

Ethical Leadership Role in Job Embeddedness and Job Involvement

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Abstract—The aim of this article is to verify the relationship between ethical leadership (EL) and job embeddedness (JE) and job involvement (JI) in charity organizations in Erbil province, Iraq. Also, identifying the role of Ethical Leadership in enhancing job embeddedness and job involvement. The data were collected by questionnaire distributed to 320 staff working at charity organizations in Erbil, Iraq. The data were analyzed by IBM-SPSS 26 to test the hypothesis of the study. The outcome of this research showed a positive relationship between EL, JE, and JI. Furthermore, EL has positive effect on JE. The implication of the study points to the essential role of EL in changing employees' attitudes positively toward JI and satisfaction.

Keywords—Ethical leadership, Job embeddedness, Job involvement, Charity organizations, Leadership.

I. INTRODUCTION

Nowadays, organizations are in an exceedingly competitive environment with globalization. They are attempting to proceed their exercises and accomplishing their aims in this competitive environment. Leadership for the most part includes making choices about others; the choice and to take care of everyone's advantage in practices and organizational needs, benefit the person, as well as the organization within the determination of clashes to oversee; evenhanded dissemination of assignments; the recognition of the labor of the workers; and all to approach workers similarly and unbiasedly. Ethical standards have an enormous part in these points.

Job embeddedness (JE) initially created as a develop to move forward and to depict why individuals remain with a firm, it uses three components that are considered from both inside and outside point of view to depict people's contacts to their organizations and roles (Akgemci et al., 2017).

Work involvement could be a clear conviction of the present work and tends to be a work of how much the work can fulfill one's current needs. Job involvement (JI) was found to be related to employees' work behavior as well as being an indicator of job-related results such as turnover intention, organizational commitment and moral behavior, mental ownership for ownership and performance, lower part of struggle and part uncertainty, and an employee's status to alter (Karan and Rahman, 2014; Al-Salami and Abdalla, 2022).

At this point, expanding the work involvement and work embeddedness of workers has ended up a necessity for them to secure and keep up their existence of workers. The importance of this article is to identify the Ethic that helps the employee to be embedded and involved with their jobs very well which is provided by ethical leadership (EL).

II. LITERATURE REVIEW

A. EL

EL is the most fitting leadership approach to empower workers to engage sincerely with their work. Ethical leaders have truthfulness, sympathy, judgment, and can impact workers by practicing normatively fitting behavior (Bhatti et al., 2020). Leaders are individuals that have intelligence, vitality, and determination (Attar et al., 2019). EL is defined as demonstrating of a normal individual behavioral fit by actions and interpersonal connections, and the promotion of such conduct to followers by face-to-face communication (Hamoudah et al., 2021).

Qing et al. (2020) recognized that EL definitely promote the employee's moral deeds among subordinates, which offer an ethical path, accurately present moral guidelines, and demonstrate a sense of accountability toward immoral actions. Thus, an ethical leader can be considered as a "moral person" by his/her adherents and as a "moral manager," in that his/her

ethical quality impacts workers to the degree that they can be engaged in positive work behaviors (Sabir, 2021).

In general, an ethical leader will be understood from two viewpoints: A moral director and a moral individual. As a moral individual, a moral leader is genuine, reliable, ethical, caring and justiciable, and exercises these qualities in his every day work and life (Wen et al., 2021). An EL provides an ethical environment where employees likely to feel devoted. Employees have a tendency to adopt the policies created by moral leaders, thus, raise work embeddedness. Work embeddedness increases within employees as the main antecedent for work execution (Ferreira, 2017). These results include business performance such as sales growth, profitability, and market share (Massoudi and Fatah, 2021).

B. JE

JE is the communicating of an employee with another one, the fit with the organization and community, and how much one would need to quit to change jobs (Ali et al., 2022). JE can be a develop created to show why individuals remain in their employments (Clinton et al., 2012). It seems that job involvement has a great impact on workers' maintenance and work execution (Akgemci et al., 2017; Ferreira, 2017).

JE refers to non-stop maintenance without taking off the organization and, hence, may closely interface the workers with the organization and their obligations. Within the literature, JE is characterized as a web. In other words, workers are associated in systems to related organizations, other workers, groups, and situations, and such associations may constrain turnover (Yu et al., 2020) and how much one may be a develop created to clarify why individuals characterized as a casual or formal associations within an institution and an individual or other individuals. Fit is characterized as an employee's seen com consolation or portability with an organization and with her or his environment. Sacrifice captures the seen cost of fabric or mental benefits which can be relinquished by giving out a work. For example, taking off an organization infers individual misfortunes like giving up colleagues, curiously ventures, or advantages (Mitchell et al., 2001).

C. JI

JI is the level of distinguishing a representative with his or her work, effectively taking an interest in his or her work, and considers his execution in his or her work to be more basic for his good (Kusmaningtyas, 2021). The work environment includes the signs of struggle, variety of assignments, monetary rewards, and connections with colleagues and interest. In this regard, work support is an indicator of work inclusion (Al-Baysir et al., 2020). According to Massoudi (2019), involvement enable workers to perform the process in a manner that allows them to reduce the number of errors when they realize how to do their job.

Fernández-Salinero et al. (2020) have expressed that JI is related with person development in an organization as Mugiono et al., 2020, said that JI or work involvement can

moreover influence work push. JI in worker characterized as a mental recognizable proof with the current work.

In general, JI means the degree of employee's engagement on his or her work. The level of JI can be decided by a person's needs, work morals, values, organizational environment, and the work nature. Workers with low work abilities may feel not connected due to their perception on their work and their ideas almost their esteem in the within the organization, or they could not sense the connection between their work and what they need to be in life (Gopinath, 2020). In expansion, having an included workforce is recognized as a critical advantage to the victory of a company, since keeping up worker association contributes to expanded efficiency and lower turnover rates (Yuspahrudin et al., 2020).

D. Model and Hypotheses Development

The model created for the variables specified in the theoretical part of the research, the influence of EL on JE and JI, it is expressed in Fig. 1. Below

E. EL and JE

Numerous previous studies have confirmed affirmative connection between EL and JE in various procedures (Lee and Huang, 2019). A practical investigation of Egyption 5-star hotel employees exposed that EL endorses JE (Elsaied, 2020). Additional study on Turkesh flight attendants specified EL as an indicator of JE (Ilkhanizadeh and Karatepe, 2018). Similarly, Linder (2019) concluded that the act of JE by the organization can lead to satisfaction. From the above discussion, the researchers postulate the following hypothesis:

H₁: EL has a significant effect on JE.

F. EL and JI

Less attention has been paid to fostering JI by leaders (Bakker et al., 2011). Few studies concluded that leaders may impact employees' involvement by demonstrating constructive working behaviors. Christian et al. (2011) contended that transformational leadership has positive impact of JI. Moreover, prior studies indicated that EL can improve employees' well-being (Chughtai et al., 2015; Donaldson-Feilder et al., 2013).

Other studies have recommended that ethical style of leadership must combine both transformational and transactional leadership styles to better involve employees (Dadhich and Bhal 2008). Treviño et al. (2003) indicated that EL applies both transformational and transactional leadership styles to impact employees' performance. Consequently, EL's may adopt JI reduce stress and presser faced by employees.

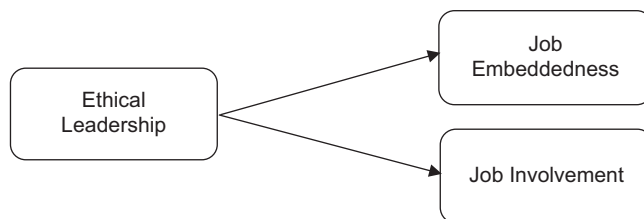


Fig. 1: Research model.

From the above discussion, the researchers postulate the following hypothesis:

H₂: EL has a significant effect on JI.

III. RESEARCH METHODOLOGY

The article was carried in Erbil's charity organizations; the data were collected by a survey questionnaire. The questionnaire was divided into four sections: The first section describes demographics, such as gender, age, marital status, education, and experience. In the second section EL statements were implied. EL indicators were adapted from Langlois et al. (2013). The third section was used to measure JE, a seven-item indicators adapted from Crossley et al. (2007). The fourth section with five indicators describe JI, the indicators were adapted from Kanungo (1982).

According to Jami and Agha (2022), there are more than 170 international charity organizations registered in Kurdistan Region of Iraq. The researchers contacted 55 of them through online Kobo programs. The sample of the study was 350 forms distributed in charity and non-governmental organizations located in Erbil, Iraq. The researchers received 320 valid responses.

A five-point Likert scale was applied, where one indicates strongly disagree and five indicate strongly agree. IBM-SPSS 26 was used to analyze the data. For reliability, the researchers used Cronbach Alpha, frequency to measure demographic. Also, a descriptive statistic was used including the mean and standard deviation. In addition to Pearson Correlation to measure the relationship between variables. And finally, a simple regression analysis was used to measure the effect of the independent variable on the dependent variables.

IV. DISCUSSION AND RESULTS

Demographic data of the charity organizations participants in the research are given in Table I. The below table shows the number of participants regarding the demographic questions, the total number of participants are 320 persons from Erbil's charity organizations. One hundred and seventy-one people of them are male and 149 are female, from marital status, 133 persons are married and 187 of them are single.

More than 35% of those surveys conducted were between 25 and 29 years old, as shown in Table I because this age group is a real example of the labor force in Kurdistan. The work experience of the participants varied but more than 38% of them have (3–5 years) experience.

The last part in the demographic questions is education, the majority of the participants (58.1%) hold a University/Bachelor degree, (25%) hold and institutional and high school diploma, A (13.8%) hold a master degree, and 1.6% hold a PhD.

A. Reliability Analysis, Means and Standard Deviations

Reliability is an important test that helps the researcher to reach the consistency of the questionnaire or a test the scale used to reflect the problem of the study (Jami, 2018).

The Cronbach Alpha (α) coefficients is utilized to measure the reliability. Table II shows the result of alpha, standard deviations, and mean of EL, JI, and JE. Table II shows that the Cronbach's alpha value for all factors are >0.75 , which is considered good, the variables in this study show a high degree of consistency.

B. Correlation

Pearson correlation coefficient also utilized to determine the type of relationship that exists between study variables. According to Table III, the variables of the study relationship between them is shown, there is a statistically significant

TABLE I
DEMOGRAPHIC INFORMATION

Demographic	Frequency	Percentage
Gender		
Male	171	53.4
Female	149	46.6
Marital state		
Married	133	41.6
Single	187	58.4
Ages		
Under 20	8	2.5
Between 20 and 24	61	19.1
Between 25 and 29	112	35.0
Between 30 and 34	84	26.3
Between 35 and 39	47	14.7
More than 39	8	2.5
Work experience		
<1	9	2.8
1–2 years	79	24.7
3–5 years	122	38.1
6–10 years	78	24.4
11–15 years	27	8.4
16–20 years	3	0.9
More than 20	2	0.6
Education		
Primary	3	0.9
High school	28	8.8
Institute	54	16.9
University/Bachelor	186	58.1
Master	44	13.8
PhD	5	1.6
Total	320	100

TABLE II
RELIABILITY ANALYSIS

Scales	Number of questions	Cronbach's alpha	Means	SD
Ethical leadership	21	0.869	4.42	0.46
Job embeddedness	7	0.778	4.21	0.82
Job involvement	10	0.817	4.34	0.49

TABLE III
CORRELATION ANALYSIS BETWEEN EL, JE, AND JI

Scales	EL	JE	JI
Ethical leadership	1		
Job embeddedness	0.709**	1	
Job involvement	0.406**	0.369**	1

**Correlation is significant at the 0.01 level (2-tailed)

TABLE IV
SIMPLE REGRESSION ANALYSIS BETWEEN EL AND JE

Independent variable	R ²	Adjusted R ²	B	Standard error	Beta	t	Sig.
Constant			0.977	0.189		5.180	0.000
Ethical leadership	0.503	0.501	0.761	0.042	0.709	17.936	0.000

Dependent Variable: Job embeddedness * $P < 0.01$

TABLE V
SIMPLE REGRESSION ANALYSIS BETWEEN EL AND JI

Independent variable	R ²	Adjusted R ²	B	Standard Error	Beta	t	Sig.
Constant			0.930	0.106		4.521	0.002
Ethical leadership	0.165	0.162	0.722	0.091	0.406	7.918	0.000

Dependent variable: Job involvement * $P < 0.01$

difference between EL, JE, and moderately positive relationship ($r: 0.709^{**}$, $P < 0.01$). Furthermore, there is a statistically significant difference between EL and JI and moderately positive relationship ($r: 0.406^{**}$, $P < 0.01$). Furthermore, there is a statistically significant between JE, JI, and moderately positive relationship ($r: 0.369^{**}$, $P < 0.01$).

C. Regression

The coefficient of determination method is used in statistical analysis to forecast and explain the future outcomes of a model. This method is known as R^2 . In addition, this method serves as a guideline for determining the model's accuracy. It denotes the degree of variance present in a given data set. The coefficient of determination is equal to the square of the correlation coefficient (r), and so ranges between 0 and 1.

All variables have a coefficient of determination between 0 and 1, as shown in Table IV, indicating how predictable the independent variable is $R^2 = 0.503$, this shows that EL accounts for (50.3%) of the variation in the JE predicted by the EL. The same concept shown in Table V, $R^2 = 0.165$ indicating that (EL) accounts for (16.5%) of the variation in the JI, while the coefficient of determination for the JE is ≈ 0.138 or 13.8% of the variance in the JI (DV), as shown in Table IV.

The coefficients Table IV contain the results of the t-test for model coefficients, as well as the estimated values for the coefficients $B_0 = 0.997$ and $B_1 = 0.761$ in column B (Beta), where Beta indicates that increasing EL Factor by one unit increases JE by (0.761) units.

In addition, $t = 17.936$ is significant at ($P < 0.01$). This result indicated that the total effect between EL and JE is significant, implying that hypothesis 1 is **accepted**, that's mean EL factor has a positive effect on JE.

The coefficients Table V contains the results of the t-test for model coefficients, $t = 7.918$ is significant at ($P < 0.01$). This result indicated that the total effect between EL and JI (DV) is significant, implying that hypothesis 2 is **accepted**, that's mean EL factor has a positive effect on JI.

V. CONCLUSIONS

In our rapidly changing and complex world, the opportunities and new ways of doing business offered by affects economic

units and leadership for how should treat with their member of the workplace. Changing in business needs new technique for having and staying the fit employee which be done by EL in the other hand EL will effect on the employee to be embedded and involved in the workplace.

The study objective is to recognize the influence of EL on the JI and JE in the charity organizations in Erbil in Iraq.

The results demonstrated that there is a positive influence of EL on LE and JI, correlation analysis proved that there is a significant relationship between EL and JE ($r: 0.709$). As well as a significant relationship between EL and JI ($r: 0.406$).

The regression analysis is tested for choosing the effectiveness of EL as an independent variable and both JI and JE as dependent variables, according to the results of the regression analysis, $R^2 = 0.503$ show that JE can be impacted by the EL at a rate of (50.3%). Moreover, $R^2 = 0.165$ shows that JI can be partially affected by EL a rate of (16.5%). Based on the finding, the study consequences the two hypotheses (H1 and H2) are accepted.

In most charity organizations, there is a gap of JE and JI. For filling this gap, the organizations get benefit from EL for overcoming this problem.

Engaging with a job completely it helps a company to enhance its success if the employees embedded and involved well with the organization it means the company reaches to this point with the help of an EL. For future study, the article prefers that using more types of leadership should be combined with JE and JI because leader is needed for applying the intention to the employee and the society.

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