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Abstract

This paper posits that unethical leadership behavior increases followers' deviance by increasing perception of injustice and politics in organizations. More specifically, perception of politics and injustice mediates the relationship between unethical leadership behavior and followers' deviance. By using data from 262 employees of various public organizations in Ethiopia, we confirmed our hypothesis. Further, the result of multiple regression confirmed that the relationship between unethical leadership behavior and followers' deviance would be stronger when followers develop a perception of politics in the workplace.

Introduction

It is widely acknowledged that leaders ought to be a crucial source of ethical guidance for followers and should at the same time be responsible for the development of moral values, establishing ethical standards that guide the behavior and decision-making of followers (Brown, Treviño, & Harrison, 2005; Mihelic, Lipicnik, & Tekavcic, 2010). When these standards and values are consistently endorsed, role-modeled, and supported with compatible organizational processes, rules, and procedures, they will become an integral aspect of the organization's system and culture (Schein & Culture, 1985). Conversely, when these standards and values are neglected, violated, and compromised, organizational misbehaviors are allowed to advance.

According to social learning theory of Bandura, individuals learn by focusing their attention on role models to determine the appropriate behaviors, values, and attitudes to display publicly (Bandura, 1978). Pursuant to this interpretation, leaders who act ethically in the workplace encourage positive followers' behaviors (Brown, 2005). On the contrary, unethical leadership as defined by as dishonesty and unfairness, engagement in corruption and other criminal behaviors, low empathy, lack of responsibility, following egocentric pursuit of own interest, and manipulation and misuse of others (Brown & Mitchell, 2010) has a negative correlation with positive followers' outcomes and behaviors, including employee well-being, individual performance, and a positive correlation with negative employee behavior, like turnover intentions and other forms of counterproductive work behavior (Mitchell & Ambrose, 2007; Schyns & Schilling, 2013; Tepper, 2000).

Therefore, leadership is an important factor which shapes followers' ethical behaviors (Brown et al, 2005). Ethical leadership is found to decrease employee misconduct, deviant behaviors, and bullying within the organization (Stouten et al., 2010; Walumbwa et al., 2011; Xu, Huang, Lam, & Miao, 2012) and leaders who act unethically inevitably create the appropriate medium for followers' deviant behaviors (Trevino & Brown, 2005).

The effects of ethical leadership upon followers' behavior have been at the focus of several research works (Brown & Mitchell, 2010; Brown et al., 2005; Day, Zaccaro, & Klimoski, 2001; Mihelic et al., 2010); researchers have failed to give due attention for antecedents, characteristics, and consequences of unethical leadership in an organizational praxis. The scientific discourse has been confused with a plethora of overlapping terms or adjectives to explain unethical leadership. Toxic leadership (Reed, 2004, 2015; Webster, Brough, & Daly, 2016; Whicker, 1996), abusive supervision (Mackey, Frieder, Brees, & Martinko, 2017; Tepper, 2000; Tepper, Simon, & Park, 2017), tyrannical leadership (Ashforth, 1994; Glad, 2002), destructive leadership (Einarsen, Aasland, & Skogstad, 2007), narcissism (Rosenthal & Pittinsky, 2006), psychopathy (Boddy, 2017) and Machiavellian leadership (Gkorezis, Petridou, & Krouklidou, 2015) represent the particular phrases used by dark- side, organizational behavior researchers. Approximately four remarkable studies constitute the current academic discourse on unethical leadership from 2010 to present date (Brown & Mitchell, 2010; Liu, Liao, & Loi, 2012).

When we try to understand employees' reaction to leadership misconduct, followers' perception of injustice and politics have an important mediating role. When members of an organization are implicated in ethical scandals, employees are likely to closely inspect top leaders' responses to the misconduct as well as other related organizational practices. In such situations, judgments of employees regarding the form of punishment for organizational wrongdoings have an important mediating role between leadership ethics and deviant workplace behavior (Trevino & Ball, 1992). Organizational politics defined as actions taken by individuals to largely further their own self-interests without regard for the wellbeing of other organizational stakeholders as also has a mediating role between leadership ethics, deviant workplace behavior, and employee reaction toward ethical misconduct (Kacmar, Bozeman, Carlson, & Anthony, 1999).

In general, unethical leadership negatively affects individuals as well as organizations. As a result of the unethical behavior of executives, followers will develop feelings of anxiety, helplessness, frustration, job dissatisfaction, and finally loss of trust toward the unethical leader (Fisher-Blando, 2008; Liu et al., 2012; Wang, Mao, Wu, & Liu, 2012). Therefore, this paper is designed to show the effects of unethical leadership on followers' organizational deviance that result from followers' perception of organizational injustice and politics.

Theoretical Background and Hypothesis Development

Unethical Leadership: The role of leadership in promoting ethical conduct and positive employee behavior in organizations has been widely recognized by researchers (Piccolo, Greenbaum, Hartog, & Folger, 2010; Ünal, Warren, & Chen, 2012; Walumbwa et al., 2011; Zhu, May, & Avolio, 2004). However, researchers have given less attention to the antecedents, characteristics, and consequences of unethical leadership practices within their respective organizations. Although recently, there is a growing interest to attempt to understand the concept of unethical leadership, only a very few influential studies constitute

the current academic discourse on unethical leadership (Brown & Mitchell, 2010; Liu et al., 2012).

The first conceptualization of the construct was drawn by Brown and Mitchell (2010) from American management schools of thought who based their definition on legal and moral grounds. Accordingly, unethical leadership was defined as *"behaviors conducted and decisions made by organizational leaders that are illegal and/or violate moral standards and those that impose processes and structures that promote unethical conduct by followers"* (Brown & Mitchell, 2010). However, one of the limitations of this definition is the universality of legal or moral standards: a behavior, action, or decision found to be legal might actually be subsequently adjudged illegal in other situations or a behavior, action, or decision found to be morally right in one instance might be deemed immoral to others. In other words, universally-accepted moral or legal standards of behavior might be lacking.

Second, Ünal, Warren, and Chen investigated and provided their definition of unethical leadership based on the ethical or normative theories of deontology, ethics of justice, utilitarianism, and ethics of virtues. Accordingly, they define unethical supervision as *"supervisory behaviors that violate normative standards"* (Ünal et al., 2012). The authors in this study evaluated the correctness or inaccuracy of the leaders' behavior based on universal ethical principles. The center of investigation was focused on violation of normative standards. The manifestations of unethical leadership behavior considered by the authors include the violation of employee rights, unjust treatment of employees, prioritization of self-interests or interests of a group at the expense of organizational interests, and finally, the weak character of the leaders themselves (Liu et al., 2012).

The third study was conducted by German-based scholars Eisenbeiß and Brodbeck (2012). In this study, the authors defined unethical leadership as *"dishonesty and unfairness, engagement, incorruption and other criminal behaviors, low empathy, lack of responsibility, following egocentric pursuit of own interest, and manipulation and misuse of others."* This study indicated that unethical leadership includes violations of legislative rules and ethical principles and that both of these aspects of unethical leadership are often inseparable.

Finally, Anna Lašáková and Anna Remišová identified seven types of manifestations or symptoms of unethical leadership. These are: a) behaviors that violate ethical principles, b) processes and practices within the work environment that support or enable unethical behavior, c) deliberate shunning of ethical standards within the at workplace, d) absence of leading others, e) elevation and prioritization of personal gain and profit, f) the degradation of organizational rules and processes, and g) hindering attainment of organizational goals due to the leader's lack of professional abilities and skills (Lašáková & Remišová, 2015). While the above studies identified overlapping constructs and concepts underlying unethical leadership behavior, the definitions provided by Lašáková and Anna Remišová are deemed acceptable as all the constructs and concepts identified in other studies are incorporated within this new definition. This definition will be used throughout this study.

Multiple scholars have attempted to conceptualize unethical leadership and its consequences in the organizational praxis and have put forth multiple definitions as herein described.

Organizational Politics and Deviant Behavior: Follower organizational deviance is defined as *"voluntary behavior that violates organizational norms and thereby threatens the well-being*

of the organization, its members, or both" (Robinson & Bennett, 1995). Such deviant behavior includes prolonging the workday to receiving overtime pay or the unauthorized removal of company assets. Workplace deviance is recognized as a source of significant damage to business and a concomitant loss of goodwill (Bennett & Robinson, 2000; Brown & Trevino, 2006).

According to Ferris, Russ, and Fandt (1989), organizational politics is considered as social influence behaviors intended to maximize one's self-interests at the expense of organizational goals. It is further explained as relating to actions taken by individuals that are directed toward the goal of satisfying personal interests without regard for the well-being of others within the organization (Kacmar & Baron, 1999). The concern is that, in a highly-politicized organization, an employee's rewards, career progress, and even his or her overall well-being may be put at risk by other influential members seeking to safeguard their own personal objectives (Poon, 2004). Employee compensation and benefits may be tied to particular relationships, a hierarchical power structure, and other less objective elements (Zivnuska, Kacmar, Witt, Carlson, & Bratton, 2004). Under these circumstances, the organization's climate becomes more political and people are more likely to adopt a competitive and self-serving style of behavior whereby they may band together to fulfill their aspirations without regard for the needs of others, ultimately paving the way to unethical behavior (Cropanzano, Howes, Grandey, & Toth, 1997).

Drawing on Jesty Adam's equity theory (1965), in order to maintain and restore their equity, employees are likely to reciprocate their behavior (Adams & Freedman, 1976; Mowday, 1991; Mowday & Colwell, 2003). This may be demonstrated by employees who engage in various forms of deviance including theft, interpersonal aggression, vandalism, and work slowdown (Rousseau, 1995). There is also empirical support for the direct positive influence of organizational politics on employees' aggressive behavioral tendencies (Vigoda & Cohen, 2002). Therefore, it is impressive to assume that *organizational politics positively influences employees' deviance*.

Organizational Justice and Deviant Behavior: According to Jesty Adams (1965), beliefs of injustice in organizations will evoke personal feelings of dissatisfaction and resentment. These unpleasant emotions will motivate the aggrieved individual to restore equity by altering behaviors, attitudes, or both (Greenberg, 1993; Shapiro & Kirkman, 1999). Employees also retaliate against unjust work outcomes by engaging in behavior that harms the organization and/or other employees (Ambrose, Seabright, & Schminke, 2002; Aquino, Lewis, & Bradfield, 1999; Dalal, 2005; Greenberg, 1990; Skarlicki, Folger, & Tesluk, 1999).

In general, the absence of fair decision-making procedures in organizations by high-ranking officials will degrade and deplete an employee's positive perception of fair distribution of rewards, leading to negative emotions such as feelings of dissatisfaction. As argued by Aquino et al (1999), when employees question the fairness of procedures used by leaders, they are more likely to violate organizational norms and commit acts of deviance. Therefore, it is feasible to assume that *perception of organizational injustices has significant positive influence on employee deviance.*

Unethical Leadership and Employee Deviance: Leadership has been found to be a driving or inhibiting force in shaping followers' behavior. In particular, a lack of ethical leadership has

been identified as one of the main antecedents of follower organizational deviance (Tepper et al., 2009; Thau, Bennett, Mitchell, & Marrs, 2009). The basic argument is that leaders influence their followers through social learning and regular exchange and hence, the ethicality or unethicality of the leader cascades to followers at the lower hierarchical levels (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Schaubroeck et al., 2012). Thus, behavior of leaders has been suggested to impact followers' behavior across different levels of the organization. According to Trevino and Brown (2005), leaders who act unethically will create the appropriate medium for employees' deviant behaviors. It is therefore, compelling to assume that *unethical leadership has strong positive influence on followers' deviance.*

Organizational Politics and Injustice: Researchers have established a strong correlation between perceived organizational justice and perceived organizational politics (Cropanzano et al., 1997). More specifically, when employees view their working environment as unfair and biased or where promotions are contingent on the politics within an organization rather than its established rules and regulations, then organizational justice will be perceived as dysfunctional (Andrews & Kacmar, 2001). Employees' political perceptions are relatively underdeveloped if their individual views about justice within that organization are high (Harris, Andrews & Kacmar, 2007). Moreover, researchers suggest that the perception of organizational justice will eliminate any negative effect of organizational politics and vice versa (Byrne, 2005; Tyler, Rasinski, & McGraw, 1985). Therefore, we assume that *there is a significantly positive relationship between organizational politics and perceived organizational injustice.*

Unethical Leadership and Organizational Politics: Although other contextual variables have been identified as important determinants of politics perceptions in organizations (Ferris & Kacmar, 1992), given the dominant role of leadership in shaping and setting the tone of the work environment (Brown & Mitchell, 2010; Colquitt, LePine, Piccolo, Zapata, & Rich, 2012), leadership plays an important role in influencing followers' perceptions of organizational politics (Davis & Gardner, 2004; Vigoda-Gadot, 2007). Kacmar and colleagues also found that ethical leadership negatively related to the perception of politics whereas unethical leadership positively related to the perception of politics, suggesting that perceived organizational politics might serve as an important mechanism in the ethical or unethical leadership process (Kacmar, Bachrach, Harris, & Zivnuska, 2011). It can be drawn from this assumption that unethical leadership will be positively related to the perception of politics.

In summary, the extant literature discussed above shows that organizational justice and perception of politics are interrelated. Unethical leadership behavior as well as the perception of justice and organizational politics jointly predicts followers' deviant behavior in the workplace. Moreover, perception of politics and injustice together predict deviant behavior in organizations. *Figure 1* demonstrates how all the variables are integrated to build the following conceptual framework which guides the entire study.

Figure 1: Conceptual Framework

Perception of Injustice

Unethical Leadership

Perception of Politics

Followers' Deviance
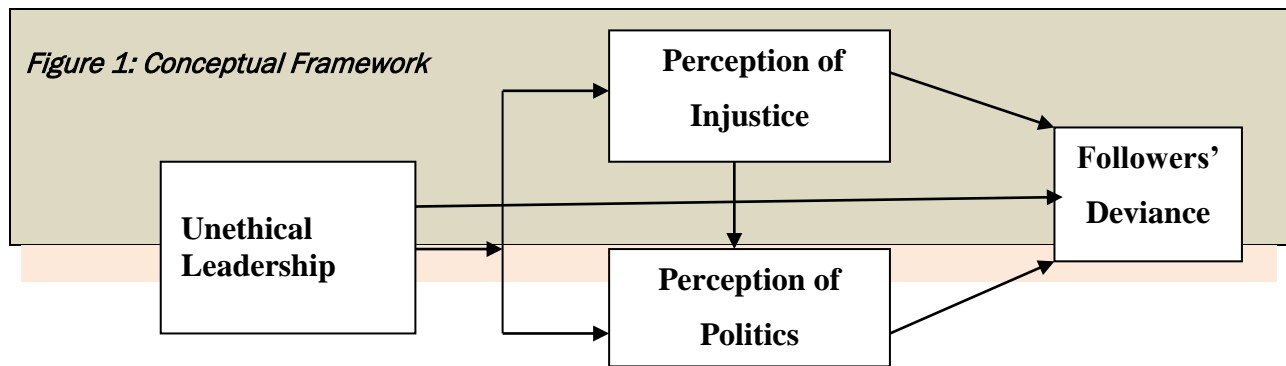
Summary of Hypotheses

The following hypotheses, as shown in *Table 1*, are propounded below for consideration, review, and discussion:

Table 1: **Hypotheses**

H1: Unethical leadership has a strong positive influence on followers' deviance.
H2: Perception of politics mediates the relationship between unethical leadership and followers' deviance.
H3: Perception of organizational injustice mediates the relationship between unethical leadership and followers' deviance.
H4: Perception of politics is significantly affected by a) unethical leadership and b) perception of injustice.

From the conceptual framework as shown in *Figure 1* above, the functional relationship between the variables is estimated in equation 1 below – the main model for predicting deviant behavior – and the estimation process was carried out based on ordinary least squares estimation process and multiple regression was conducted in each model.

1. $DB = \beta_0 + \beta_{1UELS} + \beta_{2POP} + \beta_{2POIJ} + \varepsilon$

Where DB = deviant behavior, UELS = Unethical leadership, POP = perception of politics, POIJ=perception of injustice and ε is the error term for any missing variable in behavior of human account. The error term ε is assumed to distribute normally with a zero mean and σ standard deviation and is independent of the error terms associated with all other observations. β_0, is the intercept value of the regression surface. In addition to the model described in the equation above, the following models derivations weigh the independent effect of each variable on the dependent variables.

2. $POP = \beta_0 + \beta_{1UELS} + \beta_{2POP} + \varepsilon$
3. $POP = \beta_0 + \beta_{1UELS} + \varepsilon$
4. $DB = \beta_0 + \beta_{1UELS} + \varepsilon$

Methods

This research was a correlational quantitative type of research. The impact of unethical leadership, perception organizational injustice, and organizational politics on employees' deviant work behavior is a correlational type of research. The relationship of these factors was investigated, taking employees' deviant work behavior as a dependent variable and others as independent variables. Additionally, treating the perception of injustice and organizational politics as mediating variables, the impact of unethical leadership on followers' deviant behavior was observed. This was done to enable researchers to see the separate impact of these variables on followers' deviance.

Data Sources, Measurement, Types, and Collection Techniques

The primary data was collected from employees of government-owned development enterprises in Ethiopia (office of land administration, public procurement agency, revenue and tax collection agency, municipalities of metropolitan cities, road construction enterprises, and housing development agencies), using questionnaires. These enterprises

were selected due to the fact that they are screened by the Ethiopian ethics and anticorruption commission as having serious ethical outrages. A total of 285 questionnaires were distributed for the employees of these enterprises and finally 262 usable questionnaires were returned providing a response rate of 92%.

The variables considered in this research were measured using a 5-likert scale measurement developed by researchers. Also, unethical leadership was measured by adopting the previous operational definitions given by Brown and Mitchell (2010), Lašáková and Remišová (2015), Liu et al.(2012), and Ünal et al., (2012). An organizational justice scale developed by Niehoff and Moorman (1993) was used to measure organizational justice by developing a negatively-worded scale to measure perception of injustice. Organizational politics was measured using the scales developed by Kostoglou and Adamidis (2010) and organizational deviance was measured by using scales developed by Robinson and Bennett (1995). Cronbach's alpha was used to measure internal consistency or how closely related a set of items were as a group (Mayer et al., 2009). An item analysis of the instruments indicated that a satisfactory internal consistency was found in each of the constructs that is, unethical leadership (α= 0.93), deviant behavior (α= 0.88), perception of politics (α= 0.71), and perception of justice (α= 0.91).

Result and Discussion

Inferential statistics (multiple linear regression analysis) was employed for this study using SPSS V.20. The impact of independent variables on the dependent variable was measured by multiple linear regressions using the variables specified in the model above. An independent regression analysis was applied against each model to best determine the linear *combination of the variables under consideration. The result for the first model indicated by Tables 2, 3*, and *4*. Multiple regressions analysis was carried out for this model using the three variables of unethical leadership, perceived organizational politics, and perceived organizational injustice as the independent variables and deviant behavior as the dependent variable. This was done to determine the best linear combination of the constructs for predicting deviant behavior.

Table 2: **Model Summary[b]**

Model	R	R Sq.	Adjusted R Square	Standard Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.650[a]	.423	.416	.63961	.423	63.189	3	259	.000	2.131

a. Predictors: (Constant), POIJ, UELS, POP
b. Dependent Variable: DB

Table 3: **ANOVA[a]**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	77.553	3	25.851	63.189	.000[b]
	Residual	105.958	259	.409		
	Total	183.511	262			

a. Dependent Variable: DB
b. Predictors: (Constant), POIJ, UELS, POP

Table 4: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	.078	.228		.341	.733	-.371	.526					
UELS	.432	.054	.415	7.956	.000	.325	.539	.544	.443	.376	.819	1.220
POP	.304	.056	.289	5.388	.000	.193	.415	.506	.317	.254	.778	1.286
POIJ	.212	.055	.187	3.852	.000	.104	.321	.271	.233	.182	.944	1.060

a. Dependent Variable: DB

It can be inferred from *Table 2* above that the R-square value for the main model showed that 42.3% of the variation in followers' deviance behavior resulted from the three variables under consideration namely; unethical leadership, perception of politics, and perception of injustice. The value of R-square change also indicated that the model is valid if it is drawn from the total population.

Referring the ANOVA report from *Table 3*, we can see the general significance of the model. The results show the model is found to be significant as p is less than the critical value of 0.05. Thus, it is imperative to assume that the combination of the variables included in this model (unethical leadership, perception of politics, and perception of injustice) jointly and significantly predict followers' deviance ($F = 63.189$; $p < 0.05$). From *Table 4*, the standardized beta coefficients indicated that the contributions of each variable to the model while the t and p values showed the impact of the independent variables on the dependent variable. It can be inferred from these values that the construct unethical leadership had the highest impact on deviant behavior (the dependent variable). The large t-value ($t = 7.956$) and corresponding low p-value ($p < 0.01$) supports the result for unethical leadership which had the highest beta coefficient (both standardized and unstandardized, β=0.415 and 0.432), respectively. Conversely, there is a minimum beta value for perception of organizational justice with a p-value of less than the critical value, which shows the effect of organizational justice is relatively weak, compared to unethical leadership and organizational politics.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.506[a]	.256	.253	.72313

a. Predictors: (Constant), POP

Table 6: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.028	1	47.028	89.934	.000[b]
	Residual	136.482	261	.523		
	Total	183.511	262			

a. Dependent Variable: DB
b. Predictors: (Constant), POP

Tables *5* and *6* present the results from the regressions carried out using perception of politics alone to predict followers' deviance. This was done to determine the independent effect of perception of organizational politics on followers' deviance. From *Table 4*, it can be seen that the R-square value for the model showed that 25.6% of the variance in followers' deviance can be predicted from the perception of organizational politics as a result of unethical leadership behavior. *Table 5* gives the ANOVA test on the general significance of the model. As *p* is less than 0.05, the model is significant.

Thus, perception of politics significantly mediates the relationship between unethical leadership behavior and followers' deviance (F = 89.934; $p < 0.05$).

Table 7: **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.271[a]	.073	.070	.80721

a. Predictors: (Constant), POIJ

Table 8: **ANOVA[a]**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.445	1	13.445	20.634	.000[b]
	Residual	170.066	261	.652		
	Total	183.511	262			

a. Dependent Variable: DB
b. Predictors: (Constant), POIJ

Tables *7* and *8* present the results from the regressions carried out using perception of injustice as a mediating variable between unethical leadership behavior and followers' deviant behavior. This was done to determine the mediating role of perception of organizational injustice between unethical leadership behavior and followers' deviance. From *Table 6*, it can be drawn that the R-square value for the model showed that 7.3% of the variance in followers' deviance can be predicted from the perception of organizational injustice as a result of unethical leadership behavior. *Table 7* gives the ANOVA test on the general significance of the model. As *p* is less than 0.05, the model is significant. Thus, perception of injustice mediates the relationship between unethical leadership behavior and followers' deviance (F = 20.634; $p < 0.05$). The results of regression analysis showed that deviant behavior is individually and co-jointly predicted by unethical leadership behavior (β = 0.415, $p < 0.01$) perceived organizational politics (β = 0.289, $P < 0.01$), and organizational injustice (β = 0.187, $P < 0.01$). These variables together explain *42.3%* of the variance in deviant behavior. Hence, Hypotheses 1 and 3 have been supported.

Table 9: **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472[a]	.222	.216	.70278

a. Predictors: (Constant), UELS, POIJ

Table 10: **ANOVA**[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.714	2	18.357	37.168	.000[b]
	Residual	128.412	260	.494		
	Total	165.126	262			

a. Dependent Variable: POP
b. Predictors: (Constant), UELS, POIJ

Table 11: **Coefficients**[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.222	.238		5.126	.000
	POIJ	.228	.059	.212	3.876	.000
	UELS	.407	.054	.412	7.533	.000

a. Dependent Variable: POP

The regression results also showed that perception of organizational politics is jointly affected by unethical leadership behavior and perception of injustice. *Tables 9*, *10,* and *11* present the results from the regressions carried out using unethical leadership and perception of injustice, as predictor variables between followers' perception of politics. This was done to determine the best combination of unethical leadership and perception of injustice to predict perception of politics. From *Table 9*, it can be deducted that the R-square value for the model showed that 22.2% of the variance in followers' perception of politics is from the perception of organizational injustice and unethical leadership behavior. *Table 10* gives the ANOVA test on the general significance of the model. As p is less than 0.05, the model is significant. Thus, perception of injustice and unethical leadership behavior positively affects followers' perception of politics (F = 37.168; p < 0.05). Considering *Table 11*, the regression result shows that perception of politics is individually and co-jointly predicted by unethical leadership behavior (β = 0.412, p < 0.01) and perception of organizational injustice (β = 0.212, P < 0.01). These variables together explain *22.2%* of the variance in organizational politics. Hence, Hypotheses 4, a and b were supported.

Conclusions

Most of the findings of this study were in line with previous empirical studies. The result of the study confirmed that unethical leadership has a significant effect on followers' workplace deviance mediated by perception of organizational politics and injustice (Kacmar, Andrews, Harris, & Tepper, 2013; Wang et al., 2012). Results also revealed that the variable unethical leadership plays the most important role, followed by perception of politics and perception of injustice in predicting followers' deviance. Further the result indicated that perception of politics is jointly predicted by unethical leadership and perception of injustice in organizations.

Limitations and Future Research Implications

The results of this study will have important implications and is believed to be helpful for understanding the effects of unethical leadership in developing countries like Ethiopia.

Although this study has interesting results, it is necessary to bear in mind its limitations related to its sample size. Although we hold fast that this study provides impactful findings, we still believe that it can be further extended to include more variables from different theories and models as well as additional social issues. Moreover, it can be extended to greater sample sizes than considered in this study so that conclusions can be made at the macro level.

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