

ETHICAL LEADERSHIP AND ITS ROLE IN DEVELOPING LEADERSHIP SKILLS AMONG EMPLOYEE

(Case Study of Jordan Institution for Standards and Metrology)

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ABSTRACT

Development is prevails all fields of our lives. Nowadays; the more prominent and powerful organizations are those which follow the trending norms in managing and leading like eco production, going green and ethics-based management. Current study aimed at examining the influence of ethical leadership on employees' ethical leadership skills and their development and awareness in understanding such concept. Researcher aimed at understating how ethical leadership pattern can influence the employees' awareness of leadership concepts including (Responsibility, Trustworthiness, Positivity, Commitment, Communication, Creativity, Delegating, Feedback, Flexibility and Motivation). Through the quantitative approach and utilizing a self-administered questionnaire total of (50) employees from the case study; it was indicated that ethical leadership pattern has a positive influence of '**Jordan Institution for Standards and Metrology**' employees' awareness of leadership skills. Results of the study indicated that ethical leadership can influence and develop the ethical leadership skills among employees and it had it influence on the following skills respectively (Responsibility, Trustworthiness, Positivity, Commitment, Communication, Creativity, Delegating, Feedback, Flexibility and Motivation). The study indicated that ethical leadership is most influential on the responsibility and trustworthiness skills of employees. It helps employees build trust towards their leadership and at the same time be more responsible towards their work.

Keywords: Ethics-Based Management, Ethical Leadership, Leadership Skills

1. Introduction

With the technological booming and the increase in the number of organizations in community; the debate of what is 'right' and what is 'wrong' is becoming more and more apparent. Ethics is a philosophical term stemming from Greek word "ethos" which means custom or character. It is worried about portraying and recommending moral necessities and practices, which proposes that there are adequate and inadmissible methods for acting that fill in as an element of philosophical standards. Moral conduct is characterized as conduct which is ethically acknowledged as "great" and "appropriate" instead of "awful" or "wrong" in a given circumstance. Ethics is the code of qualities and good rules that aids individual or gathering conduct as for what is correct or off-base. Moral conduct is both legitimately and ethically worthy to the bigger group. Ethics quandaries however, are available in indeterminate circumstances, in which diverse interests, values, convictions relating to various partners are in struggle (Brown et al., 2005).

Ethical leadership is a build that gives off an impression of being vague and incorporates different various components. Rather than seeing moral initiative as keeping individuals from doing the wrong thing, creators suggest that we have to see it as empowering individuals to make the best choice. A moral pioneer is a man satisfying standards of direct that are pivotal for him. To be a moral pioneer one needs to hold fast to a more all-inclusive standard of good conduct. Driving morally is accepted to be a procedure of request – making inquiries about what is correct and what isn't right – and a method of direct – setting the case for supporters and others about the rightness or unsoundness of specific activities (Mayer et al., 2012).

2. Problem Statement

There are many scholars who noted to the influence of ethical leadership on employees, Bello (2012) stated that ethical leaders are seen as having an expansive ethical awareness and concerns for all partners which incorporates employees. In this way, leaders must make an ethically agreeable workplace for all employees, impart ethical issues, fill in as good examples and set up component for the advancement of aware employees. Also, Walumbwa et al. (2011) noted to the fact that the relationship between a leader and their employee is basically connected to the way the leaders behaves, from that point, it is undeniable that an ethical leader can have a deep influence on the performance of the employees leaving the space for them to influence the performance of their own organization.

Another study by Kelidbari et al. (2016) who stated that when an organization is operating based on ethical standards through its ethical leadership style, it is more probably that it would influence not only the performance of the employees but also their attitude towards their organization. From that point there may appear some changes on that level which includes their satisfaction towards their job and their attitude towards the skills and talents that they have.

Obicci (2015) argued that ethical leadership in an organization can be seen as a great standpoint towards creating the value of ethics within employees. The author argues that when there is an ethical-based leadership running within an organization; the value and understanding of ethics in business would transfer into employees who in their turn would launch from that and make their own ethical limits.

Alshammari et al., (2015) noted to the fact that with ethical leadership employees can build the concept of virtue in business, meaning that they would start noticing the difference between what is wrong and what is right to do, in addition to that, following an ethical leadership is the easiest way to build the ethical skills in working and leading among employees, it would be of a greater help compared to seminars, workshop and courses that organizations usually hold for that sake.

Based on the above argument, and launching from the fact that an ethical leader can really influence employees in terms of how they interact within the organization based on the ethical approach that is being taken as a standpoint from the leaders; the current research study seeks to examine the influence of ethical leadership on employees' ethical skills and awareness.

3. Aims and Objectives

Current research study aims at examining the influence of following an ethical leadership and its role in developing ethical leadership skills among employees.

Following objectives were reached through the secondary and primary data collecting of study:

- Identify and highlight the meaning of ethical leadership
- Highlight the influence of ethical leadership on employees
- Evaluate the degree of ethical leadership awareness among Jordan Institution for Standards and Metrology employees

4. Hypotheses of the Study

As for the hypotheses of the study, the model below highlights the distribution of study main and sub-hypotheses:

Main Hypothesis:

There is a statistically positive influence of ethical leadership on employees' ethical leadership skills

Sub-Hypotheses:

H1: Ethical leadership has a positive influence on communication as ethical leadership skills

H2: Ethical leadership has a positive influence on motivation as ethical leadership skills

H3: Ethical leadership has a positive influence on delegating as ethical leadership skills

H4: Ethical leadership has a positive influence on positivity as ethical leadership skills

H5: Ethical leadership has a positive influence on trustworthiness as ethical leadership skills

H6: Ethical leadership has a positive influence on creativity as ethical leadership skills

H7: Ethical leadership has a positive influence on feedback as ethical leadership skills

H8: Ethical leadership has a positive influence on responsibility as ethical leadership skills

H9: Ethical leadership has a positive influence on commitment as ethical leadership skills

H10: Ethical leadership has a positive influence on flexibility as ethical leadership skills

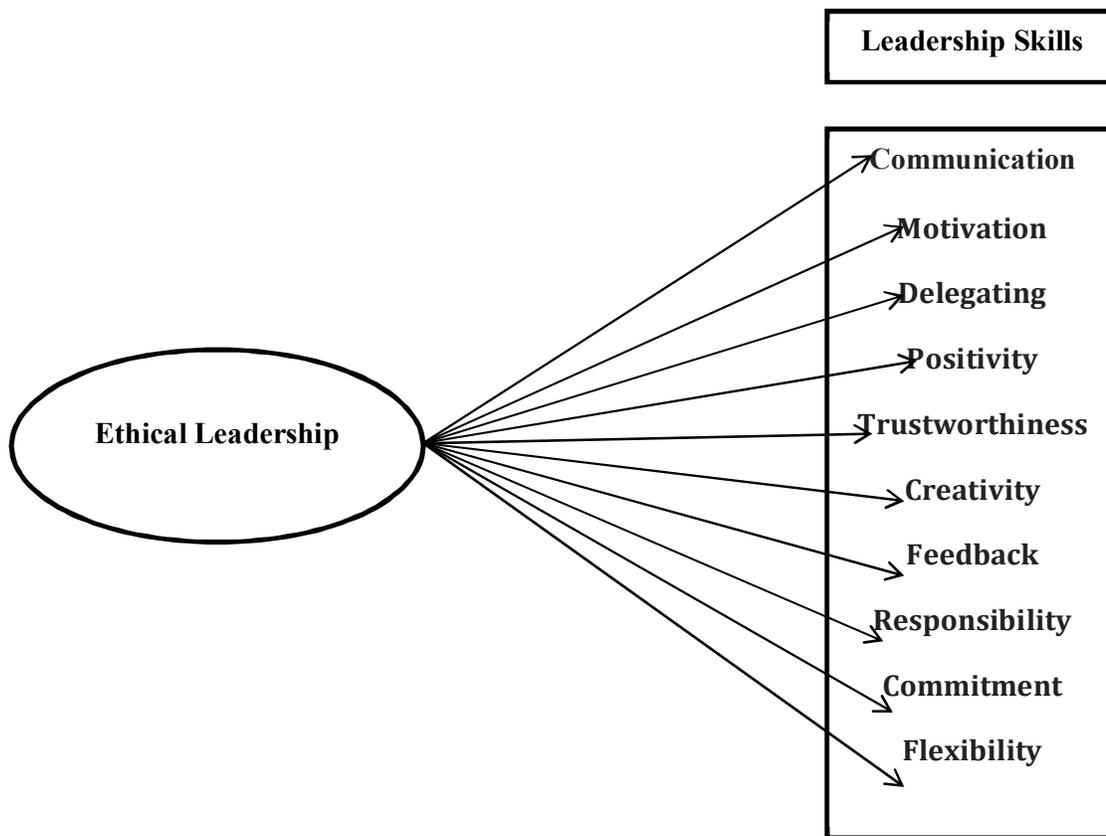


Figure (1): Model of Study

5. Methodology

5.1 Research Philosophy

Current study philosophy will be positivist in its nature, according to Stahl (2007:4) positivist research is *"a research approach that is based on the ontological doctrine that reality is independent of the observer"*. While Aliyu et al saw that positivist research (2014:81) *"a strategy and approach that is rooted on the ontological principle and doctrine that truth and reality is free and independent of the viewer and observer"*.

5.2 Research Methods

Current study followed the quantitative approach; it is an approach that depends on numerical data in defining the problem of the study and read the attitudes of respondents towards it. In following quantitative as a study approach, one can defined that study will appear as a deductive rather than inductive which mostly appears within the qualitative approach. As a tool of study, researcher has chosen a self-administered questionnaire to be the main tool of study.

5.3 Population and Sample

The population of the study consisted of employees from ' **Jordan Institution for Standards and Metrology**'. A convenient sample of (66) employees were chosen to form the sample of the study from different department and sectors of the institution. Total of (50) individuals responded to the tool of the study which formed 75.75% of the previously chosen sample, which was seen to be statistically acceptable.

5.5 Data Analysis

Data will be processed through the statistical package of social sciences (SPSS). The following tests will be run on the gathered data:

- Descriptive analyses
- Descriptive analysis of the sample characteristics
- Testing the hypotheses (multiple regression)
- Cronbach' Alpha

6. Literature Review

6.1 Introduction

The concept of ethical leadership started to appear in the academic literature in 1980s and 1990s (Langlois, 2011; Stouten et al, 2013; Piccolo et al., 2010). Since then, researchers have increasing paid attention to it linking to other variables (Yukl et al., 2013). Zheng et al. (2015) claims that the increasing attention given to ethical leadership by researchers is informed by the realization that the last economic, banking, and financial crisis in the U.S. and Europe and the credit crisis in organizations such as Tyco, WorldCom, Arthur Andersen, and Enrol was contributed by unethical leaders. Indeed, studies have paid great attention to the relationship between ethical leadership and its outcomes and antecedents (Shin, 2012; Brown and Treviño, 2006; Brown, 2007; Piccolo et al., 2010). These studies have approached ethical leadership from the normative perspectives with a focus on expectations of leaders who espouse ethical leadership, including their traits, values, integrity; behavior. Based on this account, this section reviews literature on ethical leaders. It explore ethics from the management perspective; explores normative ethics (i.e., deontological theories, virtue-based theories, and teleological theories); Construct and Principles of Ethical Leadership (building community; honesty towards others; services for others; justice to others; and respect to others). It was explores personality characteristics of ethical leaders (honesty, justice, honest). Lastly, it explores ethical leadership skills as documented in the academic literature and relationship between leadership skills and ethical behaviors of employees as well as how ethical leadership fosters the development of leadership skills among employees.

6.2 Ethics in Management

According to Badaracco, and Webb (1995), managers are often guided by managerial ethics. These managerial ethics are rules and principles that define what is considered wrong or right in an organization. They are created by the organization's upper management (leadership) to help direct the decisions made by lower managers in their scope of work and to deal with cases with conflicted values. These guidelines constitute business ethics and include values, norms, unethical and ethical practices that guide businesses. They are demonstrated through acts of honor, responsibility, integrity and fairness.

According to Ciulla (2005), these guidelines make the firm socially responsive and guides managers in the work. Ciulla (2005) opine that managers who assume social responsibility understand what is wrong and

right based on the organization's ethical inclination. Yukl (2006) argues that without these guidelines, managers can engage in immoral management rather than engage in moral management practices. Immoral management practices are ethical practices that involve manager focusing on maximizing profits without taking into consideration legal standards and employees' concern. On the contrary, managers who engage in moral management seek to maximize profits while taking into account ethical principles and values. These managers conform to legal standards and professional standards of conduct. They obey the law by conforming to ethical values of a country; disclose fair accounting results to parties concerned; respect people; practice participation; avoid harm; and act when they have the responsibility. These managers are also guided by the golden business principle which requires leaders to treat others in the same way they would them be handled/treated.

Rost (1993) further identifies the benefits of leaders adhering to business ethics. First, organizations that engage in ethical practices recognize that they are social and economic institutions that serve the needs of customers, and that they are required to supply the right goods at a right price, time and place. Secondly, the long-term survival of an organization can be achieved when it follows business ethics. According to Bazerman (2008), unethical practices such as providing poor working conditions; paying low salaries to employees; sack of safety and health measures for workers; tax evasion; selling adulterated and smuggled goods may help the firm increase its short-run profits. However, this would be detrimental for its long-run survival. Kannair (2007) believes that it a firm should focus on achieving long-run profits by pursuing ethical social obligations. Third, business organizations function within a social environment and utilize resources derived from the society. As such, they are socially and morally obliged to adopt ethical business practices that suit the societal interest. In addition, ethical business activities give an organization an edge over competitors by improving its image and promoting profits and sales. Again, ethical practices are enforced by the country's legal framework. Labor laws protect workers against unethical business practices. A sound business would strive to avoid government intervention by following ethical practices.

6.2.1 Ethical Theories

As indicated herein, ethical leadership has been investigated from the perspective of normative ethics. Normative ethics entails evaluating ethical actions with a view to figuring out what actions that should be considered morally wrong or right. In the same vein, normative theories of ethics help leaders figure out the actions that should be considered as morally right or wrong (Ciulla, 2014). They provide a foundation for decision making. These theories are aimed at determining what one needs to do and are represented by the judgment of what ought to happen. They provide the basis for judging a situation's ethics and philosophical approach for making decisions that are considered ethical. As theories, they provide leaders with general structures and principles to analyze information and moral issues. Ideally, a good theory is one that is consistent, coherent, systematic and comprehensive. These theories provide viewpoints of individuals when making decisions. The use of these ethical theories also aid in initial identification and awareness of a moral challenge, assist in argumentation and analysis, and contribute a sound dialogue and process. There are different normative ethics theories with each emphasizing different views points. They reflect different decision rule or decision-making styles (Dion, 2012).

Ethical theories are broadly categorized in relation to leadership into two: normative theories related to behaviors of the leader, and those related to the character of a leader. Theories relating to leader's behavior are further categorized into two: those relating to the conduct and consequences of the actions of such leaders and those relating to the duty that attached to the leaders' action (Ciulla, 2014).

Theories relating to the consequences of the action of the leader are referred to as teleological theories. These theories put emphasis on whether the actions, conduct or behavior of the leader have positive outcomes. For these theories, outcomes of the leaders' behavior are the determinant of the unethicity or ethicality of such actions. On the contrary, duty-based theories or deontological theories emphasize on the actions rather than consequences as the basis for determining whether such actions are morally good or bad. Theories related to a person's character are referred to virtue-based ethical theories (Rawls, 2009; Northouse, 2015).

6.2.1.1 Teleological Approaches

Outcomes of an action can be assessed from three teleological perspectives to determine whether they are seen as ethical: ethical egoism; utilitarianism; and altruism. Ethical egoism is the ethical perspective that posits that individual should act in accordance with their own interest. It considers a morally justified action as one that fits an individual's self-interest. Ethical egoism is embraced by leaders who seek to accrue greatest good for themselves (Ciulla, 2013).

The utilitarian ethical theories posit that the morally ethical actions ought to be predicted based on their consequences. The ethically correct choice is one that accrues the greatest benefits to the greatest number of people. Two forms of utilitarianism exist: rule utilitarianism and act utilitarianism. Act utilitarianism advocates for one to engage in acts that accrued the greatest benefits to the greatest number of people irrespective of their societal constraints and personal feelings. On the contrary, rule utilitarianism assumes similar view of acting utilitarianism except that it takes into account fairness and law. It seeks to accrue the greatest benefit to the greatest number of people but through the most just means and fairness. Leaders who subscribe to utilitarianism seek to achieve the greatest good for the greatest number of people. Altruism posits that the moral value of one action is solely dependent on its impact on other people. Leaders who subscribe to altruism tend to show concern for other people's interests irrespective of whether they are contrary to their self-interest (Eubanks, Brown, & Ybema, 2012).

6.2.1.2 Deontological Approaches

Deontological approaches emphasize duty as the basis for determining the ethicality of an action. Accordingly, an action is considered ethically correct based on its outcomes, as well as whether it is inherently good (Northouse, 2015). It subscribes to the argument that when making decisions, individuals ought to adhere to their duties and obligations. This means that individuals should be guided by the duty obliged because the ethically correct act is one that involves upholding one's duty. For example, deontologists would follow the law and keep promises he/she make to friends. A typical example of the deontological moral theory is the Kant's theory. In view of this theory, the wrongness and rightness of an action depends on their being duty bound but not on their consequences (Whetstone, 2001; Northouse, 2015). This ethical approach emphasizes leaders' actions and the ethical responsibility they have in doing what is considered right.

6.2.1.3 Virtue-Based Approach

Virtue-based approach to ethics is identified with Aristotle and Plato. Aristotle held that attention ought to be provided to the telling people what they are required to be rather than what they are supposed to do. According to Aristotle virtues exemplifies ethical individuals: sociability, honesty, courage, generosity, self-control, justice, modesty, fairness, and temperance (Whetstone, 2001). In line with this view, virtue-based

theories emphasize judging an individuals' character that deviate from their normal behavior. An individual's morals, motivation and reputation ought to be taken into account when determining whether irregular and unusual behaviors are considered unethical.

Leaders who embrace virtue-based approach to ethics believe in working around their character or virtues, which can be retained and learner through practice and experience. The learning may occur in the family in which the leader come from as well as through interactions in the communities (Northouse, 2013). Velasquez (1992) opined that leaders should intent to learn and retain virtues that define them as leaders, including integrity, humility, benevolence, fidelity, public-spiritedness, perseverance, and truthfulness (Blanchard & Peale, 1996).

6.3 The Construct and Principles of Ethical Leadership

Ethical leaders have been identified with five principles: respect for others; justice for others; building community with others; honesty towards others; and service to others (Beauchamp & Childress, 1994; Komives, Lucas, & McMahan, 1998).

6.3.1 Respect for Others

Ethical leadership is identified with the trait of respect for others. They treat followers with respect and dignity treating them not a means to their ends but as ends to themselves. They recognize that their followers have ambitions and goals and have value and worth to the organization. On this account, these leaders tend to actively listen to followers and show respect to them; they value contribution of others, are generous, consider opposing viewpoints, and are compassionate (Komives, Lucas, & McMahan, 1998).

6.3.2 Service to Others

Ethical leaders are committed to serving their followers. Their behaviors mirror that of altruistic believers. They nurture and support subordinates. Service to their followers is exemplified through their behaviors, including empowering, building teams, and mentoring (Kanungo&Mendonca, 1996).

6.3.3 Justice for Others

An ethical leader is always fair and just. They have no favorites, and treat everyone equally. Under an ethical leader, no employee has any reason to fear biased treatment on the basis of gender, ethnicity, nationality, or any other factor. They treat followers in similar ways except in circumstances that require differential treatment. Fairness and justice inform their decision making. They show transparent in their decision making and in such circumstances that require differential treatment these leaders provide logic for it in a morally reasonable and sound manner (Dalla Costa, 1998).

6.3.4 Honesty toward Others

Ethical leaders display honesty. They recognize that subordinates trust dependable and honest leaders and that dishonesty destroys their trust. They convey information to subordinates in an honest manner. They understand that honesty builds strong leader-follower relationship and increases trust. They strive to balance openness in their decisions and disclose only what they see as appropriate. They avoid misrepresenting facts, do not suppress obligations, or evade accountability. They display consistence in their thinking, beliefs, talking, and actions. These openness and internal consistency helps them to build trust with their subordinates (Dalla Costa, 1998).

6.4 Skills of Ethical Leaders

Ethical leaders are passionate about building team spirit and a sense of community spirit in their followers. They strive to achieve goals of the community rather than achieve personal goals, and make genuine efforts to ensure goals that are achieve benefits the community and entire organization (Rost, 1991). They recognize their role as leaders to influence subordinates to achieve certain communal goals. They focus on developing team and organizational goals that reflect their interests as well as those of the subordinates. They take into account subordinates' goals when making decisions (Bass & Steidlmeier, 1999).

6.4.1 Communication

Leaders have personality characteristics that influence their ethical performance. Personality plays a crucial role in influencing the way a leader leads others (Brown, 2007). According to Brown (2007) leaders' inner compass and inner voice will determine whether they act ethically or unethically. Supporting this view Covey (2004) held that human effectiveness is governed by individual character and principles. According to Covey (2004) effective leadership has an ethical component. Covey (2004) argued that to effective leadership demands that one values subordinates and abides by high principles. Similarly, Jones (1995) opined that ethical conduct is a product of one's character and personal dispositions. Jones (1995) described leadership as an ascetic construct and describes ethical leaders as self-controlled purposeful individuals who are mindful of consequences of their actions. Jones (1995) added that as ascetic people, ethical leaders live from within and regard life as an opportunity to commit to ends higher than an individual's immediate well-being and happiness. Jones regards ethicality is a quality that is bound to characteristic habits and that ethical behaviour is a product of socialization process. Yukl (2006) ethical leaders are identified with the following character traits: conscious intentions, individual values, and types of influence used, stage of moral development, use of ethical, types, and freedom of choice.

6.4.2 Motivation

Ethical leaders motivate subordinates to strive achieve organizational goals. They create an environment that is safe and trusting and position the organization for success. They establish a clear vision, strong ethics, authentic communication definable values which promote a positive and collaborative working environment. They keep subordinates working towards organizational objectives by setting achievable and realistic goals (Dolan et al., 2006). They accept responsibility for their actions as well as those of their subordinates. They motivate followers and offer them direction to ensure tasks are completed efficiently. They are authentic, trustworthy and strive to harness the inner creativity of followers by embracing self-expression (Daft, 2007).

6.4.3 Delegating

Ethical leaders identify strengths of their followers and seek to maximize their potential by delegating some of their duties to them. By delegating to their followers, these leaders recognize their abilities and show confidence in their abilities. Delegating of roles to subordinates help boost morale in the workplace. It is a show of appreciation and trust in the subordinates' abilities. Delegation of duties also help subordinates feel trusted, and organizationally important and recognized by the organization (Chen & Hou, 2016). It helps improve the self-esteem of subordinates making them to believe in their capability to perform tasks. It provides subordinates with meaning, enables them to exercise self-control and direction, and self-efficacy, and makes them to recognize the important role within the organization (Thomas, 2001).

6.4.4 Positivity

Ethical leaders encourage positivity. They have positive vision and feed their followers with optimism. They are enthusiastic about their cause and role as leaders. They motivate subordinates towards the desired cause of action and are sources of inspiration. Badaracco (2006) hinted that leaders that embody positivity create trust and cultivate positive relationship among subordinates and with their subordinates. Badaracco (2006) further identified two approaches to fostering positivity in the organization: self-centered approach and other-people centered approach. The self-centered approach involves the leaders exploring their self-perception and reveals their real self to subordinates. According to Engelbrecht, Heine, and Mahembe (2014), authenticity makes these leaders catalysts for creating positive relationships and become more approachable to subordinates. The other-people centered approach involves the leader exploring other people's perceptions. According to Engelbrecht, Heine, and Mahembe (2014), organizational transformational can be achieved by a leader displaying positive emotions towards subordinates. These emotions reverberate through the leader's followers.

6.4.5 Trustworthiness

Ethical leaders embody trustworthiness. They recognize that by creating a workplace that fosters productivity with fewer distractions of corruption and scandals and leading by example, they are more likely to be trusted by subordinates. This is in line with the proposition by Caldwell, Hayes and Long (2010) that leaders are more likely to be perceived as ethical stewards by subordinates if they are perceived as trustworthy. Caldwell, Hayes and Long (2010) believe that ethical leaders establish trust in their subordinates by creating a covenantal or duty-based relationship. They create covenantal relationship with their subordinates by defining reality and seeing the world via perceptual lens. Again, based on their enlightened ability ethical leaders establish organizational controls and create high commitment; according to Caldwell, Hayes and Long (2010) these leaders have the ability to balance between goal-and instrumental-related and value-based priorities.

6.4.6 Creativity

Ethical leaders are identified with creativity (Javed et al., 2017; Javed et al., 2018). . Javed, Bashir and Arjoon (2007) investigated the psychological empowerment as a mediator of the relationship between ethical leadership and employee creativity. Results revealed that ethical leaders psychologically empower employees and promote creativity at the workplace. In another study, Javed et al. (2018) investigated the relationship between ethical leadership and employee creativity with trust as the mediating variable. Results confirmed that ethical leaders establish trust with subordinates and that foster employee's creativity.

6.4.7 Feedback

Feedback helps employees to assess their performance and improve it. Ethical leaders recognize that feedback helps employees to improve as well as evaluate performance and clarify role expectations.

6.4.8 Responsibility

Ethical leaders are known to be responsible and accountable. They ensure ethical and moral conducts are followed by followers. They think through the short-term and long-term consequences of their actions, benefits, and drawbacks of their decisions and take responsibility (Kannair, 2007). They strive for fairness,

greater good, show respect for others and take responsibility. They set high ethical standards that guide their actions; they are role models to their subordinates, influence ethical values through their behaviors, and translate internalized values in the organization into action recognizing that these are their responsibility. This is in line with the claim by Kannair (2007) that good leaders are known to be responsible and for taking personal responsibility for ethical failures.

6.4.9 Commitment

Commitment is quality of leadership that inspires as well as attracts people. A leader demonstrates commitment by dedicating to the organization's belief, and goal. It demonstrates that a leader believes in the cause and has convictions. According to (), subordinates will not buy into the leader's vision without the leader demonstrating commitment. According to Hitt (1990), ethical leaders show commitment by working together with others; involving them in decision making; working through conflicts; overcoming obstacles; appreciating and respecting others; and building relationships. According to Hitt (1990) commitment makes effective leader effective in influencing subordinates. Hitt (1990) further noted that these leaders set example to subordinates to follow; and make leaders to show respect and loyalty towards them.

6.4.10 Flexibility

According to (Jurkiewicz and Massey (1998), effective leadership can only be achieved when the leader is flexible and to adjust to ever-changing situations and conditions at work. Fulmer (2004) further held that ethical leaders are flexible and this flexibility makes them ready to intervene in conflicts and situations that require them to change their action. Flexibility makes these leaders to alter their plans and strategy in order to fit into the reality of different situations. It makes them to be productive during period of chaos and transitions. It makes them open to new ideas, embrace change and work with effectively with employees. Thomas (2001) emphasized that smart leaders embrace flexibility while at work because they understand the positive benefits of flexible work options to their subordinates.

6.5 The Role of Ethical Leadership in Developing Leadership Skills among Employees

Ethical leaders have several characteristics, including honesty, integrity, trustworthy and others than makes them capable of influencing employees to develop leadership skills. They create trust-based relationships with employees and can influence them to develop similar character traits. They influence employees to develop high ethical consciousness (Trevino, Hartman, & Brown, 2000).

Honesty makes them inspire trust in followers and encourage them to take responsibility (Kouzes & Posner, 1992). According to Kouzes and Posner (1992) employees tend to observe the leaders' behavior and their consistency. Leaders that tend to change their behaviors are often seen as unreliable, unpredictable, and unworthy of trusting.

Brown (2007) suggests that to impact skills in their subordinates, ethical leaders should continually evaluate real examples, and communicate ethical standards. Brown (2007) opined that it leaders should go beyond solely writing and communicating code of ethics and implement ethical behaviors with an organization. Trevino, Brown, and Hartman (2003) argue that leaders should engrain ethics in the organization by not tolerating ethical lapses.

Langlois (2011) emphasized that ethical leadership influence employees to develop skill that define an ethical leader by creating an ethical culture at their workplace. This way, Brown (2007) opined that a leader who established ethical culture at work can be described as a moral leader. According to Brown et al. (2005) such leaders have traits such as trustworthy, credible, fair, and honesty. Neider and Schriesheim, (2014) supported others that as moral leaders, ethical leaders to tend to worry about subordinates, focus on doing the right thing, choose to be held personal moral and to be open acting as role models for their subordinates.

How the leaders execute their leadership behavior can influence the extent to which the followers will trust the leaders. Numerous value-based leadership styles such as transformational, authentic, servant and ethical leadership are linked with trust. Transformational leadership not only involves the moral elevation of individual followers, but also the creation of mutual trust and an ethical climate in organisations (Engelbrecht& Chamberlain, 2005; Van Aswegen&Engelbrecht, 2009). In ethical leadership, the emphasis is more on normative behaviour whereas servant leadership has a stronger focus on the personal growth of followers (Dadhich&Bhal, 2008; Sendjaya&Pekerti, 2010). The core aspects of authentic leadership are the manifestation of increased self-awareness, relational transparency, internalized transparency, balanced processing and an internalized moral perspective, which may lead to trust in leadership. Value-driven leadership influences the followers' self-concept and beliefs, which, in turn, affect their motivation, attitudes and behaviors (Den Hartog&Belschak, 2012).

As moral leaders, ethical leaders openly and clearly articulate ethical issues to subordinates, as well as discuss about value with affirmation on how actions and decisions can be guided by values (Trevino et al., 2000; Ofori, 2009). They may help employees learn to isolate desirable behaviors from undesirable ones by adopting a reward and discipline policy.

Ethical leaders are also tend to focus in communicating ethical standards and acts as caretakers with two roles: encouraging workers to develop desirable skills and acting as their models (Stouten et al., 2013). Moreover, through an inward commitment, ethical leaders focus on doing what is considered ethical (De Hoogh, & Den Hartog, 2008). As such, they can be relied upon for their high good principles and inner commitment. This way, they influence subordinates to show their readiness to permitting them to express their conclusions, and exhibit regards (Mayer et al., 2012).

7. Results

Following section presented results of statistical processing on the gathered data from questionnaires according to participants' responses. Results will appear in two sections, the first tackles descriptive analysis of participants' demographics; while the other sections took into perspective results of respondents' answers of questionnaire paragraphs.

7.1 Demographics

7.1.1 Age

Table (1): Sample characteristics according to age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	16	32.0	32.0	32.0
	31-36	14	28.0	28.0	60.0
	37-42	10	20.0	20.0	80.0
	+43	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

According to table (1), it appeared that the distribution of the sample according to age came almost even between all the age ranges available. The results showed that 32% of the sample within the age range of 25-30 years old as the highest percentage with frequency of (16) individuals, while the lowest rate of responses came from individuals within the age range of 37-42 and +43 with percentage of 20% for each range.

7.1.2 Experience

Table (2): Sample characteristics according to experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-4	4	8.0	8.0	8.0
	5-7	18	36.0	36.0	44.0
	8-10	6	12.0	12.0	56.0
	+10	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

According to table (2) which showed the results of sample characteristics according to experience, it showed that the highest rate of responses were individuals with experience range of +10 years 44% and a frequency of 22 individuals. The lowest percentage of individuals came with experience of 2-4 years forming a percentage of 8% and frequency of 4 individuals.

7.1.3 Gender

Table (3): Sample characteristics according to gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Males	29	58.0	58.0	58.0
	Females	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

Table (3) showed the results of sample characteristics according to gender, it appeared that the highest rate of responses were male individuals forming 58% of the sample and frequency of 29 individual, while female individuals came with a percentage of 42% and frequency of 21 individuals.

7.1.4 Educational Level

Table (4): Sample characteristics according to educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	7	14.0	14.0	14.0
	BA	25	50.0	50.0	64.0
	MA	8	16.0	16.0	80.0
	PhD	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

According to table (4) which showed the results of sample characteristics according to educational qualifications, it showed that the highest rate of responses were individuals with BA certificate 50% and a frequency of 25 individuals. The lowest percentage of individuals came with MA certificate forming a percentage of 16% and frequency of 8 individuals.

7.2 Descriptive Analysis of Study Variables

Table (5): Descriptive Statistics of Study Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
leadership	50	1.00	5.00	3.6867	1.10125
Communication	50	1.00	5.00	3.5200	1.18326
Motivation	50	1.00	5.00	3.4867	1.23481
Delegating	50	1.00	5.00	3.7400	1.20145
Positivity	50	1.00	5.00	3.5000	1.14731
Trustworthiness	50	1.00	5.00	3.7933	1.12866
Creativity	50	1.00	5.00	3.8867	1.01376
Feedback	50	1.00	5.00	3.5733	1.09842
Responsibility	50	1.00	5.00	3.7800	.97963
Commitment	50	1.00	5.00	4.0067	1.12383
Flexibility	50	1.00	5.00	3.4933	1.16495
skills	50	1.00	5.00	3.6729	1.04479
Valid N (listwise)	50				

Table (5) above examined the results of questionnaire variable based on the sample's answers. It appeared that respondents had a positive attitude towards the presented variables given that mean of each variable appeared to score higher than (3) which is considered to be a good indication.

7.3 Descriptive Results of Questionnaire Paragraphs

This section presented the statistical analysis of study sample responses regarding questionnaire paragraph, the table showed the mean and standard deviation of sample responses.

Table (6): Descriptive Statistics of questionnaire responses

	N	Minimum	Maximum	Mean	Std. Deviation
Ethical Leadership					
Leadership signifies a relation between a leader and his followers within a situational and organizational context	50	1.00	5.00	3.7200	1.16128
Ethical leadership is a construct that appears to be ambiguous and includes various diverse elements	50	1.00	5.00	3.5400	1.19881
ethical leadership prevents people from doing the wrong thing	50	1.00	5.00	3.6800	1.16829
Ethical leadership can be viewed in terms of healing and energizing powers of love, recognizing that leadership is a reciprocal relation with followers	50	1.00	5.00	3.4800	1.35887
ethical leader is an effective leader	50	1.00	5.00	3.7600	1.18769
Ethical Leadership Skills					
Communication					
An ethical leader opens the gate for good communication	50	1.00	5.00	3.9400	1.26829
Ethics in business supports fruitful communication between employees and leaders	50	1.00	5.00	3.4200	1.27919
I prefer to negotiate with an ethical leader	50	1.00	5.00	3.4200	1.35662
Ethics in communications guarantees the wellbeing of the organization	50	1.00	5.00	3.6600	1.22241
Motivation					
An ethical leader motivates me to work harder	50	1.00	5.00	3.5800	1.27919
My leader's ethical standpoint makes me want to work and give	50	1.00	5.00	3.5400	1.24884
I have been exposed to a lot of ethics in business world	50	1.00	5.00	3.6200	1.14089
Delegating					
Delegating can run smoothly within an ethical leadership	50	1.00	5.00	3.3000	1.50170
We understand the concept of delegation vividly due to ethical leadership pattern	50	1.00	5.00	3.6000	1.19523
Ethical leader can delegate tasks in an appropriate way	50	1.00	5.00	3.8200	1.32002
Positivity					
Ethical leaders are always positive	50	1.00	5.00	3.8000	1.24540
Positivity is an added value in a work place	50	1.00	5.00	3.6200	1.21033
Ethics gives a positive glimpse in the organization	50	1.00	5.00	3.4200	1.29505
Trust Worthiness					
Ethical leaders are always trustworthy	50	1.00	5.00	3.4600	1.23239
I get along with an ethical leader and trust their judgment	50	1.00	5.00	3.5800	1.12649
Ethics-based work gives me confidence to perform better	50	1.00	5.00	3.5600	1.32727
Creativity					
I am always creative when my leader is understanding	50	1.00	5.00	4.2400	1.22157
Ethical leaders supports creative ideas	50	1.00	5.00	3.0400	1.68983
With an ethics-based leadership there appears a space for creativity	50	1.00	5.00	4.3600	1.13856
Feedback					

Ethical leaders accept feedback in a positive way	50	1.00	5.00	4.2600	1.12141
I always give my opinion to my leader in a free way	50	1.00	5.00	3.3200	1.46301
Ethics can help in resolving negative feedbacks	50	1.00	5.00	3.5600	1.19796
Responsibility					
Ethics means a better responsibility	50	1.00	5.00	3.8400	1.13137
I tend to become more responsible when my leader deals with me in a positive way	50	1.00	5.00	3.3800	1.33844
I prefer to work with an ethical leadership to perform better	50	1.00	5.00	3.7400	1.10306
Commitment					
I am much committed with an ethical leader	50	1.00	5.00	4.2200	1.05540
I make sure to do the job I have cause that is what ethics are based on	50	1.00	5.00	4.1400	1.04998
I am committed to achieving the goal of my organization	50	1.00	5.00	4.2400	1.07968
Flexibility					
Working in an ethical approach make the leader flexible to negotiations	50	1.00	5.00	3.6400	1.68741
I prefer to deal with an ethical leaders as I can with them ethically	50	1.00	5.00	3.7200	1.14357
Ethical leaders are always flexible to the other opinion	50	1.00	5.00	3.4800	1.23288

Table (6) presented the results of the questionnaire analysis in each given paragraph of the questionnaire. It appeared that respondents had a positive attitude towards paragraphs of questionnaire; this appeared through the mean of each paragraph which scored higher than (3) referring to the paragraph as a positive one. However, based on the analysis, it appeared that the paragraph articulated '*With an ethics-based leadership there appears a space for creativity*' came to be the most influential one scoring a mean of (4.3600). On the other hand, the paragraph articulated '*Ethical leaders support creative ideas*' appeared to be the least influential paragraph with a score of (3.0400).

7.4 Reliability Test

Using Cronbachs' alpha, a reliability test was carried out which showed a value of (0.927) for the all items and alpha for each variable is greater than the accepted percent 0.60, this indicated the tool's consistency to be used in the study.

7.5 Hypotheses Testing

Following section highlighted the testing of study hypotheses as appeared within the model of the study.

Main Hypothesis:

There is a statistically positive influence of ethical leadership on employees' ethical leadership skills

Table (7): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	.912	.910	.31330

Table (8): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.776	1	48.776	496.917	.000 ^b
	Residual	4.712	48	.098		
	Total	53.488	49			

Table (9): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.333	.156		2.130	.038
	leadership	.906	.041	.955	22.292	.000

In testing the main hypothesis, linear regression was employed; the results indicated that R (0.955) is the correlation of ethical leadership variable and the ethical leadership skills among employees, t value of (22.292) was significant at (0.05) level. So, there is a statistically positive influence of ethical leadership on employees' ethical leadership skills.

Sub-Hypotheses:

H1: Ethical leadership has a positive influence on communication as ethical leadership skills

Table (10): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	.865	.863	.43866

Table (11): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.369	1	59.369	308.540	.000 ^b
	Residual	9.236	48	.192		
	Total	68.605	49			

Table (12): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.165	.219		-.754	.455
	leadership	1.000	.057	.930	17.565	.000

In testing the 1st sub-hypothesis, linear regression was employed; the results indicated that R (0.93) is the correlation of communication variable and ethical leadership, t value of (17.565) was significant at (0.05) level. So, Ethical leadership has a positive influence on communication as ethical leadership skills.

H2: Ethical leadership has a positive influence on motivation as ethical leadership skills

Table (13): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.938 ^a	.880	.878	.43182

Table (14): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.763	1	65.763	352.673	.000 ^b
	Residual	8.951	48	.186		
	Total	74.713	49			

Table (15): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.392	.215		-1.819	.075
	leadership	1.052	.056	.938	18.780	.000

In testing the 2nd sub-hypothesis, Linear regression was used, R (0.938) was the correlation of motivation variable and ethical leadership variable, t value of (18.78) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on motivation as ethical leadership skills.

H3: Ethical leadership has a positive influence on delegating as ethical leadership skills

Table (16): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.713	.707	.64983

Table (17): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.462	1	50.462	119.498	.000 ^b
	Residual	20.269	48	.422		
	Total	70.731	49			

Table (18): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.343	.324		1.057	.296
	leadership	.922	.084	.845	10.932	.000

3rd sub-hypothesis was tested using linear regression; R (0.845) was the correlation of the delegating variable and ethical leadership variable, t value of (10.932) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on delegating as ethical leadership skills.

H4: Ethical leadership has a positive influence on positivity as ethical leadership skills

Table (19): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.882	.39411

Table (20): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.044	1	57.044	367.254	.000 ^b
	Residual	7.456	48	.155		
	Total	64.500	49			

Table (21): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.112	.197		-.570	.571
	leadership	.980	.051	.940	19.164	.000

4th sub-hypothesis was tested using linear regression, R (0.94) was the correlation of the positivity variable and ethical leadership variable, t value of (19.164) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on positivity as ethical leadership skills.

H5: Ethical leadership has a positive influence on trustworthiness as ethical leadership skills

Table (22): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.766	.762	.55116

Table (23): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.839	1	47.839	157.479	.000 ^b
	Residual	14.581	48	.304		
	Total	62.420	49			

Table (24): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.486	.275		1.766	.084
	leadership	.897	.071	.875	12.549	.000

5th sub-hypothesis was tested employing linear regression, R (0.875) was the correlation of the trustworthiness variable and ethical leadership variable, t value of (12.549) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on Trustworthiness as ethical leadership skills.

H6: Ethical leadership has a positive influence on creativity as ethical leadership skills

Table (25): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.573	.66240

Table (26): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.297	1	29.297	66.769	.000 ^b
	Residual	21.061	48	.439		
	Total	50.358	49			

Table (27): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.298	.330		3.929	.000
	leadership	.702	.086	.763	8.171	.000

6th sub-hypothesis was tested through the linear regression; R (0.763) was the correlation of the creativity variable and the ethical leadership variable, t value of (8.171) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on creativity as ethical leadership skills.

H7: Ethical leadership has a positive influence on feedback as ethical leadership skills

Table (28): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	.866	.863	.40669

Table (29): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.181	1	51.181	309.444	.000 ^b
	Residual	7.939	48	.165		
	Total	59.120	49			

Table (30): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.152	.203		.749	.457
	leadership	.928	.053	.930	17.591	.000

7th sub-hypothesis testing was done through linear; R (0.93) was the correlation of the feedback variable and ethical leadership variable, t value of (17.591) is significant at (0.05) level. Thus, Ethical leadership has a positive influence on feedback as ethical leadership skills.

H8: Ethical leadership has a positive influence on responsibility as ethical leadership skills

Table (31): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.774	.769	.47085

Table (32): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.383	1	36.383	164.113	.000 ^b
	Residual	10.641	48	.222		
	Total	47.024	49			

Table (33): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.895	.235		3.813	.000
	leadership	.782	.061	.880	12.811	.000

In testing the 8th sub-hypothesis, linear regression was used; R (0.88) was the correlation of the responsibility variable and ethical leadership variable, t value of (12.811) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on Responsibility as ethical leadership skills.

H9: Ethical leadership has a positive influence on commitment as ethical leadership skills

Table (34): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 ^a	.610	.602	.70867

Table (35): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.780	1	37.780	75.227	.000 ^b
	Residual	24.106	48	.502		
	Total	61.887	49			

Table (36): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.067	.353		3.019	.004
	leadership	.797	.092	.781	8.673	.000

As for the 9th sub-hypothesis, linear regression was employed to test the hypothesis, R (0.781) was the correlation of the commitment variable and ethical leadership variable, t value of (8.673) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on Commitment as ethical leadership skills.

H10: Ethical leadership has a positive influence on flexibility as ethical leadership skills

Table (37): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 ^a	.838	.835	.47301

Table (38): ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.758	1	55.758	249.213	.000 ^b
	Residual	10.739	48	.224		
	Total	66.498	49			

Table (39): Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.078	.236		-.330	.743
	leadership	.969	.061	.916	15.786	.000

The 10th hypothesis testing was done through linear regression; R (0.916) was the correlation of the flexibility variable and ethical leadership variable, t value of (15.786) was significant at (0.05) level. Thus, Ethical leadership has a positive influence on Flexibility as ethical leadership skills.

8. Discussion

According to the results, it appeared that responsibility and trust-worthiness are among the variables which can be influenced by an ethical leader in an organization. On that same idea; Caldwell and Hayes (2010) agreed to the fact that running an ethical stewardship in an organization can motivate the employee to act responsibly and become more trust worthy, not to mention the role of ethics in increasing the level of trust between employees and their leaders. The authors argue that ethics can make the employee more trustful of their leader and management based on the fact that they are running ethically and the rights and respect of employees are all preserved.

On the same track, Othman and Rahman (2014) agreed with the result of current paper, arguing that ethics in business is the main source for a good respect and trust between subordinates and their leadership. Also, Williams and Seaman (2016) supported the role of ethics in increasing responsibility and trust-worthiness arguing that ethics among leaders with the mediating factor of the organizations' social responsibility can encourage the employees to present the best of their performance based on the fact that they trust and have faith in their organization.

Hansen, Dunford and Alge (2016) stated that ethics-based leadership can awaken the leadership skills among employees. They mean that when a certain leadership run employees through the bases of ethics and social responsibility; it basically transfer to them the leadership skills in its finest images which can help employees themselves become better leaders.

Piccolo et al. (2010) agreed on the same idea, but they also added that ethical leadership does have the ability to polish and reform the core of the job characteristics among employees launching from treating employees ethically and based on respect and rights. In addition to that, it can motivate employees towards presenting the best of them, act responsibly be more positive and commit to achieving the goal of their organization.

Current study also noted to the influence of ethical leadership on motivation, flexibility and creativity with an R value of (0.938, 0.916 and 0.763)respectively. This was also referred to by Kolnhofer-Derecskei (2016) who argued that having an ethical leader can motivate employees to become more creative knowing that their ideas will be noticed, it will encourage employees to become more flexible due to the flexibility of their leadership, and it can motivate them to work harder, better and commit to their organization. This was also the main points which were noted to in a study by Kelidbari, Fadaei and Ebrahimi (2016).

However, when it comes to creativity in ethical leadership, Kallapadee, Tesaputa and Somprach (2017) raised a very good point, they argued that between all leadership patterns, the transformational leadership is the most supportive type of leadership for creativity, from that, running an ethics-based transformational leadership can be among the most suitable and useful leadership style for both the organization and its employees. Mainemelis, Kark and Epitropaki (2015) agreed on that idea referring to transformational leadership as the creative leadership style.

Men (2015) appeared to agree with the fact that ethical leadership has an influence on internal communications within the organization and Khokhar and Zia-ur-Rehman (2017) came along with the same results. The authors argued that leaders validity issues can't be dismissed in light of the fact that they identify with essential worker results, for example, trust and certainty and conduct consistence how much a representative will be induced to acknowledge thoughts and data relies upon the believability of the leaders.

Moreover, source believability impacts the expectation of beneficiaries (i.e., goal of employees) to utilize recommendations made by the source (i.e., leaders) with respect to the enhance execution. The idea of source validity is established in the correspondence and influence writing. To date, different measurements of believability have been proposed over the writing, including reliability, skill, flow, engaging quality, friendliness, and amiability. Most definitions, in any case, allude to the two most regularly examined angles: dependability and skill as also for Babalola et al. (2016). On the other hand, Al-Shammari et al. (2015) and Musyimi (2016) stated that in order to comprehend the impact of ethical leadership on employees, it is basic to take a gander at the all-encompassing procedure where the impact accomplishes a typical decent. The hypothetical portrayal of ethical leadership clarifies the establishments of quality hypothesis and occasion hypothesis in arranging the parts of authority. As to this, it is apparent that the characteristics of a leader assumes a main part in building up the transformational objective of leader worried about communicating the mission of the association and establishing the essential framework for the arrangements, techniques and methodology for leading. The utilization of methodologies and strategies by the leaders upgrades the capacity of the leaders to engage the devotees and widely improving the employees' self-proficiency.

On the other hand, Elçi et al. (2012) hold that ethical leaders are straightforward and participate in open communications, advancing and remunerating ethical direct among followers. The bond between ethical leaders and employees is more grounded which makes a pleasurable situation at work; this thusly causes a higher duty and reductions turnover aim.

9. Conclusion and Recommendations

9.1 Conclusion

Current study aimed at examining the influence of ethical leadership on developing ethical leadership skills among employees. The study employed the questionnaire as a tool from the quantitative approach. Questionnaire was self-administered and was distributed on total of (66) employees from '**Jordan Institution for Standards and Metrology**'. Researcher was able to collect (50) questionnaire that are statistically appropriate for analysis with a rate of 75.75%. Results of the study indicated that ethical leadership can influence and develop the ethical leadership skills among employees and it had it influence on the following skills respectively (Responsibility, Trustworthiness, Positivity, Commitment, Communication, Creativity, Delegating, Feedback, Flexibility and Motivation). The study indicated that ethical leadership is most influential on the responsibility and trustworthiness skills of employees. It helps employees build trust towards their leadership and at the same time be more responsible towards their work.

In the present day business condition described as quicker correspondence framework, directors of a firm can't bear to take part in unethical practices on account of its inconvenient impact it can have on a firm, yet additionally the negative exposure that it will make and the ensuing impact on the esteem. A basic issue in numerous organizations is rehearsing ethical leadership from the best leaders isn't on its impact on the association's esteem yet in addition on its workers in light of the fact that untrustworthy authority may negatively affect representative occupation, fulfillment and execution. In this way, an association's leadership is viewed as a main consideration that has an unquestionable impact on employees' performance in any sort of association.

Study's results have a few ramifications for managers and leaders who try to encourage a workplace where employees can cooperate and in the meantime make preparations for the conceivably malicious impacts of contentions. Current study findings indicated that ethical leadership practices may improve employees'

determination, viability recommends that leaders may be essential in building a workplace that ethically supports and cultivates workers' adequacy in discovering determination in strife circumstances through the use of social learning standards of ethical leadership. In particular, leaders could fill in as ethical good examples for employees and pave the way for them to apply compromise abilities (enactive achievement; by enabling them to learn procedures and giving them autonomous space to create). These standards are probably going to empower the improvement of workers' determination adequacy. Thusly, hierarchical leaders could in truth enhance employees' viability in a few areas by for all intents and purposes utilizing on social learning standards. Second, results of current study have suggestions for the improvement of leadership projects. Outcomes recommend that giving ethical leadership and management seminars and courses might be advantageous for the improvement of employees' motivation and encouragement, which thus helps employees effectively manage the working environment, consequently reducing the potential issues related with clashes among employees.

In such manner, leaders who need to improve employees' leadership skills and abilities should seriously think about creating ethical leadership abilities as a method for overseeing clashes in the work environment. This is very imperative since organizations these days progressively depend on employees to cooperate so as to expand adequacy. Third, the finding that the relations between ethical leadership and employees' leadership skills and awareness of ethical leadership patterns proposes that focusing on creating positive communications line, encouragement, positivity and trust worthiness might be gainful to enable employees to oversee the main goals of their organization and work on to achieve them. Ethical leadership is extremely important where employees are progressively required to do particular tasks and are looked with various types of challenges, it may be useful to give careful consideration to the improvement of their ethics-based business awareness. Finally, paying extra attention to the issue of ethics may help employees to build trust and contention which develops the level of communication between them and their leadership.

9.2 Recommendations

Based on the above argument, and launching from the analysis of the study, the following was recommended by researcher:

- Ethics in business is becoming more apparent with the course of time, ethics should be followed by all organization regardless of their field of interest
- Employees were found to be active and participative when it comes to ethical leadership, leaders should be trained how to run their business and employees on ethical grounds in order to guarantee the best results and business outcomes
- It is recommended to carry out a research that examines the role of ethics in increasing the influence of transformational leadership and how ethics are apparent in this type of leadership.

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