

The Relationship between Ethical Leadership with the Three Dimensions of Organizational Commitment (Affective, Continuous, Normative) and Confidence in Superintendent

Mohammad Taheri Rouzbahani¹, Zeinab Soleimani², Farahnak Beyg Rezaei³,
Fereydon Hemati⁴

¹ Ph.D. Faculty Member of Islamic Azad University, Borujerd Branch, Iran, ² M.A. Students of Islamic Azad University, Malayer Branch, ^{3,4} M.A. Students of Islamic Azad University, Borujerd Branch

ABSTRACT

The aim of this study was to examine the relationship between ethical leadership with three dimensions of organizational commitment (affective, continuous, and normative) and the trust administrator deals. In this study, all employees of the insurance office in the city of Ahvaz, the community was considered statistically and the Statistical Society of Korjesy-Morgan table number 91 was selected as the sample. Table of random numbers was used to select the sample. This research method is descriptive - correlational survey, questionnaires were used to collect data including; Tuesday standardized questionnaires: the organizational commitment questionnaire Allen and Meyer (Moghimi and Ramezan, 2011); Questionnaire "moral leadership" Brown Trevino and Harrison (2005, p. 125); and Questionnaire "trust manager" Askorman through a standard questionnaire (Mayer and Davis, 1999). Cronbach's alpha reliability coefficient for this questionnaire was calculated to 0.892, which is indicative of a good level of reliability. To check the validity of the test, teachers and specialists to verify divulge. For analysis of the Spearman test, Kruskal, and Kolmogorov - Smirnov was used. Results of this study indicate that an equivalent amount spearman between ethical leadership and organizational commitment ($936/0 = \gamma$), and the correlation is significant with 99% confidence. That is a very strong correlation between these two variables.

KEYWORDS: Ethical Leadership, Three Dimensions, Organizational Commitment, Affective, Continuous, Norms, Trust In Supervisor.

INTRODUCTION

In the management, literature is to influence and motivate employees within the scope of leadership responsibility. The center is led by Director of Relations with employees as a leader and manager encourages employees within the organization's official move (Arabi 1,385th, p. 7). The essence of leadership is influence and leaders of their influence to promote ethical behavior and unethical behavior are used to encourage the negative (Macmanus, K., 2011). The importance of ethics in the workplace is a good choice and that is the general consensus. Management in any organization asks its members in a manner appropriate to the proper and fair operation of the majority of the population does not harm performance (Hess Mar 2010, p. 177)

Mode of operation is based on the ethical standards expected of employees in any organization When dealing with any special conditions specified in accordance with a moral way to behave in the event. (Haman, p. 179). This is reflected in the behavior of managers and ethical behavior in their leadership affects organizational commitment. According to the staff is not the only place to live and employees in your organization's identity and own self-seeking. (Nasehifar and Almasifard, 2009, p. 20). If organizational commitment, desire, need and obligation to continue employment with the organization's defined (Soltanhosseini, Amirtash, and Mozaffari, 2005, p. 85). One of the most important factors affecting supervision and employee commitment to the organization (Zhou et al, 2004, p. 18).

However, more than half of the basic duties of a supervisor and director of "leadership" has formed (Robbins, 2011, p. 26). Ethical leadership principles and values underlying the moral life support and identifies priorities accordingly. A theoretical study of the ethical matters of moral life forms. Work ethic and behaviors that an individual performs an action. The difference between theoretical and practical ethics concept of leadership is hidden. The ethical leadership ethical leadership in directing others to act on moral principles and values that govern his behavior is acceptable. (Starat, 2005, p. 5).

REVIEW OF LITERATURE

Commitment means a commitment to the principles and conventions of the man they believe. Commitment as the willingness of individuals to share their energy and loyalty to social systems are defined (Robbins, 1995; translated by Parsaeian and Arabi 1996). "Oriel and Kadvel 'commitment and motivation factors can be divided into internal and external job and "Summers" and ties together a kind of commitment to the organization knows that the values of acceptance and willingness to stay in the present (Ebrahimi, 2004). Dimensions of organizational commitment, Meyer and Allen's perspective: Allen and Meyer (1991 and 1997) organizational commitment and examined the following three aspects:

1 - Affective commitment: an emotional bonding and employee identification with the organization's values and goals. Affective commitment refers to the employees of your organization to effectively identify and share the goals and issues of the organization.

2 - Continuous commitment or rational tendency to perform continuous activity recognition based on the costs associated with leaving the organization. In fact, the continuous commitment of the individual to remain membership in the organization is committed when found, cannot leave it. For example, because it's possible to find high-paying jobs are not equal to their experience and qualifications of the organization maintained. As a result of continual commitment to long work experience and financial benefits, so if a person leaves the organization, these benefits will be lost.

- Normative commitment includes people feel the need to stay in the organization is based. The individual in the organization with all the social pressures remain (Sutherland, 2010, pp. 49-50). Trust means confidence in the bilateral relationship of any of the parties does not exploit other vulnerabilities. The concept of trust is an important aspect of morality. Constructive trust is a moral, ethical person is motivated research requires high standards. (Wood et al, 2002).

O'Neill (2000) as a lack of trust in the other person knows that cheating is a big infidelity. Trust for interaction among independent and ethical manner. (Yukel, 2002), trust in leadership is a critical component that is associated with many organizational effectiveness and positive results (Meyer, 1995) when the goals, perspectives, opportunities and threats mutual trust cannot be discussed without reaching the desired results and the outlook remained loyal. (Tavakoli and Beheshtipour, 2011, pp. 69-73). Relationship of trust and organizational commitment: many studies have been done in connection with the results of trust in organizations that they have pointed out that the reliability of information sharing. In our mechanism, and sharing all of an organization's information, organizational commitment, commitment to decisions, organizational citizenship behavior, job satisfaction, management satisfaction, turnover leaders - members of the organization will remain (Hassanzadeh, 2004).

Commitment to the task and the time is feasible for individuals to maintain goal and the main purpose of establishing and maintaining trust is subject to the person (Rezaeian, 1994). Relationship between fairness and trust: trust and observations indicate that perceived fairness (justice) will lead to increased confidence in the authorities. In addition, both Mayer and colleagues (1995) and Lovettal (1980) In Her argument about trust and the importance of procedural fairness would emphasize stability. In this study, a positive relationship between trust and organizational fairness and confidence in the organization's observer support. Head of confidence required in organizational communication. Ethical leaders can rely on to get his hands to the side and they have high efficacy. Employee trust in management literature as the director of faith and loyalty to his subordinates interpret (Nagudo, 2008, p. 87).

Samadi and Mahdavi research (2009) in a study of the ethics of managing organizational commitment to managing the tax affairs of the province was conducted to obtain these results that managerial ethics and positive relationship between organizational commitments and there is direct. The result of the study showed that the level of managerial ethic has improved the level of organizational commitment has improved. Their Karaminia et al (2006) study the relationship between leadership style on organizational culture and commitment shown by the military between the leadership style of delivery and exchange of culture and organizational commitment to creating a positive and significant relationship exists between laissez-faire leadership style, organizational commitment and a significant inverse relationship exists. This study of 237 military personnel to a random sampling is done. Leadership style based on multifactor leadership questionnaire (MLQ), organizational culture and organizational commitment model Quinn and Garrett Meyer and Allen model has been studied.

Michelle A Sutherland Junior (2010) in his doctoral dissertation entitled to this payment of ethical leadership and organizational commitment and that between ethical leadership and commitment (affective and normative) there is a significant positive relationship between ethical leadership and influence, leading change and inspiring ideal, there is a significant positive relationship. Al-Khatib et al (2002) have attempted to scale Makiaolisti work Ethical approach to moral beliefs and ideologies among people with the ethical dimensions of their study of the Middle East do Makiaolisti approach. Their findings indicated that many employees ideology on ethical practice in the

organization affects. Researchers have proposed the necessary training for employees for ethical issues in education ethical rules and procedures apply.

MATERIALS AND METHODS

A survey of all employees in the central office in the city of Ahvaz insurance that number is 132. 92 cases for investigation appropriate to come, but realized the possibility that some questions may be corrupted or is missing the 100 questionnaires to simple random sampling (using a table of random numbers) distributed a total of 93 fully was completed. Thus, the study sample consisted of 93 people. The reason for this was that the number of individuals identified in the sampling. Providing a list of insurers with head office staff accountant in Ahvaz city who are headed the Ministry of Finance were agreement was Carmen; they were homogeneous and therefore the simple random sampling method to distribute questionnaires. The data in this study is a questionnaire. Standard three questions are:

- 1 - Organizational Commitment Questionnaire (Moghimi and Ramadan, 2011)
- 2 - Questionnaire "moral leadership" Brown Trevino and Harrison (2005, p 125)
- 3 - Questionnaire "trust manager" Askorman through a standard questionnaire. (Mayer and Davis, 1999)

Allen and Meyer threaten organizational questionnaire frequently used in Iran and its reliability and validity has been confirmed by scientific authorities. The validity of the research question Minds (1995) and Sarughi (1996) have been confirmed. The researcher stated that both teachers and specialists to verify the validity of the test of formal validity has been completed (Abraham, 1996). Ebrahimi (2008) organizational commitment questionnaire translation and standardization of the Allen and Meyer said. His overall reliability test using the method of internal consistency (Cronbach's alpha) calculated that 81/0 is reported. Year to estimate the reliability of this test again and the retest reliability reported by his 873/0 are obtained. (Zeighami, 2010, pp. 52-53) questionnaire, ethical leadership and confidence to lead the researcher to follow, the first of which will be used. Evidence of reliability and validity of the 14 questions out of the process and documented. (Sutherland, 2010, pp. 44 and 62), and (Pano and Tenakon, 2009, p 25). The 14 questions translated and adapted its content was studied English questions with university professors and experts in the subject matter was sensational. The direction of prudence, to assess the reliability of the questionnaire, 30 questionnaires were distributed and collected, and the Cronbach's alpha coefficient calculated by SPSS software, the following results were obtained: Cronbach's alpha reliability coefficient for this questionnaire was calculated to 0.892, which is indicative of a good level of reliability.

ANALYSIS OF DATA

Test Kolmogorov - Smirnov one sample:

Table (1): a test of Kolmogorov - Smirnov for variables

Variable Criterion	Organizational commitment	Normative commitment	Ongoing commitment	Affective commitment	Confidence in superintendent	Ethical Leadership
Number	91	91	91	91	91	91
Average	3/37	3/51	3/48	3/21	3/22	3/34
Standard deviation	1/235	1/214	1/158	1/261	1/237	1/586
Absolute difference	0/210	0/218	0/211	0/196	/241	/215
Positive difference	0/109	0/123	0/123	0/128	/168	/150
Negative difference	-/210	-/218	-/211	-/196	-/241	-/215
Z	2/008	2/084	2/009	1/874	2/303	2/050
Significance level	0/001	0/000	0/01	0/002	0/000	0/000

The result of the test data, respectively, to investigate the distribution of the desired parameters (such as mean and standard deviation in normal distribution) the absolute value of the maximum deviation, maximum deviation, positive,

most negative deviation, the Z statistic and provides a significant amount. Because it is significantly less than 5% of rejected claims data normally distributed variables will not be accepted. The parametric statistics can be used.

The main hypothesis of the research: There is a relationship between ethical leadership and organizational commitment

Table 2 Spearman correlation test

	Value	Organizational commitment
Ethical Leadership	The correlation coefficient	936/0
	The significance level	000/0
	Number	91

Spearman correlation coefficient between ethical leadership and corporate commitment to equal ($936/0 = \gamma$), and the correlation is significant with 99% confidence. That is a very strong correlation between these two variables.

Table (3) Kruskal – Wallis

	Value	Organizational commitment
Ethical Leadership	Square	544/80
	Degrees of freedom	4
	Significance level	000/0

This table shows the output of the square statistic equal to (544/80) with four degrees of freedom and a significance level of less than 05/0. After being rejected by 99 percent probability of an imbalance exists between the average ranks. The impact of ethical leadership on organizational commitment.

Accessories research hypotheses:

First hypothesis: There is a relationship between ethical leadership and trust in the supervisor.

Table (4) Spearman test.

	Value	Confidence in superintendent
Ethical Leadership	The correlation coefficient	930/0
	The significance level	000/0
	Number	91

Spearman correlation coefficient between ethical leadership and trust of the head ($930/0 = \gamma$), and the correlation is significant with 99% confidence. There is a very strong correlation between these two variables.

Table (5) Kruskal – Wallis

	Value	Confidence in superintendent
Ethical Leadership	Square coefficient	80/339
	The significance level	0/000
	Degrees of freedom	4

Square value is equal to (339/80) and 99% confidence between the trust and the guardian of moral leadership is related. Rejected and is therefore approved. The moral leadership of the chief influences on trust.

Second hypothesis: There is a relationship between ethical leadership and affective commitment.

Table (6) Spearman correlation coefficients between the variables led

	Value	Confidence in superintendent
Ethical Leadership	The correlation coefficient	0/934
	The significance level	0/000
	Number	91

To investigate the relationship between ethical leadership and organizational commitment of the results presented in Tables spearman was used. As you can see the correlation between ethical leadership and organizational commitment is 934/0. Significance level to test the 000/0, the null hypothesis is rejected with 99% confidence. The research hypothesis is confirmed.

Table (7) Kruskal – Wallis

	Value	Affective commitment
Ethical Leadership	Square	0/934
	The significance level	0/000
	Degrees of freedom	91

As you can see in the table, the chi-square equal to 769/78 and a significance level equal to 000/0. Thus, the null hypothesis is rejected with 99% confidence. The influence of ethical leadership on affective commitment. Third hypothesis: There is a relationship between ethical leadership and ongoing commitment.

Table (8) spearman between ethical leadership and ongoing commitment

	Value	Ongoing commitment
Ethical Leadership	The correlation coefficient	0/930
	The significance level	0/000
	Number	91

As you can see in the table, Spearman correlation coefficient between ethical leadership and ongoing commitment to 930/0 and the level of significance to test 000/0, the null hypothesis is rejected with 99% confidence. There is a significant relationship between ethical leadership and ongoing commitment to research and supposition is confirmed.

Table (9) Kruskal – Wallis

	Value	Ongoing commitment
Ethical Leadership	Square	79/597
	The significance level	0/000
	Degrees of freedom	4

As you can see in the table, the chi-square equal to 597/79 and a significance level equal to 000/0. Thus, the null hypothesis is rejected with 99% confidence. The ongoing commitment to ethical leadership is influence.

Fourth hypothesis: There is a relationship between ethical leadership and normative commitment.

Table (10) spearman between ethical leadership and normative commitment

	Value	Normative commitment
Ethical Leadership	The correlation coefficient	0/936
	The significance level	0/000
	Number	91

As you can see in the table, Spearman correlation coefficient between ethical leadership and normative commitment 936/0 level of significance is equal to 000/0. So the null hypothesis is rejected with 99% confidence, assuming it is approved. So there is a strong correlation between these two variables.

Table (11) Kruskal – Wallis

	Value	Ongoing commitment
Ethical Leadership	Square	79/597
	The significance level	0/000
	Degrees of freedom	4

As you can see in the table, the chi-square equal to 597/79 and a significance level equal to 000/0. Thus, the null hypothesis is rejected with 99% confidence. The effect of normative commitment to ethical leadership.

CONCLUSION

Spearman correlation coefficient between ethical leadership and trust of the head ($930/0 = \gamma$), and the correlation is significant with 99% confidence. There is a very strong correlation between these two variables. To investigate the relationship between ethical leadership and organizational commitment of spearman correlation between ethical leadership and organizational commitment using the $934/0$, this indicates a high correlation between the two variables. Spearman correlation coefficient between ethical leadership and ongoing commitment to $930/0$ of the relationship between ethical leadership and ongoing commitment to research is confirmed and assumed. Spearman correlation coefficients between ethical leadership and normative commitment $936/0$.

So there is a strong correlation between these two variables. Spearman correlation coefficient between the values of ethical leadership and organizational commitment ($936/0 = \gamma$), and the correlation is significant with 99% confidence. That is a very strong correlation between these two variables.

REFERENCES

- [1]. Al-Khatib ,J.A. Robertson C.J. Stanton ,Auria (2002). Business ethics in the Arab Gulf States: a three-country study. *International Business Review* 11 (2002) 97–111.
- [2]. Brown, M. E., Trevino, L. K., & Harrison, D. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 117-134.
- [3]. Brown,M.,Trevino,L.,and Harrison,D.(2005) .Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes* 97 (2005) 117–134.
- [4]. Hess mer, L. T. (2010) *Ethics in Management, Arabs translated, M. and Izadi, David. Tehran: Office for Cultural Research. Third edition.*
- [5]. Karaminia, Reza, Salimi, Seyed Hossein, Amini, Ali. (2010) Relationship between leadership style and organizational commitment in the military culture. *Journal of Military Medicine. Volume 12, Issue 2, pp. 65-70.*
- [6]. Mayer, R. C. and Davis, J. H. (1999), “The Effect of the Performance Appraisal System on Trust for Management: A Field Quasi-Experiment,” *Journal of Applied Psychology*, 84, 123-136
- [7]. Moghimi, Mohammad (1998): *An approach to the organization and management of research*, printing, Tehran, cashmere publication.
- [8]. Moghimi, Seyed Mohammad and Ramezan. (2011) *Majid. Journal of Management, Volume II, Tehran: Publications Rahdan.*
- [9]. Nasehifar, Vahid, Almasifard, Mohammad. (2009) *The role of spirituality in organizations today. Ethics in Science and Technology. Fourth year 3 and 4.*
- [10]. Rezaei, B. (2006). *The relationship between quality of work life and organizational commitment. Master's thesis, University of Allameh Tabatabai.*
- [11]. Rezaeian, A. (1994), *Fundamentals of Organizational Behavior, Fifth Edition, Tehran, publisher side.*
- [12]. Robbins, Stephen, (1999) *Organizational Behavior, Mohammad Ali Parsayyan and Arabs, Tehran, Cultural Research Bureau, Thirteenth Edition, p 283.*
- [13]. Robbins, Stephen. Follow. (2004) *Arabs and Parsayyan SM, Ali. Organizational behavior. Tehran: Office for Cultural Research.*
- [14]. Samadi, Abbas and Mahdavikhu, Reza. (2009). *The effect of organizational commitment on managerial ethics department of the province tax. Quarterly Journal of Taxation. Number Four, pp. 46-71.*
- [15]. Soltanhosseini, Mohammad, Amirtash, Ali Mohammad; Mozaffari, Amir Ahmad. (2005) *describe and compare the different styles of leadership, organizational commitment and its dimensions from the perspective of the faculty. Journal MOVEMENT. No. 6, pp. 83-94.)*
- [16]. Sutherland , Michael A ; (2010) ; *An Examination of Ethical leadership & Organizational Commitment ; A Dissertation Doctor of Business Administration ; Submitted to Nova Southeastern University.*