

Doctor of Business Administration Program Programs

MGMT4 Organization Theory and Behaviour

**Influence of Servant Leadership on Unethical Pro-Organization Behaviour: The Mediating Role of Trust in Leader and Moderating Role of Ethical Climate**

Research Paper Draft 1

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# **Introduction**

The concept of unethical behavior and its potential for destruction seems to be perceptible and widely recognized; however, unethical pro-organizational behavior (UPB) is a relatively modern concept (Kong, 2016). UPB is a concept in which the desire to support the company outweighs unethical acts (Umphress et al., 2010).  UPB is becoming more common in organisations and may cause significant long-term harm to organizational functionality. UPB has led to bankruptcies, business downfalls and near-collapse (e.g., Enron and Citibank), accounting frauds (e.g., Worldcom), product withdrawals (e.g., Toyota and Volkswagen), and litigation (e.g., Toyota and Volkswagen) (Inam et al., 2021).

According to social learning theory, defined by Cheng et al (2019) people develop good habits and norms through watching other corporate leaders. For personal safety and to protect the organization from future risks, leaders must often lie about the facts. Such manipulating or collective behaviors that encourage dishonest acts for temporary gains call into doubt a leader's responsibility and pose issues over dealing with them (Inam et al., 2021). Moreover, employees may create their behavioural styles in the workplace through observing and imitating leaders' actions (Bandura, 1986). Therefore, Leaders have been shown to affect their employees' unethical pro-organizational practices (Voegtlin et al., 2019).

Through the proper leadership, companies develop organizational standards of ethics, indicating which actions carried out on behalf of the organization are ethical and which are not. However, according to existing literature, the influence of leadership on UPB is ambiguous (Gigol, 2020). The existing literature on the relationship between leadership and UPB has only looked at owner/shareholder-centric leadership, such as ethical leadership (Kong, 2016) and transformational leadership (Kalshoven, van Dijk, & Boon, 2016). Even though more variation in behavioural, attitudinal, and emotional results may be explained by servant leadership than by transformational, ethical, or authentic leadership styles (Haq et al., 2021), prior studies have not investigated the influence of servant leadership on UPB, which raises the question: how effective servant leaders in dealing with employee behaviours that are simultaneously beneficial and harmful?

As a result, in addition to the scarcity of research on the impact of leadership on unethical pro-organizational behavior, this study aligns with (Gigol, 2020) who, in his recent study, recommended investigating the influence of servant leadership on UPB. In addition, within the context of servant leadership being the independent variable, the study will investigate the mediating role of trust in a leader and the moderating role of ethical climate based on the social exchange theory as recommended by (Haq et al., 2021). Hence, the proposed theoretical framework shown in (Figure 1) is based on social exchange theory. Leaders, employees, and other stakeholders can all be included in social exchange (Umphress et al., 2010).

According to social exchange theory, quality relationships evolve by sharing resources between two groups (Blau, 2017). A central theme of these societal perspectives is that they develop over time and accumulate as people benefit from their previous experiences, evaluate their existing reciprocal or nonreciprocal relationships exchanges, and make decisions on potential behavior (Wan et al., 2015), leading to the lowering of UPB among the employees. (Gigol, 2021).

In addition, the research would therefore provide significant findings by filling the gap concerning analysing the influence that servant leadership on UPB of the employees within the organization and how trust in leader and ethical climate of the organization impact the employees’ UPB, which help the future leaders to adopt the appropriate style of leadership to impact employee behavior.

The study is divided into six sections: the first is an introduction, the second is a literature review, the third is methods, the fourth is data analysis, the fifth is findings and discussion, and the sixth section is conclusions, research limitations, and future research.

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| **Figure 1** | The research model |
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# **Theory and hypotheses**

## *Servant leadership and unethical pro-organizational behaviour*

Servant leadership is a concept that has been used for a long time, where it was introduced four decades ago (Reed et al., 2011). Dierendonck, (2011) defined servant leadership as "an ideology of leadership based around the idea that the most powerful individuals are trying to help people instead of gaining authority or taking influence. Others may include customers, partners, colleagues, and the general community". Van Dierendonck & Nuijten (2011) identify eight dimensions of servant leadership viz (i.e., Empowerment, accountability, standing back, humility, authenticity, courage, forgiveness, and stewardship). Moreover, the behavior of employees within an organization is tightly linked to servant leadership, and it plays an essential part in preventing immoral behavior by their employees (Schuh, et al., 2021; Hosain, 2020).

In contrast, Umphress & Bingham (2011, p. 622) defined UPB as "actions that are intended to promote the effective functioning of the organization or its members and violate core societal values, mores, laws, or standards of proper conduct." Besides, the UPB concept has two significant aspects. The first is that UPB is unethical behavior for the, which is illegal or unethical (Jones, 1991); and the second is that UPB is a type of behavior that is both beneficial to the company and successfully adopted by workers (Zhang & Xiao, 2020; Lee et al., 2019).

As well, there is increasing evidence of employees engaging in unethical actions for the sake of their companies (e.g., damaging archives to save the organization's reputation; exaggerated statements to the media; and this kind of conduct have been pointed to as UPB) (Lee et al., 2019). Most of the time, it results from Employees' conduct to support their company while still breaching ethical standards and thereby damaging the rights of external stakeholders and the wider community are referred to as (Umphress et al., 2010).

Much recent studies have shown that leadership style significantly influences UPB (Kang-Hwa & Hung-Yi, 2018). Therefore, different leadership styles have varying effects on UPB through various impact mechanisms (Zhang & Xiao, 2020; Aboramadan, Dahleez, & Hamad, 2020). In terms of servant leadership, Wu et al. (2017) discovered an inverted U-shaped relationship between servant leaders and their employees' UPB, which indicates that servant leaders must apply the appropriate level of servant leadership traits to their followers. However, the overall finding indicates that when servant leadership is more robust, UPB will become weaker because servant leadership adds a moral dimension and a social responsibility component (Paesen et al., 2019; Haq et al., 2021).

In addition, morality is at the core of the servant leadership style founded on honesty and trust (Ghalavi & Nastiezaie, 2020). With their high moral and ethical standards, servant leaders tend to enhance subordinates' perceptions of distributive justice in the workplace (Schwepker, 2015). Similarly, through their strong legal and ethical values, servant leaders aim to improve subordinates' understanding of distributive fairness in the workplace (Gardner et al., 2010). Also, Servant leaders handle organizational problems by putting personal goals aside in favor of those of organizational stakeholders; and they see leadership as a way to serve people, organizations, and communities rather than as a way to gain personal influence and recognition (Greenleaf,1970).

Lastly, servant leadership emphasizes the spiritual, mental, and relational aspects of ethical leadership practices rather than the conventional "competency inputs" and " performance outputs" used to assess leader effectiveness (Bolden & Gosling, 2006). Thus, Prior literature shows a positive effect of servant leadership on many behavior factors (e.g., organizational citizenship behavior, trust in leaders and organizational trust, organizational-level and team-level performance, and organizational commitment) (Paesen et al., 2019; Ghalavi & Nastiezaie, 2020). Based on the prior literature, we anticipate that servant leadership is negatively related to UPB. Hence, we hypothesize:

H1. Servant leadership is negatively related to UPB.

## *Servant leadership and trust in a leader*

In general, the concept of trust is influenced by antecedents such as leadership style (Haq et al., 2021). Mayer et al., (1995) define trust in a leader as "the willingness of a subordinate to be vulnerable to the behaviors and actions of the leader that are beyond the subordinate's control." therefore, leadership is intimately linked to the leader's ability to inspire trust (Bartram, 2007). Trust in any organization plays an integral part in the relationship between the leader and the employee and a strong relationship between trust in the employees' commitment and organizational citizenship (Fischer et al., 2020).

Consequently, employees are committed to their organization and have a sense of organizational commitment and citizenship when they trust their leader (Setyaningrum, Setiawan, & Irawanto,2020). A high leader's self-confidence gains the trust of his employees, leading to increase the subordinate's loyalty because they feel that their leader will do the job well and make good choices, promote and shape common values, and therefore the followers can agree with and respect their leader (Ayu et al., 2017). In addition, effective trust relates to the interpersonal bonds between a leader and a follower when they participate in a social interaction mechanism, and the characteristics of a leader, such as trustworthiness, affect the leader -followers’ trust positively (Haq et al., 2021). Sendjaya & Pekerti (2010) establish that servant leadership relates positively to trust in a leader. Therefore, the following hypothesis is posited:

H2. Servant leadership is positively related to trust in the leader.

## *Trust in leader and UPB*

At its core, trust entails a "willingness to give a trustee considerable control on their working lives" and a "vulnerability against the other person" (Colquitt & Rodell, 2011, p. 1184). As A Result, a trust may lead employees toward UBP activities when trust is considered a cause of vulnerability or misuse of power. On the other hand, due to their trust and faith in their leaders, employees can use extra-role behavior to signal their loyalty to their organization (Haq et al., 2021). Accordingly, the concept of trust varies depending on the person, the relationship, and the passage of time (Zhou et al., 2017). Thus, trust can have a positive or a negative impact on UBP. We use the trust concept in the current study centered on a social exchange relationship and considered the product of social interaction between dyadic individuals.

In addition, (Schuh et al., 2021) argue that employee UPB was positively related to leader trust when leaders have a solid proclivity for moral disengagement. On the other hand, servant-leaders gain followers' trust by prioritizing their followers' best interests and trusting their workers to work in the organization's best interests (Achen et al., 2019). Also, servant leadership style from a social exchange perspective increases the organizational citizenship behavior through a close leader-member exchange relationship (Wong et al., 2020) and improves pleasant communication, emotional help, knowledge exchange, and active participation, leading to a solid leader-follower relationship (Yukl & Fu, 1999), we conclude that trust in a leader when mediating the relationship between servant leadership and UPB, trust in a leader will have a negative impact on UPB. Moreover, this conclusion aligns with (Khan, Mubarak, & Islam, 2020) finding. In addition, from the above discussion, servant leadership increases employee loyalty and organizational citizenship; Guo, Zhao, Cheng, & Luo (2020) confirm that a high level of employee loyalty and organizational citizenship leads to a lower UPB. As a result, we expect trust in a leader will lower the employees’ UBP, and therefore it is logical to predict:

H3. UPB is negatively related to trust in the leader.

## *Trust in the leader as a mediator*

Trust in a leader has been used in many prior studies as a mediator among various types of leaderships and various types of behavioral outcomes such as leader impression management and employee voice behavior (Zhou et al., 2017), Leader perceptions, and employee UPB (Schuh et al., 2021), operant leadership and organizational citizenship behavior (Rubin et al., 2010), leader/member behavior and leader-member-exchange quality (Sue-Chan et al., 2012), and leader self-deprecating humor and perceived effectiveness: (Gkorezis & Bellou, 2016).

Additionally, servant leadership has been linked to trust in a leader in many studies, e.g. (Joseph & Winston,2005; Sendjaya & Pekerti; 2010; Dirks & Ferrin, 2002) and their findings stated that trust in a leader as a mediator influences followers' behavior. Therefore, we anticipate that servant leaders reduce employees’ UPB by evoking trust in them as a mediator.

H4. Trust in the leader mediates the relationship of servant leadership with UBP.

## *Ethical climate as a moderator*

Khorshid & Mohseni (2010) define ethical climate as “the mutual understanding of organizational standards, beliefs, and behavior.” Employees' ethical and unethical behavior can be predicted by an organization's ethical climate (Chinomona et al., 2017). DeConinck (2011) argues that ethical climates are closely tied to trust. Ethical climate increase trust in organizations (Lilly, J., Duffy, JA & Wipawayangkool, 2016). In addition, since leaders can promote or discipline employees, ethical climates that shape behaviors can affect trust in a leader (Simha & Stachowicz-Stanusch, 2015). According to the research conducted by Khan et al (2012) servant leaders play an important role developing an ethical climate where the employees develop trust in their leaders which in return develop ethical behavior among the employees.

Therefore, employees' ethical behavior is heavily affected by their leaders in an organization, whereas ethical climate represents the management's climate, and the greater the ethical climate in the company, the lower the engagement in employee deviant conduct (Aryati et al., 2018). Additionally, since leaders build and shape organizational culture by managing capital and exerting their power to praise or punish, the connection between leadership style and an ethical climate is well recognized (Reinke, 2004).

Servant leadership is a type of benevolent leadership style, it focuses on ethical practices, and it could be the most robust leadership strategy for fostering ethical climates in organizations (Dodd et al., 2018). Benevolent leaders care for their subordinates and have genuine interactions with them; benevolence is often an antecedent of trust in the leader (Haq et al., 2021). Therefore, employees are less likely to engage in immoral conduct with quality, ethical climate (Lu & Lin, 2014; Colquitt, et al., 2013). Based on the prior literature, we anticipate the relationship between servant leadership and trust in a leader is stronger with the moderating role of ethical climate. In turn, we hypothesize:

H5. Ethical climate moderates the relationship between servant leadership and trust in a leader such that the positive relationship is stronger when the ethical climate is high than low.

# **Methods**

## *Data collection and sample*

The research adopted a descriptive quantitative research methodology to find out the influence that servant leadership have on the unethical pro-organisational behaviour of the employees. We collected data from various private organizations located in the biggest three Emirates (i.e., Abu Dhabi, Dubai, and Sharjah) in the United Arab Emirates (UAE), which may be valid to assume these three cities represent the whole UAE. Therefore, the population of the research included the employees who are working private sector of UAE. A minimum of three years old companies was selected from different industries, with a minimum of 30 employees, and have formal ethical policies. Furthermore, given UAE's small size and its homogeneous market environment, we do not anticipate that the findings obtained in these cities would vary in other country areas.

The purpose of the analysis was outlined to the participants in a cover letter, which also assured them that involvement was voluntary and that their answers would be treated with absolute confidentiality, with any identifiable details deleted after the data was inserted into a database to which only the research team would have access. We were able to reach the respondents through the help of the authors' personal and professional connections. Through random sampling and with the help of each company's Human Resources department, we were able to collect the names of all members, and we used a problems coding schema to ensure that all time lags were matched. Bilingual (Arabic and English) paper-based surveys were distributed to (TBA) employees. In all, (TBA) completed instruments were returned, resulting in a response rate of (TBA) percent.

## *Measurement items*

The research used four variables to study the impact of servant leadership on the unethical pro-organisational behaviour considering the research conducted by the authors reed et al (2011). all the measurements items were selected from the previously established scales and also were modified to ensure that they align with the local context. the construc servant leadership was conducting a comprehensive literature review and data study, van dierendonck & nuijten (2011) developed the servant leadership scale. it had eight dimensions and thirty items. empowerment (7 items), accountability (3 items), standing back (3 items), humility (5 items), authenticity (4 items), courage (2 items), forgiveness (3 items), and stewardship (3 items) (Achen et al., 2019). For the unethical pro-organizational behavior, majority of studies have used the (Umphress et al., 2010) scale to measure UPB, which has been adopted in this study. The construct trust in a leader was measured with a six-item, self-reported questionnaire developed by (Achen et al., 2019) and was initially developed by (Robinson & Rousseau, 1994). Finally, ethical climate was measured with five-item, self-reported scale developed by (Daskin, 2016).

## *Measurement instrument*

Both Arabic and English were used to conduct the survey instrument. To create the Arabic version of the survey, questions were first translated into Arabic, then cross-translated back into English to ensure that they were consistent with the original constructs. All of the elements were measured on a 5-point Likert scale that ranged from "strongly disagree" to "strongly accept.". Along with these, the questionnaire also includes demographic questions which include Company’s business type, Company’s age, Age and education of the respondents, Gender of respondents and the respondents’ positions and periods of employment in a company. The survey questionnaire had four sections which were based on the variables for the research.

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# Appendix A

A study of the Influence of servant leadership on Unethical Pro-Organization Behaviour: The mediating Role of Trust in Leader and moderating Role of Ethical Climate

Dear Valued Respondent,

Aim to examine the influence of servant leadership on unethical pro-organization behaviour and the mediating role of trust in leader and moderating role of ethical climate. the questionnaire will be administered in selected public and private companies in three cities in the United Arab Emirates, Abu Dhabi, Dubai and Sharjah. We would really appreciate if you could spare 15 minutes of your time to complete the following questionnaire. Your contribution is important to us and will be used for academic purposes only. Please be assured that any information or responses that you provide in connection with this research will remain anonymous, meaning your answers will not be connected to you in anyway. Also, if you decide to participate, you may decline to answer any questionnaire item(s) you choose and may stop participating at any time. However, if you have questions about this research project or if you have a research-related problem, you may contact the researcher at [1075831@adu.ac.ae](mailto:1075831@adu.ac.ae) . Thank you very much for taking the time to complete the survey.

دراسة عن تأثير القيادة الخادمة على التنظيم غير الأخلاقي في دولة الإمارات العربية المتحدة

اعزائي المحترمين ،

تهدف إلى دراسة تأثير القيادة الخادمة على التنظيم غير الأخلاقي في دولة الإمارات العربية المتحدة. ستتم إدارة الاستبيان في شركات عامة وخاصة مختارة في ثلاث مدن في الإمارات العربية المتحدة ، أبو ظبي ، دبي والشارقة. سنكون ممتنين حقًا إذا كان بإمكانك توفير 15 دقيقة من وقتك لإكمال الاستبيان التالي. مساهمتك مهمة بالنسبة لنا وسيتم استخدامها للأغراض الأكاديمية فقط. يرجى التأكد من أن أي معلومات أو ردود تقدمها فيما يتعلق بهذا البحث ستبقى مجهولة الهوية ، مما يعني أن إجاباتك لن تكون مرتبطة بك بأي حال. أيضًا ، إذا قررت المشاركة ، فيمكنك رفض الإجابة على أي عنصر (عناصر) استبيان تختاره وقد تتوقف عن المشاركة في أي وقت. ومع ذلك ، إذا كانت لديك أسئلة حول هذا المشروع البحثي أو إذا كانت لديك مشكلة متعلقة بالبحث ، فيمكنك الاتصال بالباحث على [1075831@adu.ac.ae](mailto:1075831@adu.ac.ae)شكرًا جزيلاً لك على الوقت الذي قضيته في إكمال الاستبيان.

**الجزء الآول: البيانات الديموغرافية**

1. الجنس

* ذكر
* آنثئ

1. العمر

* ٢٥ – ٣٥
* ٣٦ – ٤٥
* ٤٦ – ٥٥
* ٥٦ – ٦٠
* ٦١ فما فوق

1. القطاع

* حكومي
* خاص
* شبه حكومي

1. حجم الموظفين في المؤسسة

* ١٠٠ – ٢٥٠
* ٢٥١ – ٥٠٠
* ٥٠١ – ١٠٠٠
* ١٠٠١ فما فوق

1. سنوات الخبرة

* آقل من ٥ سنوات
* ٥ – ١٠ سنوات
* ١١ – ٢٠ سنوات
* ٢١ سنه و اكثر

**Part I: Demographic Information**

1. Gender:

* Male
* Female

1. Age:
   * 25 – 35
   * 36 – 45
   * 46 – 55
   * 56 – 60
   * 61 and above
2. Sector:
   * Government
   * Private
   * Semi government
3. Firm size (Employee Numbers):

* 100 – 250
* 251 – 500
* 501 – 1000
* 1001 and above

1. Years of work Experience:

* Below 5 years
* 5 – 10 years
* 11 – 20 years
* 21 years & above

**Part II: Servant Leadership (SL)**

**الجزء الثاني : القيادة بالخدمة**

Please circle the number (only one) on the scale that best corresponds to your belief for each of following questions

يرجى وضع دائرة حول الرقم (واحد فقط) على مقياس الذي يتوافق بشكل أفضل مع معتقداتك لكل من العبارات التالية

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Questions  الأسئلة | Strongly Disagree  أرفض بشدة | Disagree  أعارض | Natural  متردد | Agree  اتفق | Strong Agree  موافق بشدة |
| SLE1 | My manager gives me the information I need to do my work well.  يعطيني مديري المعلومات التي أحتاجها لأداء عملي بشكل جيد. | 1 | 2 | 3 | 4 | 5 |
| SLE2 | My manager encourages me to use my talents.  يشجعني مديري على استخدام مواهبي. | 1 | 2 | 3 | 4 | 5 |
| SLE3 | My manager helps me to further develop myself  يساعدني مديري على تطوير نفسي بشكل أكبر | 1 | 2 | 3 | 4 | 5 |
| SLE4 | My manager encourages his/her staff to come up with new ideas  يشجع مديري موظفيه على ابتكار أفكار جديدة | 1 | 2 | 3 | 4 | 5 |
| SLE5 | My manager gives me the authority to take decisions which make work easier for me  يمنحني مديري سلطة اتخاذ القرارات التي تجعل العمل أسهل بالنسبة لي | 1 | 2 | 3 | 4 | 5 |
| SLE6 | My manager enables me to solve problems myself instead of just telling me what to do.  يتيح لي مديري حل المشكلات بنفسي بدلاً من مجرد إخباري بما يجب القيام به. | 1 | 2 | 3 | 4 | 5 |
| SLE7 | My manager offers me abundant opportunities to learn new skills.  يقدم لي مديري فرصًا وفيرة لتعلم مهارات جديدة. | 1 | 2 | 3 | 4 | 5 |
| SLS1 | My manager keeps himself/herself in the background and gives credits to others  مديري يحتفظ بنفسه في الخلفية ويمنح ائتمانيات للآخرين | 1 | 2 | 3 | 4 | 5 |
| SLS2 | My manager is not chasing recognition or rewards for the things he/she does for others  مديري لا يسعى للحصول على التقدير أو المكافآت على الأشياء التي يفعلها للآخرين | 1 | 2 | 3 | 4 | 5 |
| SLS3 | My manager appears to enjoy his/her colleagues’ success more than his/her own  مديري يستمتع بنجاح زملائه أكثر من نجاحه | 1 | 2 | 3 | 4 | 5 |
| SLA1 | My manager holds me responsible for the work I carry out  مديري يحملني المسؤولية عن العمل الذي أقوم به | 1 | 2 | 3 | 4 | 5 |
| SLA2 | I am held accountable for my performance by my manager  أنا مسؤول عن أدائي من قبل مديري | 1 | 2 | 3 | 4 | 5 |
| SLA3 | My manager holds me and my colleagues responsible for the way we handle a job.  مديري يحملني أنا وزملائي المسؤولية عن الطريقة التي نتعامل بها مع الوظيفة. | 1 | 2 | 3 | 4 | 5 |
| SLF1 | My manager keeps criticizing people for the mistakes they have made in their work.  يستمر مديري في انتقاد الأشخاص بسبب الأخطاء التي ارتكبوها في عملهم. | 1 | 2 | 3 | 4 | 5 |
| SLF2 | My manager maintains a hard attitude towards people who have offended him/her at work  يحتفظ مديري بموقف صارم تجاه الأشخاص الذين أساءوا إليه في العمل | 1 | 2 | 3 | 4 | 5 |
| SLF3 | My manager finds it difficult to forget things that went wrong in the past  يجد مديري صعوبة في نسيان الأشياء التي حدثت بشكل خاطئ في الماضي | 1 | 2 | 3 | 4 | 5 |
| SLC1 | My manager takes risks even when he/she is not certain of the support from his/her own manager  يتحمل مديري المخاطر حتى عندما لا يكون متأكدًا من الدعم المقدم من مديره | 1 | 2 | 3 | 4 | 5 |
| SLC2 | My manager takes risks and does what needs to be done in his/her view Authenticity  يتحمل مديري المخاطر ويفعل ما يجب القيام به من وجهة نظره المصداقية | 1 | 2 | 3 | 4 | 5 |
| SLU1 | My manager is open about his/her limitations and weaknesses  مديري منفتح على حدوده ونقاط ضعفه | 1 | 2 | 3 | 4 | 5 |
| SLU2 | My manager is often touched by the things he/she sees happening around him/her  غالبًا ما يتأثر مديري بالأشياء التي يراها تحدث من حوله | 1 | 2 | 3 | 4 | 5 |
| SLU3 | My manager is prepared to express his/her feelings even if this might have undesirable consequences  مديري مستعد للتعبير عن مشاعره حتى لو كان لذلك عواقب غير مرغوب فيها | 1 | 2 | 3 | 4 | 5 |
| SLU4 | My manager shows his/her true feelings to his/her staff Humility  يُظهر مديري مشاعره الحقيقية لتواضع موظفيه | 1 | 2 | 3 | 4 | 5 |
| SLH1 | My manager learns from criticism  مديري يتعلم من النقد | 1 | 2 | 3 | 4 | 5 |
| SLH2 | My manager tries to learn from the criticism he/she gets from his/her superior  يحاول مديري التعلم من النقد الذي يتلقاه من رئيسه | 1 | 2 | 3 | 4 | 5 |
| SLH3 | My manager admits his/her mistakes to his/her superior  يقر مديري أخطائه لرئيسه | 1 | 2 | 3 | 4 | 5 |
| SLH4 | My manager learns from the different views and opinions of others  يتعلم مديري من وجهات النظر والآراء المختلفة للآخرين | 1 | 2 | 3 | 4 | 5 |
| SLH5 | If people express criticism, my manager tries to learn from it  إذا عبر الناس عن النقد ، يحاول مديري التعلم منه | 1 | 2 | 3 | 4 | 5 |
| SLT1 | My manager emphasizes the importance of focusing on the good of the whole  يؤكد مديري على أهمية التركيز على خير الكل | 1 | 2 | 3 | 4 | 5 |
| SLT2 | My manager has a long-term vision.  مديري لديه رؤية طويلة المدى. | 1 | 2 | 3 | 4 | 5 |
| SLT3 | My manager emphasizes the societal responsibility of our work  يؤكد مديري على المسؤولية المجتمعية لعملنا | 1 | 2 | 3 | 4 | 5 |

**الجزء الثالث : المناخ الأخلاقي**

**Part III: Ethical Climate (EC)**

Please circle the number (only one) on the scale that best corresponds to your belief for each of following questions

يرجى وضع دائرة حول الرقم (واحد فقط) على مقياس الذي يتوافق بشكل أفضل مع معتقداتك لكل من العبارات التالية

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Questions  الأسئلة | Strongly Disagree  أرفض بشدة | Disagree  أعارض | Natural  متردد | Agree  اتفق | Strong Agree  موافق بشدة |
| EC1 | My organization has a formal, written code of ethics  منظمتي لديها ميثاق أخلاقي رسمي مكتوب | 1 | 2 | 3 | 4 | 5 |
| EC2 | My organization enforces a code of ethics  تقوم منظمتي بفرض مدونة أخلاقية | 1 | 2 | 3 | 4 | 5 |
| EC3 | My organization enforces policies regarding ethical actions  تفرض منظمتي سياسات تتعلق بالإجراءات الأخلاقية | 1 | 2 | 3 | 4 | 5 |
| EC4 | My organization is not tolerated in this business  لا يتم التسامح مع منظمتي في هذا العمل | 1 | 2 | 3 | 4 | 5 |
| EC5 | My organization reprimands for behaviour leading to personal gains.  تقوم منظمتي بتوبيخ السلوك الذي يؤدي إلى مكاسب شخصية. | 1 | 2 | 3 | 4 | 5 |

**Part IV: Trust in Leader (TL)**

**الجزء الرابع : الثقة في القائد**

Please circle the number (only one) on the scale that best corresponds to your belief for each of following questions

يرجى وضع دائرة حول الرقم (واحد فقط) على مقياس الذي يتوافق بشكل أفضل مع معتقداتك لكل من العبارات التالية

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Questions  الأسئلة | Strongly Disagree  أرفض بشدة | Disagree  أعارض | Natural  متردد | Agree  اتفق | Strong Agree  موافق بشدة |
| TL1 | I am not sure I fully trust my manager  لست متأكدًا من أنني أثق تمامًا في مديري | 1 | 2 | 3 | 4 | 5 |
| TL2 | My manager is open and upfront with me  مديري مفتوح وصريح معي | 1 | 2 | 3 | 4 | 5 |
| TL3 | I believe my manger has high integrity  أعتقد أن مديري يتمتع بنزاهة عالية | 1 | 2 | 3 | 4 | 5 |
| TL4 | In general, I believe my manger’s motives and intentions are good  بشكل عام ، أعتقد أن دوافع مديري ونواياه جيدة | 1 | 2 | 3 | 4 | 5 |
| TL5 | My manager is not always honest and truthful  مديري ليس دائمًا صادقًا وصادقًا | 1 | 2 | 3 | 4 | 5 |
| TL6 | I don't think my manager treats me fairly  لا أعتقد أن مديري يعاملني بإنصاف | 1 | 2 | 3 | 4 | 5 |
| TL7 | I can expect my manger to treat me in a consistent and predictable fashion  يمكنني أن أتوقع من مديري أن يعاملني بطريقة متسقة ويمكن التنبؤ بها | 1 | 2 | 3 | 4 | 5 |

**Part V: Unethical Pro-Organizational Behavior (UPB)**

**الجزء الخامس: السلوك غير الأخلاقي المؤيد للمنظمات**

Please circle the number (only one) on the scale that best corresponds to your belief for each of following questions

يرجى وضع دائرة حول الرقم (واحد فقط) على مقياس الذي يتوافق بشكل أفضل مع معتقداتك لكل من العبارات التالية

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | Questions  الأسئلة | Strongly Disagree  أرفض بشدة | Disagree  أعارض | Natural  متردد | Agree  اتفق | Strong Agree  موافق بشدة |
| UPB1 | If it could help my organization, I would misrepresent the truth to make my organization look good  إذا كان من الممكن أن يساعد مؤسستي ، فسأحرف الحقيقة لجعل منظمتي تبدو جيدة | 1 | 2 | 3 | 4 | 5 |
| UPB2 | If it could help my organization, I would exaggerate the truth about my company’s products or services to customers and clients  إذا كان من الممكن أن يساعد مؤسستي ، فسأبالغ في حقيقة منتجات أو خدمات شركتي للعملاء والعملاء | 1 | 2 | 3 | 4 | 5 |
| UPB3 | If it benefited my organization, I would withhold negative information about my company or its products from customers and clients  إذا كان ذلك مفيدًا لمؤسستي ، فسأحجب المعلومات السلبية عن شركتي أو منتجاتها عن العملاء والعملاء | 1 | 2 | 3 | 4 | 5 |
| UPB4 | If my organization needed me to, I would give a good recommendation on behalf of an incompetent employee in the hope that the person would become another organization’s problem instead of my own  إذا احتاجت منظمتي إلى ذلك ، فسأقدم توصية جيدة نيابة عن موظف غير كفء على أمل أن يصبح هذا الشخص مشكلة مؤسسة أخرى بدلاً من مشكلتي | 1 | 2 | 3 | 4 | 5 |
| UPB5 | If my organization needed me to, I would withhold issuing a refund to a customer or client who was accidentally overcharged  إذا احتاجت مؤسستي إلى ذلك ، فسأمتنع عن إصدار رد أموال إلى عميل أو عميل تم فرض رسوم زائدة عليه عن طريق الخطأ | 1 | 2 | 3 | 4 | 5 |
| UPB6 | If needed, I would conceal information from the public that could be damaging to my organization  إذا لزم الأمر ، سأخفي المعلومات عن الجمهور التي يمكن أن تلحق الضرر بمنظمتي | 1 | 2 | 3 | 4 | 5 |

Thank you

# Appendix B

The below table show references of questionnaire with details:

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | Article title | Journal name | References |
| Servant Leadership (SL) | The Servant Leadership Survey: Development and Validation of a Multidimensional Measure. | Journal of Business and Psychology | Dierendonck, D., & Nuijten, I. (2011). The Servant Leadership Survey: Development and Validation of a Multidimensional Measure. *Journal of Business and Psychology*, *26*(3), 249–267. https://doi.org/10.1007/s10869-010-9194-1 |
| Ethical Climate (EC) | The Role of Leadership Style on Frontline Employees ' Perceived Ethical Climate, Polychronicity, and Service Recovery Performance : An Evaluation from Customer Service Development Perspective Liderlik Stillerinin Müşterilerle Yüz Yüze İrtibatlı Çalışanlar. Journal of Entreprene | Journal of Entrepreneurship and Innovation Management. | Daskin, M. (2016). The Role of Leadership Style on Frontline Employees ' Perceived Ethical Climate, Polychronicity, and Service Recovery Performance : An Evaluation from Customer Service Development Perspective Liderlik Stillerinin Müşterilerle Yüz Yüze İrtibatlı Çalışanlar. *Journal of Entrepreneurship and Innovation Management*, *5*(2), 125–158. |
| Trust in Leader (TL) | Servant as Leader : The Effects of Servant-Leaders on Trust, Job Satisfaction, and Turnover Intentions in Intercollegiate Athletics. | Servant Leadership: Theory & Practice, | Achen, R. M., Dodd, R., Lumpkin, A., & Plunkett, K. (2019). Servant as Leader : The Effects of Servant-Leaders on Trust, Job Satisfaction, and Turnover Intentions in Intercollegiate Athletics. *Servant Leadership: Theory & Practice*, *6*(1), 13–36. |
| Unethical Pro-Organizational Behaviour (UPB) | Leadership, religiousness, state ownership of an enterprise and unethical pro-organizational behavior: The mediating role of organizational identification. | PLOS ONE | Gigol, T. (2021). Leadership, religiousness, state ownership of an enterprise and unethical pro-organizational behavior: The mediating role of organizational identification. *PLOS ONE*, *16*(5), e0251465. <https://doi.org/10.1371/journal.pone.0251465> |