني قادر على أداء مجموعة من المهام الخاصة بوظيفتي في وقت واحد |
| 2. | Resilience | 6 items from Luthans et al (2007) | 1 = strongly disagree 6 = strongly agree |
| <p>Resilience</p> <p>1. When I have a setback at work, I have trouble recovering from it, moving on. (R)*</p> <p>2. I usually manage difficulties one way or another at work.</p> <p>3. I can be “on my own,” so to speak, at work if I have to.</p> <p>4. I usually take stressful things at work in stride.</p> <p>5. I can get through difficult times at work because I’ve experienced difficulty before.</p> <p>6. I feel I can handle many things at a time at this job.</p> | | | |

Ethical leadership

Item Loading (Means = 3.61; percentage variance % = 68.03; Cronbach a = 0.95)

My supervisor can be trusted 0.892

رئيسي في العمل محل ثقة العاملين

My supervisor discusses business ethics or values with employees 0.864

رئيسي في العمل يناقشنا عن الأخلاق أو القيم التي ينبغي ان تتبع في القيام بالعمل

My supervisor makes fair and balanced decisions 0.846

رئيسي في العمل يصدر قرارات تتسم بالعدالة وقابلة للتنفيذ

My supervisor has the best interests of employees in mind 0.843

رئيسي في العمل يضع مصالح العاملين في الاعتبار

My supervisor sets an example of how to do things the right way in terms of ethics 0.838

رئيسي في العمل يقدم مثلاً في للسلوك الأخلاقي في تصرفاته وأفعاله

My supervisor defines success not just by results but also by the way they are obtained 83

رئيسي في العمل لا يقيم النجاح بالنتيجة فقط، بل يقيم الطريقة التي تم بها تحقيق النجاح

My supervisor asks: “what is the right thing to do?” when making decisions 0.817

رئيسي في العمل يسأل عن ماهية الأشياء الصحيحة التي ينبغي أن تؤدي عند عملية اتخاذ القرارات

My supervisor conducts his/her personal life in an ethical manner 0.816

رئيسي في العمل، تصرفاته وأفعاله متنسقة مع شعاراته وقيمته المعلنة

My supervisor listens to what employees have to say 0.790

رئيسي في العمل، يستمع لما يقوله العاملين

My supervisor disciplines employees who violate ethical standard
رئيسي في العمل، يحاسب كل من يخترق قواعد المؤسسة الأخلاقية

Ethical Behavior

1- In my job sometime I compromise my beliefs to do my job the way the company wants me to do it.

أحياناً أقوم بالعمل بالطريقة التي تحددها المؤسسة حتى اذا كانت تلك الطريقة مخالفة لقناعاتي الشخصية

2- Sometimes I report only parts of the truth to my boss.

أحياناً أنقل جزء من الحقيقة الى رئيس المباشر

3- Sometimes I have to alerts things (documents, time, cards, etc.) in order to please the company.

أحياناً يتوجب علي أن أبدل أشياء مثل المستندات، أو المده، أو البطاقات... الخ وذلك بغرض إرضاء المؤسسة

4- Sometimes I have to break company policy to do what's necessary.

أحياناً يفرض علي تجاوز سياسة المؤسسة لفعل ما هو ضروري

5- Sometimes I say one thing even though I know I must do something else.

أحياناً أقول شيئاً واحداً بالرغم من أنني أعلم بأنه يجب علي فعل شيئاً آخر

6- Sometimes I claim to have done something when I have not.

أحياناً أتظاهر بأنني قمت بالعمل بينما الحقيقة عكس ذلك