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The role of ethical leadership on employee performance in Guilan University of medical sciences

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Abstract

The aim of this research is to investigate the role of ethical leadership on employee's performance in Rasht University of Medical Sciences. The research method in this study is descriptive - correlation and based on the objective, it is an applied research. The statistical population of this research consisted of all employees of the University of Medical Sciences in the city of Rasht, which the number of sample size was determined 337 employees by the available non-probability sampling method. In order to collect data standard questionnaire was used, and finally 349 questionnaires were analyzed. In the inferential statistics, the Kolmogorov-Smirnov test was used to investigate the normality of data distribution. With regard to the normality of data distribution, in order to investigate the hypotheses, the parametric tests of Pearson correlation and hierarchical regression in SPSS software were used. In order to test the fitness of research model and investigating all relationships, the structural equation modeling in LISREL software was used. The research results showed that the role of ethical leadership in the performance of employees is indirectly significant and all hypotheses were confirmed.

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1. Introduction

Nowadays, performance and productivity have found such a standpoint which is seemed to be effective on every aspect of life and has caused an increasing gap and distance between advanced countries and the third-world

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countries. In every organization the staff performance is regarded as one of the most important concepts. Therefore, one of the most significant challenges in every organization should be to improve and enhance the organizational and employees performances (Mousakhani, Alvani, Mirza'ee & Mohammadi, 2012). Of course, admitting this reality that the individual performance in administrative or industrial organizations of our country is a lot lower than the global standards makes it more salient to conduct a study regarding the subject of organizational and individual performances by the application of the results of which there is the hope to prevent from reduction in the performance in the form of low-level output, low profitability, product and service quality reduction, the increase in absenteeism and service desertion, unaccomplished objectives and finally the decrease in the productivity (Faghihi Farahmand, 2009). The organizations are in need of constant performance improvement to be able to survive and progress and the human resources are considered as their basic assets and they are presumed to be the origin of any sort of change and innovation in the organizations (Asgharpour, 2006). The rate the organization succeed to achieve their goals is in direct relationship with the staff performance, therefore, the employees standpoint and their performance is considered as critical for the organization. In line with this, if the staff performance is found to be faulty there is the possibility for the organization to be challenged and endangered (Mousakhani, Hamidi, & Najafi, 2010). Performing the organizational tasks and duties, corresponding to the predefined standards and criteria in such a way that the objectives actualization is made most probable, depends on variegated factors. The objectives clarity and understandability, availability of the facilities and tools, preparation of the favorable organizational conditions and atmosphere, the existence of a competent leader acceptable by the employees are but some of the necessary components for the instantiation of the optimum performance (Ghazanfari & Abedi, 2008).

The ministry of health has adopted five strategic plans including the staff performance management to boost the reformations procedure and they are based on three general principles which are responsibility, performance and accountability based on which the quality of the staff performance improvement should be elaborated and the determination of the staff salaries and wages proportionate to the work volume and customer satisfaction are the other related topics therein (Barati, Malaki, Golestani, & Imani, 2006). Guilan medical sciences university is one of the organizations which besides working in health and sanitation fields provides services regarding education and research to the entire units of the society such as university students, physicians, nurses and other health and treatment personnel and the other social classes, as well. The high organizational costs and securing such funding from the public sources which are going narrower and more limited on a daily basis has made the managers to focus on the organizational objectives actualization, to pay more attention to the constant improvement of the service and products qualities offered by the organization, also fulfilling citizens' satisfaction, being considerate of the management and evaluation and enhancement of the staff performance are among the other necessary issues to be considered. Walumbwa in a study performed by him in 2011 on a huge pharmacological company asserted that the ethical leadership influences the staff job performance positively through leader-member exchange (LMX), self-efficacy and organizational identity (Walumbwa, Mayer, Wang, Wang, & Workman, 2011). Ethical leadership is among the styles which are found to be effective on individuals' job performance and the assigned tasks and duties. The evidences obtained from various studies indicate that being committed to the ethical values is the characteristic of the highly efficient leaders. Such leaders encourage their employees to improve their performance, heighten their tendency to innovate and stimulate them to be creative and this is all done through the leaders' just and fair behaviors with their employees (Padash et al., 2010). In a definition based on social learning theory, Brown, Trevino, and Harrison (2005) state that specified ethical leadership as indicative of the proper normative behavior and conduct through interpersonal measures and relationships and the enhancement of such proper and normative conducts via bilateral relationships, enhancement of decision making in the employees by the superiors and managers (Brown et al, 2005). Guillen and Gonzalez (2001) state that the ethical leadership is to be characterized by honesty, determination, flexibility, truthfulness, trustworthiness, intellectuality and audacity and responsibility.

The importance of the job performance has made the researchers to conduct more studies regarding this theme (Shekarkan, Nisis, Noami, & Mehrabi Zadeh Honarmand, 2001). For most of the organizations the staff performance is the most critical determinative factor predicting the organizational accomplishment. Ferris (2008) state that the significance of the vocational performance as a key factor in productivity and an important and fundamental outcome for the organization is perfectly clear and vivid. And it is this importance that has turned the attention of industrial and organizational psychologists to such a variable as the most basic variable contributing to the organizational performance enhancement (Noami & Pirya'ee, 2010). One of the problems in the today's

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