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The Effect of the Ethical Leadership on Perceived Organizational Justice and Organizational Identification of the Employees: The Case of Tourism Businesses

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Abstract

In this study, the effect of the ethical leadership on perceived organizational justice and identification has been researched with a case study. The researches' views have been examined by performing a literature review. The study has been realized with the individuals working in the tourism businesses in Ankara (Turkey). The questionnaire has been applied with the face to face interviews. The hypotheses have been evaluated by looking at the interactions of the ethical leadership with the organizational justice and the organizational identification separately from the data. Regression models for organizational justice and organizational identification have been founded on ethical leadership and ethical leadership change according to gender has been checked by t-test. When previous analysis merged, it was determined that there was no difference between genders on ethical leadership affecting organizational justice and organizational identification

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INTRODUCTION

Many researches are focused on the organizational structure and the organizational behavior because of the importance of the human factor in business productivity. Especially in recent years, the employees' perceptions of organizational justice and identification have gained importance in the researches on the organizational behavior. Perception of organizational justice in the work environment can be defined as having confidence for the organization along with job satisfaction and believing in the existence of reasonable behavior which is considered to be important. The perception of organizational justice is a bond that develops between the employee and the organization in accordance with organizations fair approach and attitude towards employee. This is an important factor that determines the perception of organizational justice in the business environment (Wasti, 2001:3), (Titrek, 2009: 553), (Şeşen & Basım, 2010:171). It can be considered that organizational identification creates a bond between the employees and organization. If the employees see themselves as part of the organization, it's likely that they will share the successes and failures of the organization. Then organizational environment affects staff perceptions of organizational justice and organizational identification. In this environment, ethical leadership will play an inevitable role.

The purpose of this study is because of the importance of ethical leadership in the organizational environment, to investigate the effects of employees' perceptions of organizational justice and organizational identification. The determination of these effects in this area will contribute to literature and also influence the management applications. In this context, the variables which are taken into consideration in the study are examined in terms of the theoretical framework of the related literature and hypotheses are formed and tested via the data obtained from the survey.

Perceptions of Organizational Justice

Perception of organizational justice, in the form of management justice/ injustice behavior to employees, plays an active role in the efficiency of the company (Argon, 2010: 139), (Çetin at al., 2011:73). Özdevecioğlu (2003:78), (Yürür, 2009:239), (Önderoğlu, 2010:1), (Erkutlu, 2010:534) stated that the perception of organizational justice studies began with Adams' The Theory of Equality and the employees' degree of success and satisfaction were associated with perceived equality or inequality in the work environment (Poyraz at al., 2009:73). After 1965 in the 1990s, the perception of justice researches expanded and focused on the social dimension of the concept of justice (Ambrose, 2002: 804). Folger and Crosby's Theory of Relative Deprivation is also a pioneering work in the research of the concept of justice. This idea can also be seen in many other studies conducted in the literature (Irak, 2004:27), (Altıntaş, 2006:21), (Tarkan & Tepeci, 2006:140), (Fortin, 2008:3), (Karademir & Çoban, 2011:29). An environment where employees have the equal rights indicates the presence of the perception of justice; this situation reveals the results of implementation of the equal pay for equal work, take advantage of the social rights equal basis with others, implementation of permits and general

rules equally (Polat, 2007:11), (Çakar & Yıldız, 2009:74). However, organizational researches are not only interested in the results, the practices which reveal the results are also important (Selekler, 2007:20), (Demir, 2008: 196), (Altinkurt & Yılmaz, 2010:467). Justice is a concept that has been under consideration since humanity existed and nowadays is examined with its organizational dimension. When the organizational justice perception of employee is low, tendency of harm the organization and reductions in productivity may occur (Yavuz, 2010:304). Karaeminoğulları (2006:10) stated that the concept of organizational justice was used by Greenberg for the first time in 1987. Previously, the organizational justice was examined as the justice of distribution and the justice of process dimensions (Yıldırım, 2007:256), (Özer & Günlük, 2010:462), (Taş, 2010:212), later it has been accepted a triple approach as the justice of distribution, the justice of process, and the interactional justice (Özdevecioğlu, 2004: 185), (Arslantaş & Pekdemir 2007:266), (Dinç & Ceylan, 2008: 15), (Karriker & Williams, 2009:114), (Kutanis & Mesci, 2010:531), (DeConinck, 2010: 1350), (Demirel & Seçkin, 2011: 101), (Luo at al., 2013:457), (Gelens et al 2013: 3), finally it has been investigated with quadruple approach, under the justice of distribution, the justice of process, the interpersonal justice, and the informational justice (Özer & Urtekin, 2007:109), (Songür at al., 2008:85), (İplik, 2009:108), (Şeşen, 2010:203). Yolaç (2009:158), by making a binary classification as the delivery of justice and the application of justice, stated that the application of justice was examined with its two sub dimensions as the formal procedural justice and the interactional justice. Greenberg stated that is effective the decisions which is taken emergence the perception of distribution justice, and also perception of the procedural justice there has been decisive role toward the attitude to organization (cite: Çakar & Yıldız, 2009:69), (Cropanzano at al. 2002: 325). Cihangiroglu et al. (2010:68) stated that in literature survey how many dimensions organizational justice has is controversial and after Colquitt factor analysis study in 2001, quadruple distinction is supported.

The presence of organizational rewards and penalties is related to the justice of distribution. For the employee, the balance between their equipment and the output of their behavior is important. A well-equipped employee, who does his duties properly, would want to get paid within the scope of the justice of distribution. However, the researchers have the opinion of that views related to the justice of distribution doesn't fully disclose the concept of organizational justice, there is no concrete measure to evaluate the contribution of employees to the organization and thus it is difficult to determine a concrete response related to justice (Cropanzano at al., 2001:167), (Chou at al., 2013:110).

Considering that the justice of distribution is inadequate to explain organizational justice concept, the process of the decisions taken by management is also taken into consideration and developed the concept of the process of justice. Criteria are; to be taken accordance with the opinion of employees towards right, ethical, and consistent decisions, to update decisions taken in the process, and to give up the decisions which is considered as wrong (Yerlikaya,

2008:28). These criteria have largely positive / negative effects on employees' perception of fairness.

Interactional justice, regarded as the third dimension of organizational justice and social interactional justice, describes the relationship between employees. Also referred as the socio-psychological dimension and in particular addressing the relationship between employees and management it is mentioned that trust environment occurs or not in the working environment due to these relationship (İşcan, 2006:163), (Turunç & Çelik, 2010:213). Organizational studies indicate that the employees don't think that they are treated fairly when they're given only material satisfaction; they also pay attention to the human relationships. (İşcan & Sayın, 2010:197). In this context, information sharing comes first, in the continuation of this, notifying style of the decisions taken to the employees significantly affect the employee's perception of justice. Within the organization especially in the manager behavior, providing interactional justice perception to be functional for such as the criteria; to be respectful, not to hide information, to be frank and not to misinform are common opinion (Yeniçeri et al., 2009:87), (Cojuharenco, et al. 2011:29). Considering organizational justice in human relations, according to the Donovan, Drasgow, and Munson, it would not be enough to mention only the relations between employee and manager, also relations among employees of organization affect the perception of justice (cite: Baş & Şentürk, 2011:34). Employees' personality traits and mental states may affect in the development of a positive or negative perception of organizational justice (Gillet et al. 2013:3). The researches in the field of organizational justice, interactional justice would not be considered as a third dimension even is a sub-component of the process of justice (Özmen et al., 2007:23).

There are researches on whether there is a relationship between gender and the perception of organizational justice. When gender and the perception of organizational justice perception's sub-dimensions were examined in Yürür's (2008:308) study, it was observed that female employees' perceptions of organizational justice were lower than male employees'. In the research by Zoghbi-Manrique-de-Lara et al., (2013:143) in Canary Island has been obtained that hotel guests perception of "Management do not treat fairly to the employee".

Perceptions of Organizational Identification

There are the needs of people on the basis of identification. Belonging is the most important necessity. When employees feel that they belong to the organization, that belonging need is met. The organization wants to strengthen employees' sense of belonging. Tajfel defined the definition obtained from this mutual relationship as, "persons knowledge or membership of a social group or groups and derived from membership of emotional commitment as part of a person social context (cite: Tüzün & Çağlar, 2008:1013). In order to understand and refer the importance of organizational identification within the organization, firstly, the theories need to be analyzed. Social Identity Theory is one of them (Tak ve Çiftçioğlu, 2009: 3), (Wu et al, 2010:192). Ashforth & Mael (1989:20) who implemented Social Identity Theory as organizational sense

stated that the organizational identity of employees is important in the formation of organizational identification (Epitropaki ve Martin, 2005: 570). This theory is, in essence, the classification of people themselves and the people around them according to various options. (Tüzün & Çağlar, 2008:1013). Realistic Conflict Theory which was developed by Muzaffer Sharif during his summer camp work in 1966 plays an important role on the development of Social Identity Theory. This theory has been developed in order to explain the behavior of the group during compliance / non-compliance of the objectives of groups. The discussions that were developed on the following studies revealed the Social Identity Theory (Ashforth et al., 2008:327), (Öz ve Bulutlar, 2009:37), (Ötken ve Erben, 2010:97). Social Identity Theory is based on the three psychological dimensions, these are;

- Individuals need to feel high and continuous self-esteem,
- The sources of individuals are the group(s) they belong to and the social identities that is created this way,
- They feel the need to evaluate the group they belong to positively in order to create a positive social identity. (Karabey, 2005:6).

Theory of Self-classification, which approaches to Social Identity Theory more widely and forms the basis of the organizational identification leans on the comparison and classification on various levels of the individuals according to a certain criteria. Social Identity Theory and Self-Classification Theory are assessed together and also are referred to as Social Identity Approach. In the continuation of the approaches the concept of social identification has emerged, and was defined as an individual's perception of belonging to a group (Turunç ve Çelik, 2010:188), (Wang, et al. 2011:46).

When social identity and the social identification are evaluated within the organization, organizational identification emerges (Mustafayeva, 2007:73), (Meydan vd. 2010:42). The organizational identification that is defined is various ways; "process which is integration and harmonization with the individual's objectives and objectives of the organization more and more" (Ashforth & Mael, 1989:34), (Karabey ve İşcan, 2007:232). This definition expresses the adaption of the qualifications which is formed by the organization and the balance of the qualifications of individuals who forms that organization (Polat ve Meyda, 2011:156). In a sense, this situation which is described as a psychological bond (Boroş, 2008:2), depending on the rate of the adoption of qualifications, which is formed by the organization, by individuals of that organization. Organizational identification rate affect the employees' motivation, dedication, sense of organizational citizenship, organizational loyalty, cooperative behavior and employee turnover in the long term. When it is considered from the point of businesses dynamic working environment, having employees with a high percentage of organizational identification provides competitive advantage.

In an empirical research on the bank employees by Tüzün and Çağlar (2009:284), it's been obtained that perceived organizational identity has no direct effect on identification and that the perceived trust has an agent effect between

attraction of perceived organizational identity and identification.

Organizational identification is also defined as occupational identification. (Günbek, 2007:12). Big changes in companies may reveal results like reidentification or policies accomplishing reidentification. For example, in the researches of Van Knippenberg and Van Schie, it's observed that reidentification of the individual with smaller groups are more common and the companies can accomplish reidentification by developing small working groups. (cite: Tüzün, 2006: 83). In the literature, there are models explaining the relationship between individual and organization. Kreiner Ashforth (2001) mentions identification, disidentification, ambivalent identification and neutral identification) in his developed identification model. Giddens (1984) by developing The Constitutional Identification Model contributed to the developing organizational identity, organizational identification and dependence researches. (cite: Tüzün, 2006:90). In fact there is not an agreement on whether identification and commitment concepts are the same or not. In Turkish Literature, there are researches who think that the two concepts are the same because of the cultural structure. In the research by Çakınberk at al. (2011:107) results, showing that identification and commitment are different, have been obtained. In the research by Turunç (2010:263) it is stated that there is a relationship between organizational identification and work performance, and that the organizational identification affects the work performance positively and meaningfully. This opinion is supported by the researches by Zhu at al (2012:190), and Turunç and Çelik (2010:175) In the research on organizational identification of teachers by Özdemir (2010:247) it is obtained that organizational identification doesn't depend on the gender.

Ethical Leadership

Leader means "leader, chief" according to The Turkish Language Institution dictionary (<http://www.tdk.gov.tr>). Given the dictionary meaning, a leader in the organization is the person who leads the employees, who is effective in meeting the demands and needs of the people. This feature provides the mobilization and redirect of employees on the realization of organizational objectives (Yılmaz & Karahan, 2010: 146). Leader must set employees an ethical example for them to behave ethically. (Arslantaş & Dursun, 2008:112), (Uğurlu & Üstüner, 2011:435). The concept of ethics is derived from the Greek word *ethos*, meaning character. It has been defined in The Turkish Language Institution dictionary (<http://www.tdk.gov.tr>); as "morals science; the whole behavior for the parties to meet or avoid in the various professions; ethical science" as an adjective, "moral, morality". Authors in the literature drew attention to the difference between morality and ethics and they stated that moral principles and values vary from society to society, but ethical principles in particular professional ethics are universal. (Eisenbeiss, 2012:2). Ethics present individuals the values which state what to do / not to do, when it's analyzed in terms of organization, there needs to be values in the organizational culture and the employees need to unite around these values (Altınkurt ve Karaköse, 2009:3), (Gallagher& Tschudin, 2010: 224), and this task need to be

implemented by the organization leader. Definition of ethical leader contains this task. Ethical leader contains not only (Yılmaz, 2010: 3950) the features being honest, reliable, sincere, democratic, supportive of participation, kind and sympathetic; but also being fair and behaving respective, positively effective on employees in order to achieve the businesses' goals (Helvacı, 2010:395). Ethical leadership can be described as harmony between individuals' behaviors and society's behaviors and affecting others within the context of behavior between individuals. (Brown & Treviño, 2006:596), (De Hoogh & Den Hartog, 2008:298). This description also shows that the ethical leader has a social responsibility. (Hoogh & Hartog, 2008: 298).

One of the most important purposes of businesses is to exist in long term and the ethical leaders are important for his purpose. (Sağnak, 2010:1120), Therefore personal features of the leader is effective on their ethical behaviors. (Zehir & Erdoğan, 2011:1393). However, the contribution of the business on these ethical behaviors must not be ignored. (Brown at al. 2005:131). Especially in business which has research groups, interaction between the leader and organization is essential. (Lee, 2009:462). In business trading in services sector, interaction between the leader and organization is important for the turnover of staff. Ethical behaviors of the leader affects if this turnover high or low. (Kim & Brymer, 2011: 1025). In their researches, Walumbwa at al. (2011:211), suggested that the leaders should be trained and identification with business for the employees media should be created for the functionality of ethical leadership. In their researches about restaurant management, Kincaid at al (2008) stated that the perception of the employees suggests "successful managers act less ethical than unsuccessful managers". (cite: Kim & Brymer 2011:1021)

The Relationship among Ethical Leadership, Perceived Organizational Justice of Employees and Organizational Identification

Employees' perception of organizational justice and organizational identification are important for businesses to achieve their goals and productivity. When the leader makes fair decisions primarily employees feel that they belong to the organization.

Belonging to the organization is the essence of the organizational identification and it is not only limited to the decisions taken, but also considering in terms of organizational identity, the behavior of the leader is important to employees. An objective and stable leader with developed awareness of ethical can create a sense of belonging by setting a good example for the employees. Organizational identity and belongingness in the formation of the resulting high rate of organizational identification, ethical leader, the distribution of justice, the process of justice, interpersonal justice, and informational justice is closely related to the behavior of the scope. As a result of the perception of organizational justice and organizational identification which is occurred at a higher rate, performance of the employees and the business is more positive and the efficiency is higher.

Research Method

In this study, it is aimed to investigate the effect of ethical leadership on the behavior of employee's organizational justice and organizational identification. Studies in the field of social sciences, descriptive research methods are used widely. Within the scope of this study, survey method was used to collect data and information. Prepared questionnaires were applied to hotel and agency employees in the province of Ankara and by making face to face interviews with a very large part of these employees survey was conducted. Survey was filled out by the other participants with whom face-to-face interview could not be made and rather done by sending prepared questionnaires via the internet.

Structure of the Questionnaire and Scales

The purpose of the survey, as mentioned many times, is to find out the effect of ethical leadership on the behavior of employees' organizational justice and organizational identification. The survey consists of 45 (forty-five) questions and four parts in total: in the first part general information about the participants, in the second part organizational identification scale, in the third part the scale of ethical leadership and in the fourth part the scale of organizational justice questions are asked to the participants.

Organizational Identification Scale: This scale was developed by Mael and Ashforth (Mael & Ashforth, 1992:110) and is composed of six questions. It has been used in many studies such as Understanding the Bond of Identification: An Investigation of Its Correlates Among Art Museum Members (Bhattacharya, Rao, & Glynn, 1995:50) or Identifying Organizational Identification (Mael & Tetrick, 1992:815).

Ethical Leadership Scale: The scale which was developed by Brown et al (Brown, Treviño, & Harrison, 2005:131) to measure the ethical leadership was used by Tuna and others by adapting to Turkish. While 48 expressions were in the original scale, a new scale, by testing the validity and reliability, was created by Tuna and others (Tuna, Bircan, & Yesiltas, 2012:144). There are 10 expressions in the new scale to measure ethical leadership.

Organizational Justice Scale: This scale was adapted by Filiz Alper from the scale which was used in an article by Mahmut Özdevecioğlu (Özdevecioğlu, 2003:90). The scale has three sub-scales which are Justice of Distribution (1 - 4th questions), Justice of Transaction (5th-14th questions) and Justice of Interaction (15-22nd questions).

The scales of Organizational Identification, Ethical Leadership and Organizational Justice were organized according to the type of 5-point Likert scales. Scales have attempted to answer with the statements which are "1: strongly disagree, 2: Disagree, 3: Neither agree, nor disagree, 4: Agree, and 5: Strongly agree". The section of general information about participants consists of the questions of gender, age, education, marital status, working hours and department closed-ended questions has been used in the survey, but the department was prepared with open-ended questions.

Validity-Reliability Analysis of Scales

Analysis of the reliability and validity of scales are made by SPSS and the results are given in Table.1.

- Organizational identification scale consists of 6 expressions which includes topics such as "company to adopt, never mind the views of others". Cronbach's Alpha value of these expressions who gathered under a single component factor analysis, have been identified as 0.753. As a result, it was appropriate to use the scale of organizational identification with its 6 expression.
- With the scale of Ethical Leadership, ethics, fair and trustworthy attitudes of managers were investigated against the employees. This scale consists of 10 expressions. Cronbach's Alpha value of these expressions who gathered under a single component factor analysis, have been identified as 0.882. As a result, it was appropriate to use the scale of Ethical Leadership with its 10 expressions.
- Organizational Justice Scale's expressions include topics such as "I think that I was taken fair wages, I think that my ideas are taken into consideration when the decision taken or I think that my performance was assessed ". This scale consists of 22 expressions. Cronbach's Alpha value of these expressions who gathered under a single component factor analysis, have been identified as 0.753. Under the second component is a result of factor analysis statements. Although all expressions are collected under the first component, only two expressions are collected under the second component. According to this result, the scale of Organizational Justice was appropriate to use with 22 expressions.

Sample Size

Table 1. Results of Validity and Reliability Analyses For The Scales

Scale	Validity Statistics				Reliability Statistics
	KMO	Barlett	Component	Eigenvalue	Cronbach's Alpha
	Measure of Sampling Adequacy.	Sig.			
1	0,789	0	1	2,729	0,753
2	0,925	0	1	4,896	0,882
3	0,966	0	1	11,741	0,958
			2	1,062	

1: Organizational Identification, 2: Ethic Leadership, 3: Organizational Justice

4-5 star hotels and tourism agencies of employees are in sample of study. The study was performed in Ankara (Turkey) and was conducted with 250 employees. The sample was prepared according to quota sampling. These quotas are;

- The implementation of the study in Ankara,
- Selecting the 4 and / or 5-star hotels,
- Implementation of the prepared survey to employees.
- The demographic distributions of the participants are shown in Table 2, Table 3 and Table 4. The

following information can be obtained with the help of these tables.

- There are more males in this sample than females. Specifically, there are 159 males (63, 6 percent) and 91 females (36, 4 percent), giving a total of 250 participants. When worked sector considered, this ratio shows quite a usual situation.
- Distribution of respondents by age groups examined, 49.9% of participants (126 persons) are between the ages of 21-30. Attractive employment opportunities about the industry open new doors for young individuals who are trained. The work is difficult and require dynamism, thus it is not possible that old-aged employees work in these positions.
- The high school or higher level of education includes nearly all of the participants because of people who choose the sector for Field of employment and give importance to this sector. In the study, 85 (33.6%) people are college graduates.
- If the Marital status is analyzed, it can be seen that 143 people (56, 5%) were single. Distribution of marital status is almost equal for "married and single" because of the participants working in different departments and marital status is not effective for employment.

Table 2. Distribution of the sample according to demographic characteristics

	Sex						Total
	Female			Male			
#	91			159			250
%	36,4			63,6			100,0
	Age Groups						Total
	20 years and under	Between the ages of 21-30	Between the ages of 31-40	Between the ages of 41-50	Between the ages of 51-60	61 years and over	
#	13	125	73	21	15	3	250
%	5,2	50,0	29,2	8,4	6,0	1,2	100,0
	Educational Status						Total
	Elementary School	Junior High School	High School	College	University	MSc / PhD	
#	6	17	77	55	84	11	250
%	2,4	6,8	30,8	22,0	33,6	4,4	100,0
	Civil Status						Total
	Married			Single			
#	110			140			250
%	44,0			56,0			100,0

- The department of participants was asked in the general information section. It is estimated that large numbers of employees were in departments of the service and in the front desk for they were employed in tourism industry. Since they are employed in tourism industry, it is estimated that large numbers of employees were in departments of the service and the front desk. It can be seen from the analysis of the demographic characteristics that 24.4% (61 people) of participants are working in Service department, 18, 8% (47 people) of participants are working in Front desk department (Table.3).

Table3. Distribution of Respondents by Their Working Departments

Order No.		#	%
1	Service	61	24,4
2	Front desk	47	18,8
3	Accounting	30	12,0
4	Management	27	10,8
5	Food & Beverage	23	9,2
6	Public Relations	19	7,6
7	Tourism	14	5,6
8	Cleaning	12	4,8
9	Marketing	6	2,4
10	Other	11	4,4
Total		250	100,0

- As mentioned previously, young people's population is very high in the sector. Professional experience was examined in demographic properties. 42, 4% (106 people) of employees who are included in the sample are working, "1-4 years" in this institution (Table 4).

Table4. Distribution of Respondents by Their Professional Experience

	For less than 1 year.	1-4 years.	5 – 9 years.	10 – 14 years.	For more than 15 years.	Total
#	56	106	60	14	14	250
%	22,4	42,4	24,0	5,6	5,6	100,0

Hypotheses

The research is constructed and applied on two hypotheses. These hypotheses are as follows:

H₁: The linear combination of ethical leadership scores does not predict organizational identification scores.

H₂: The linear combination of ethical leadership scores does not predict organizational justice scores.

H₃: There is no statistically significant difference between males and females in terms of mean Ethical Leadership scores.

FINDINGS

I. For answering the research question "How accurately can organizational identification score be predicted from a linear combination of ethical leadership scores" we need to test the null hypothesis:

H₀: $\rho = 0$ (The linear combination of ethical leadership scores does not predict organizational identification score.)

In this case, the alternative hypothesis is:

H₁: $\rho \neq 0$ (The linear combination of ethical leadership scores predict organizational identification score.)

For testing the null hypothesis above we need to conduct a linear regression, since we want to predict organizational identification score from a combination of ethical leadership scores.

Table 5. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension0	,497 ^a	,247	,244	,69214	1,834

a. Predictors: (Constant), Leadership
 b. Dependent Variable: Identification

24,7 % of the variance (R Square = 0.247) in Organizational Identification score is explained by Ethical Leadership.

Table 6. ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	38,919	1	38,919	81,240	,000 ^a
	Residual	118,808	248	,479		
	Total	157,727	249			

a. Predictors: (Constant), Leadership
 b. Dependent Variable: Identification

A significance value of .000 < .05 for F (1, 248) = 81,240. Hence we feel to accept H₀, and conclude that the linear combination of ethical leadership predict score Organizational Identification.

Table 7. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1,493	,194	7,686	,000
	Leadership	,524	,058	,497	,000

a. Dependent Variable: Identification

Ethical Leadership significantly contributes to the prediction of Organizational Identification score, beta = 0.524, p = 0.000. It explains 1 percent of variance in Ethical Leadership score.

The linear regression equation for predicting Organizational Identification score is:

$$Y = 1.493 + 0.524 \text{ Ethical Leadership}$$

II. For answering the research question “How accurately can organizational justice score be predicted from a linear combination of ethical leadership scores?” we need to test the null hypothesis:

H₀: $\rho = 0$ (The linear combination of ethical leadership scores does not predict organizational justice score.)

In this case, the alternative hypothesis is:

H₁: $\rho \neq 0$ (The linear combination of ethical leadership scores predict organizational justice score.)

For testing the null hypothesis above we need to conduct a linear regression, since we want to predict organizational justice score from a combination of ethical leadership scores.

Table 8. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension0	,604 ^a	,364	,362	,68768	1,226

a. Predictors: (Constant), Leadership
 b. Dependent Variable: Justice

36,2 % of the variance (R Square = 0.362) in organizational justice score is explained by Ethical Leadership.

Table 9. ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	67,199	1	67,199	142,098	,000 ^a
	Residual	117,280	248	,473		
	Total	184,479	249			

a. Predictors: (Constant), Leadership
 b. Dependent Variable: Justice

A significance value of .000 < .05 for F (1, 248) = 142,098. Hence we feel to accept H₀, and conclude that the linear combination of ethical leadership score predict organizational justice.

Table 10. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	,901	,193	4,671	,000
	Leadership	,688	,058	,604	11,920

a. Dependent Variable: Justice

Ethical Leadership significantly contributes to the prediction of Organizational Justice score, beta = 0.688, p = 0.000. It explains 1 percent of variance in Ethical Leadership score.

The linear regression equation for predicting Organizational Justice score is:

$$Y = 0.901 + 0.688 \text{ Ethical Leadership}$$

III. For answering this research question, we need to test the null hypothesis:

H₀: $\mu_{males} = \mu_{females}$ (There is no statistically significant difference between males and females in terms of mean Ethical Leadership scores)

In this case, the alternative hypothesis is:

H₁: $\mu_{males} \neq \mu_{females}$ (There is a statistically significant difference between males and females in terms of mean Ethical Leadership scores)

For testing the null hypothesis above, we need to conduct an independent-samples t-test since we want to investigate whether there is a statistically significant difference in the mean scores for two groups.

Table 11. Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
Leadership	Female	91	3,2593	,68912	,07224
	Male	159	3,2535	,79195	,06281

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means							
							95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Leadership	Equal variances assumed	,282	,596	,059	248	,953	,00588	-8991	,20167
	Equal variances not assumed			,061	209,347	,951	,00588	-8282	,19459

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Levene's test statistics has a significance value 0.596 which is greater than 0.05. Hence, homogeneity of variance assumption is not violated. Therefore, we use information in the line corresponding to equal variances assumed. Significance value of t-test statistics is 0.953 which is greater than 0.05. We fail to reject H_0 and conclude that there is no statistically significant difference between males and females in terms of mean Ethical Leadership scores.

$$\text{Eta squared} = \frac{t^2}{t^2 + df}$$

$$= \frac{(0.059)^2}{(0.059)^2 + 249} = 0.000014$$

Eta squared value of 0.000014 is interpreted as very small effect by using the guidelines proposed by Cohen (.01 = small, .06 = medium, .14 = large effect).

CONCLUSIONS AND RECOMMENDATIONS

A linear regression analysis was conducted to evaluate the prediction of Organizational Identification and Organizational Justice score from linear combination of Ethical Leadership. The results of the analysis indicated that those factors did make a statistically significant contribution to the prediction of Organizational Identification and Organizational Justice score. The results were explained 24,7 percent of the variance in Organizational Identification score ($R = .497$, $F(1, 248) = 81,240$, $p < .05$) and 36,7 percent of the variance in Organizational Identification score ($R = .603$, $F(1, 248) = 142,098$, $p < .05$). The regression equations for predicting Organizational Identification and Organizational Justice scores are:

$$\text{Organizational Identification} = 1.493 + 0.524 \text{ Ethical Leadership}$$

$$\text{Organizational Justice} = 0.901 + 0.688 \text{ Ethical Leadership}$$

An independent-samples t-test was conducted to compare ethical leadership score scores for males and females. There was no statistically significant difference in scores of males ($M = 3.25$, $SD = 0.79$) and females ($M = 3.26$, $SD = 0.69$); ($t(249) = 0.059$, $p = .953$ (two-tailed)). The magnitude of the differences in the means (mean difference = 0.01, 95% CI: -.19 to .20) was very small (eta squared = .000014).

The obtained results are expected to lead in future studies. At the same time, the examined issue can be done in new studies by increasing the sample size.

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