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**ETHICAL LEADERSHIP AND EMPLOYEE JOB SATISFACTION:  
A CASE OF MANUFACTURING COMPANY IN KULIM KEDAH**

**By**

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**Doctor of Business Administration**



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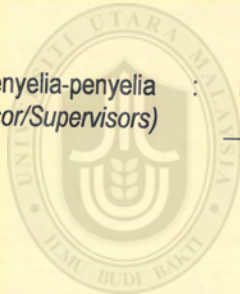
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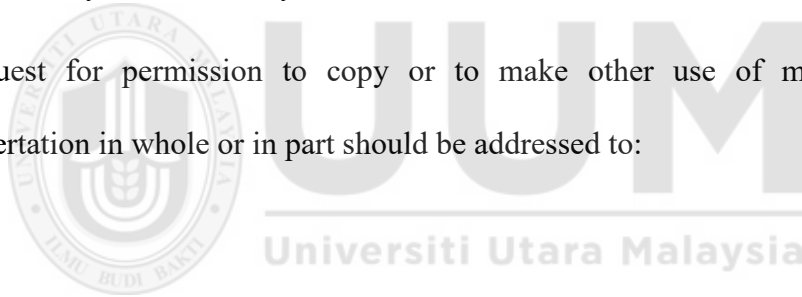
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## ABSTRACT

Employees' job satisfaction is important to organizations because it promotes organizational effectiveness and efficiency. Organizational restructuring and downsizing plans have affected the job satisfaction of employees in a manufacturing company in Kulim, Kedah, at which the employees felt unsecured and unhappy. The researcher advocates that ethical leadership behaviours would increase employees' job satisfaction. When employees see their ethical leaders as role models, higher levels of job satisfaction would be achieved. Therefore, drawing upon the Social Exchange Theory, this study examined the relationships between ethical leadership behaviours consisting of 7 behaviours (people-orientation, fairness, power-sharing, concern for sustainability, ethical guidance, role clarification and integrity) and employees' job satisfaction. The manufacturing company in Kulim, Kedah, was employed as the case of this study. A mixed-method approach consisting of a survey and semi-structured interviews was used. Data collection started with a questionnaire survey with 278 employees to capture their views on their leader's ethical leadership behaviours. Subsequently, semi-structured interviews with 10 former workers were conducted to give context to the quantitative findings. The results of the multiple regression analysis revealed that all seven constructs of the ethical leadership behaviours positively influenced employees' job satisfaction. These results were supported by the interview findings and revealed a greater understanding of the relationships. This study contributes to practice as it highlights the importance of ethical leadership in a manufacturing company-setting and its significance towards job satisfaction. The findings of this study offer a guideline to policy-makers such as Human Resource Department administrators, in developing ways to increase employee's job satisfaction. This study is novel as it provides insights into ethical leadership behaviours and employee job satisfaction, specifically in the case of a manufacturing company in Malaysia. This study also offers valuable insights for organizational leaders to enhance ethical leadership as well as suggestions for future research.

**Keywords:** Employee, Ethical Leadership, Job Satisfaction

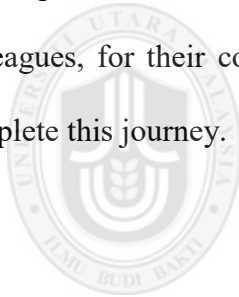
## ABSTRAK

Kepuasan kerja pekerja adalah penting kepada organisasi kerana ia menggalakkan keberkesanan dan kecekapan organisasi. Pelan penstrukturan semula organisasi dan pengecilan saiz telah menjejaskan kepuasan kerja pekerja di sebuah syarikat pembuatan di Kulim, Kedah, di mana pekerja berasa tidak terjamin dan tidak berpuas hati. Apabila pekerja melihat pemimpin beretika mereka sebagai contoh model, tahap kepuasan kerja yang lebih tinggi akan dicapai. Oleh itu, berdasarkan Teori Pertukaran Sosial, kajian ini mengkaji hubungan antara tingkah laku kepimpinan beretika yang terdiri daripada 7 tingkah laku (orientasi manusia, keadilan, perkongsian kuasa, keprihatinan terhadap kelestarian, bimbingan etika, penjelasan peranan dan integriti) dan kepuasan kerja pekerja. Syarikat pembuatan di Kulim, Kedah telah dipilih untuk kes kajian ini. Pendekatan kaedah campuran digunakan yang terdiri daripada tinjauan dan temu bual separa berstruktur. Pengumpulan data bermula dengan tinjauan soal selidik terhadap 278 pekerja untuk mendapatkan pandangan mereka tentang tingkah laku kepimpinan beretika pemimpin mereka. Selepas itu, temu bual separa berstruktur dengan 10 bekas pekerja syarikat tersebut telah dijalankan untuk menyumbang kepada penemuan kuantitatif. Keputusan analisis regresi berganda mendedahkan bahawa kesemua tujuh konstruk tingkah laku kepimpinan beretika secara positif mempengaruhi kepuasan kerja pekerja. Keputusan ini disokong oleh penemuan temu bual dan mendedahkan pemahaman yang lebih besar tentang perhubungan ini. Kajian ini menyumbang kepada amalan kerana ia menonjolkan kepentingan kepimpinan beretika dalam persekitaran syarikat pembuatan dan kepentingannya terhadap kepuasan kerja. Penemuan kajian ini menawarkan garis panduan kepada pembuat dasar seperti pentadbir Jabatan Sumber Manusia, dalam membangunkan cara untuk meningkatkan kepuasan kerja pekerja. Kajian ini adalah novel kerana ia memberikan pandangan tentang tingkah laku kepimpinan beretika dan kepuasan kerja pekerja khususnya dalam kes sebuah syarikat pembuatan di Malaysia. Kajian ini juga menawarkan pandangan yang berharga untuk pemimpin organisasi bagi meningkatkan kepimpinan beretika, serta cadangan untuk penyelidikan masa depan.

**Kata kunci:** Pekerja, Kepimpinan Etika, Kepuasan Kerja

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## DEDICATION

*To my late loving mother in Heaven, Madam S.Mariyaye*



## Table of Contents

<b>ABSTRACT .....</b>	<b>ii</b>
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.2 Problem Statement .....	3
1.3 Research Questions (RQ).....	7
1.4 Research Objectives (RO).....	8
1.5 Significance of the Study .....	8
1.5.1 Practical Significance .....	8
1.5.2 Knowledge Significance .....	9
1.6 Scope of the Study .....	10
1.7 Definition of Key Terms .....	12
1.8 Organization of the Dissertation .....	14
1.9 Chapter Summary.....	14
<b>CHAPTER TWO.....</b>	<b>15</b>
<b>LITERATURE REVIEW.....</b>	<b>15</b>
2.0 Chapter Introduction .....	15
2.1 Job Satisfaction .....	15
2.2 Ethical Leadership.....	21
2.2.1 An Overview of Leadership Theories.....	27
2.2.1.1 Great Man Theory.....	27
2.2.1.2 Trait Theory .....	27
2.2.1.3 Behavioural theories .....	28
2.2.1.4 Contingency theories .....	28
2.2.1.5 Influence theories.....	29
2.2.1.6 Relational theories .....	29
2.2.2 An Overview of Leadership Models.....	29
2.2.2.1 Transformational Leadership.....	30
2.2.2.2 Servant Leadership .....	31
2.2.2.3 Authentic Leadership.....	31
2.2.2.4 Ethical Leadership as the Chosen Model.....	32
2.3 Relationship between Ethical Leadership and Job Satisfaction.....	33
2.4 Development of Hypotheses .....	36

2.4.1 Fairness and Job Satisfaction .....	36
2.4.2 Power Sharing and Job Satisfaction.....	37
2.4.3 Role Clarification and Job Satisfaction .....	39
2.4.4 People Orientation and Job Satisfaction .....	41
2.4.5 Integrity and Job Satisfaction .....	42
2.4.6 Ethical Guidance and Job Satisfaction.....	44
2.4.7 Concern for Sustainability and Job Satisfaction .....	45
2.5 Underpinning Theory .....	48
2.6 Research Gaps .....	52
2.7 Research Framework.....	53
2.8 Chapter Summary.....	55
<b>CHAPTER THREE .....</b>	<b>56</b>
<b>METHODOLOGY .....</b>	<b>56</b>
3.0 Chapter Introduction .....	56
3.1 Research Design.....	56
3.2 Research Methods .....	57
3.2.1 Quantitative Research Method.....	57
3.2.2 Qualitative Research Method.....	57
3.2.3 Data Triangulation .....	58
3.3 The Chosen Methodology .....	59
3.3.1 Quantitative Research Approach .....	60
3.3.2 The Use of Qualitative Research .....	60
3.4 Data Collection Methods.....	61
3.4.1 Questionnaire .....	62
3.4.1.1 Survey .....	62
3.4.1.2 The Use of Self-administered Questionnaire.....	63
3.4.1.3 Questionnaire Design.....	64
3.4.1.4 The Questionnaire Content .....	64
3.4.1.5 Unit of Analysis .....	67
3.4.1.6 The Target Population and the Sampling .....	67
3.4.1.7 Distribution of Questionnaire .....	68
3.4.1.8 Pilot Test.....	69
3.4.1.9 Reliability and Validity of the Instrument.....	70
3.4.2 Interview .....	74

3.4.2.1	Types of Interviews .....	75
3.4.2.2	Using semi-structured interviews in this study.....	76
3.4.2.3	Sampling Size for the Interviews.....	76
3.4.2.4	Conducting the Interview .....	77
3.4.2.5	Reliability and Validity of Qualitative Data.....	77
3.5	Data Analysis .....	78
3.5.1	Quantitative Data Analysis .....	78
3.5.2	Qualitative Data Analysis .....	78
3.6	Chapter Summary.....	79
	<b>CHAPTER FOUR .....</b>	<b>80</b>
	<b>RESULTS AND DISCUSSIONS .....</b>	<b>80</b>
4.0	Chapter Introduction .....	80
4.1	Response Rate for Quantitative Data Analysis .....	80
4.2	Respondents' Profile for Quantitative Data Analysis .....	81
4.3	Data Screening .....	84
4.4	Accuracy of Data Entry.....	84
4.5	Missing Values in SPSS.....	85
4.6	Outliers.....	85
4.7	Descriptive Analysis of Variables.....	86
4.8	Normality .....	86
4.9	Multicollinearity Test.....	87
4.10	Factor Analysis for Quantitative Data.....	87
4.10.1	Kaiser Meyer Olkin (KMO) and Bartlett's Sphericity Test .....	88
4.10.2	Communalities .....	89
4.11	Reliability Analysis.....	89
4.12	Correlation Analysis.....	91
4.12.1	Pearson Correlation Matrix.....	91
4.12.2	Assessment of R <sup>2</sup> .....	92
4.12.3	Analysis of Variance (ANOVA).....	93
4.13	Multiple Linear Regression.....	94
4.14	Summary of the Quantitative Findings .....	96
4.15	Qualitative Data Analysis .....	97
4.15.1	Analysis of the Interview Data .....	97
4.15.2	Description of the Interview Results .....	100
4.16	Theme 1 - Leadership Style .....	102

4.17 Theme 2 - Employee's Perception .....	102
4.18 Theme 3 - Leaders' Behaviours and Ethical Values .....	105
4.18.1 Integrity .....	106
4.18.2 Ethical Guidance .....	108
4.18.3 Fairness .....	109
4.18.4 People Orientation .....	109
4.18.5 Concern for Sustainability .....	110
4.18.6 Role Clarification .....	111
4.18.7 Power Sharing .....	112
4.19 Theme 4 - The Role of Leaders.....	112
4.20 Chapter Summary.....	113
<b>CHAPTER FIVE .....</b>	<b>115</b>
<b>CONCLUSION AND RECOMMENDATION.....</b>	<b>115</b>
5.0 Chapter Introduction .....	115
5.1 Findings.....	115
5.1.1 Relationship between Fairness and Job Satisfaction .....	115
5.1.2 Relationship between Power Sharing and Job Satisfaction .....	116
5.1.3 Relationship between Role Clarification and Job Satisfaction.....	117
5.1.4 Relationship between People Orientation and Job Satisfaction.....	118
5.1.5 Relationship between Integrity and Job Satisfaction .....	119
5.1.6 Relationship between Ethical Guidance and Job Satisfaction .....	121
5.1.7 Relationship between Concern for Sustainability and Job Satisfaction	122
5.2 Discussions.....	123
5.2.1 Discussions for Research Question One .....	123
5.2.2 Discussions for Research Question Two .....	125
5.3 Implications.....	126
5.3.1 Practical Implications .....	126
5.3.2 Knowledge Implications .....	127
5.4 Limitations .....	128
5.5 Recommendations for Future Studies .....	129
5.6 Conclusion .....	130
<b>REFERENCES .....</b>	<b>132</b>
<b>APPENDICES .....</b>	<b>176</b>

## LIST OF TABLES

<b>Title of Tables</b>	<b>Page</b>
Table 2.2 Summary of Hypothesis	48
Table 3.1 Relationship between research questions, research objectives, methods and process	62
Table 3.2 Table for determining the sample size of a known population	68
Table 3.3 Scale type used, pilot test reliability, and source of scale	71
Table 3.4 Factor Analysis Based on Pilot Test	72
Table 4.1 Response Rate	81
Table 4.2 Demographic Profile of Respondents	83
Table 4.3 Descriptive Statistics of Variables	86
Table 4.4 KMO and Bartlett's Test of Sphericity	88
Table 4.5 Communalities	89
Table 4.6 Reliability Statistics (Cronbach Alpha)	90
Table 4.7 Pearson Correlations Matrix	92
Table 4.8 Model Summary of R <sup>2</sup>	93
Table 4.9 Analysis of Variance (ANOVA)	94
Table 4.10 Coefficients	95
Table 4.11 Summary of the Quantitative Findings	96
Table 4.12 The list of respondents for interview (Former Workers)	100
Table 4.13 Issues discussed by the respondents (Former Workers)	101

## LIST OF FIGURES

<b>Title of Figures</b>		<b>Page</b>
Figure 2.1	Research Framework of the Study	54
Figure 4.1	The Emergent Themes	99



## LIST OF ABBREVIATIONS

CFS	Concern for Sustainability
DOSM	Department of Statistics Malaysia
EG	Ethical Guidance
ELB	Ethical Leadership Behaviours
F	Fairness
I	Integrity
JS	Job Satisfaction
PO	People Orientation
PS	Power Sharing
RC	Role Clarification
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

A common definition of job satisfaction is, “A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke et al., 1976). Job satisfaction is influenced by various factors, like the nature of work, quality of work, relationship with the immediate supervisor, compensation, benefits, job security, working culture and environment. Job satisfaction represents an individual’s willingness to perform his/her task with a positive attitude, resulting in a positive outcome (Karem et al., 2019).

Job satisfaction is a significant factor in any organization to drive its employees to deliver efficient results. Job satisfaction plays a critical role when it comes to the effectiveness and efficiency of any business. Employees are an organization’s leading resource. If employees are satisfied with their employment, they will produce outstanding outcomes that enable an organization to develop, grow and adapt to changing economic conditions. Therefore, a more knowledgeable and well-satisfied workforce is beneficial for an organization (Najimuddin & Abeyesundara, 2019).

Many believed the year 2020 will bring great changes and opportunities for future accomplishments. No one ever thought the Covid-19 outbreak would disrupt the world economy in the same year. Due to the measures taken by governments to control the pandemic, current global financial conditions are unstable and show a sharp decline in growth projections in many sectors, especially in the manufacturing sector, which in

turn, has impacted employee satisfaction (Senasi, 2020). For instance, the shift of an organization's focus on employees has become one of the key strategies in modern companies, because employees are essential for an organization's strategic initiatives toward better performance (Kim et al., 2020). Therefore, employees are regarded as an organization's most valuable asset. It's their abilities, knowledge, skills and experience that can't be replaced (Suresh & Reddy, 2020).

In addition, as the global market is becoming more challenging and unstable, many organizations have focused on their employees to overcome the challenges, gain a competitive advantage, and ensure the job satisfaction of their employees (Koppmann, 2021). It is believed that employee job satisfaction in both public and private sector organizations is becoming an emerging focus of academicians and practitioners. In the private sector, employee job satisfaction is increasingly important to the management and intrinsic to the employees (Audenaert et al., 2018).

Employee job satisfaction plays an important role in organizational performance, especially in the manufacturing sector (Nathan, 2020). Employee job satisfaction is the core concept within work and organizational psychology; hence, researchers have clarified and extended the satisfaction concept (Jamal & Anwar, 2021). For example, in many organizations, employee job satisfaction is related to a weak relationship between leader and employee. The importance of manufacturing in the economy of Malaysia and other countries is measured as the value added of manufacturing as, percent of gross domestic product (GDP). Manufacturing is part of the industrial sector of the economy (Ngu et al., 2020). Therefore, it is important to

understand this scenario in the manufacturing industry since it contributes significantly to Malaysia's gross domestic product (GDP). Furthermore, the evidence shows that up to 98% of manufacturing firms in Malaysia are small and medium-sized enterprises (SMEs), with strong export potential. According to the Department of Statistics Malaysia (DOSM), the value of manufacturing sales plunged 33% to RM75.8 billion in April 2020, compared to RM113.1 billion reported for the same month in 2019, as a result of the closure of business operations under the government-imposed Movement Control Order (MCO) due to Covid-19 (DOSM, 2020). The current study examines the relationships between ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, and employee job satisfaction in a manufacturing company.

## **1.2 Problem Statement**

The Malaysian economy has been steadily growing over the past years, by 4.3% in 2019 and 4.8% in 2018. However, the impact of the pandemic pushed the economy into negative territory, recording -6% growth in 2020 and has become worrisome for its employees (Rafli, 2020). Most organizations now accept that their endeavours to connect with workers can lead to competitive edge. It has been found that satisfied employee can turn into a loyal employee, and this results in a better corporate culture, a more cohesive community and thus better corporate performance, productivity and increased competitiveness (Gorgenyi et al., 2021).

Satisfied employees, for instance, feel a bond with their organization, are pleased to work there and will find ways to accomplish its

objectives. Thus, satisfied employees are bound to stay with the organization (Khuwaja et al., 2020). In addition, it is contended that satisfied employees can contribute to, among other things, better job execution through dedication and commitment. For example, employees will devote their full attention to their jobs and strive to be as efficient as possible. In other words, their overall impact is reflected in organizational agility, improved efficiency, and ultimately, profitability and enhanced shareholder or stakeholder value (Turner, 2020).

The situation in the chosen manufacturing company with regards to its plans for downsizing, has led to fears and uncertainty in the minds of the existing workforce. In other words, reducing the labour force is likely to reduce the motivation level of employees in the organization and lead to employee dissatisfaction. If the employee feels he or she is part of an organization, he or she will work towards supporting the organization's vision and values (Barclay & Kang, 2019).

This study focuses on employee job satisfaction in a manufacturing company. The manufacturing industry is Malaysia's growth engine, but the entire manufacturing industry in Malaysia is currently experiencing turbulence due to Covid-19 pandemic (Hasanat et al., 2020). According to the Eleventh Malaysia Plan, Malaysia's economic development depends on performance, which appears to be a significant contributor, meaning that the road to productivity is not easy (Business & Research, 2018).

During the pandemic and MCO, considering lay-off of some employees has become one of the options to cope with decreasing profits due to negative growth; in this regard, the influence of leadership seems to be an

important factor toward maintaining employee satisfaction (Byza et al., 2019). In other words, organizations need to distinguish the role of leaders, specifically leaders who show empathy, and give help and encouragement to create a robust and industrious culture, in turn, strengthening employee job satisfaction (Kock et al., 2019).

Although efforts and actions have been taken to improve employee satisfaction, the situation appears not to have improved. For a business to sustain itself, organizations should consider employees as a more critical asset. Therefore, their job satisfaction should be given importance. Moreover, job satisfaction plays a vital role in employee performance, and satisfied employees are inclined to be more productive (Djastuti et al., 2019). This has not been easy for many organizations, especially in the manufacturing sector, which is undergoing constant technological changes and globalization (Rosdi et al., 2020). An exemplary leadership approach can positively influence the employees by boosting their morale (Hassan et al., 2021). Moreover, when they are transferred to other departments and there are changes to their working hours or when their overtime is cut due to less business for the company, their job satisfaction will decreased.

Leadership is not about providing a specific response in a particular situation. It is about authentically using natural leadership strengths to inspire and motivate others, and at the same time, to enhance their job satisfaction (Akkaya, 2020). Organizations need to adapt to changes in their internal and external environments and create new systems that allow them focus on new trends, identify improvements, and predict their potential impact on their management and manufacturing system. Besides, they try to

learn quickly how to implement changes to their standard operating procedures. A wide range of factors affects this procedure. To achieve this, organizations should be managed by leaders with good ethical behaviours (Gerpott et al., 2017). Ethical leadership composed of the combination of vision and values-based management, is the best approach. Therefore, the combination of integrity, ethical standards and fair treatment of employees is the cornerstone of ethical leadership (Brown et al., 2005).

Ethical leadership is an extension of transformation leadership model that offers a viable alternative to focus on needs and inclination towards the employees and this is the reason why it has been chosen for this study. In other words, through development and trust, ethical leaders empower their employees. In the same way, building trust can lead to strong organizational values; even during an organizational downturn or crisis, trust acts as a strong foundation in maintaining the employee-employer relationship. Therefore, it is believed that leadership is critical for the success of an organization by having a direct impact on the lives of its employees and an indirect impact on people connected to employees and served by the organization (Ahmed, 2018).

Essentially, an organization must have effective leadership to achieve its goals and encourage employees' accomplishments. Unfortunately, the manufacturing industry's growth has been hampered by inconsistency in leadership, as leaders lack the necessary leadership behaviours to guide the organization toward its desired goals. The extent of employee job satisfaction is firmly associated with the accomplishment of organizational goals. On the other hand, many leaders do not have adequate awareness and skills to foster

an ideal atmosphere and apply genuine leadership skills. In line with this, all organizations must raise leaders' awareness and train them properly to improve and manage their businesses efficiently (Mehrad & Fallahi, 2021).

Moreover, this indicates that during the organizational restructuring phase, ethical leadership can play the role of a catalyst toward making effective organizational changes. For organizations to survive in economic crises, talented and skilled employees are the top priority (Maheshwari et al., 2017). Under these circumstances, the leader's role in the organization is essential for determining and promoting employees' satisfaction. For example, if ethical leadership prioritizes employee needs and concerns, it will alleviate employee problems and result in greater job satisfaction (Asif et al., 2020).

The overall health and well-being of an organization can be deeply affected by ethical leadership. The leaders should foster an environment of collaboration and mutual respect, allowing individuals to grow and contribute to the organization's overall goals (Hendriks et al., 2020). In other words, this indicates the need to study, by investigating the effect of ethical leadership on employees' job satisfaction in the manufacturing company at Kulim, Kedah. Thus, the research further supports the literature on the influence of ethical leadership on employee job satisfaction.

### **1.3 Research Questions (RQ)**

The research questions addressed in this study are:

RQ1: Are there any significant relationships between ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people

orientation, integrity, ethical guidance and concern for sustainability, and employee job satisfaction?

RQ2: How can ethical leadership behaviours, consisting of fairness, power-sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, influence employee job satisfaction?

#### **1.4 Research Objectives (RO)**

The study's general objective is to investigate the impact of ethical leadership behaviours on employee job satisfaction.

Precisely, this study intends to:

RO1: To examine the relationships between ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, and employee job satisfaction.

RO2: To investigate how ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, influence employee job satisfaction.

#### **1.5 Significance of the Study**

##### **1.5.1 Practical Significance**

As employees' are vital for the organization's success, their increased job satisfaction will bring about higher retention, directly reducing the cost of selecting and hiring employees (Soenanta et al., 2020). As such, this study reveals how leaders' ethical behaviours could enhance and influence the job satisfaction of their employees. The achievement of the organization are the responsibility of the organization's leaders (Fleming, 2019). Since leadership

is a management activity, organizational goals are somewhat subject to the leaders' capacity to encourage employees to achieve those goals through enhanced implementation (Dinc, 2017).

The results of the study will be of considerable value to manufacturing companies in the following ways: (i) it will be helpful to the chosen manufacturing company's key stakeholders, such as the Chief Executive Officer (CEO) and administrators, in particular, to understand the type of leadership behaviour which can enhance job satisfaction of employees in the organization; (ii) it will benefit the organization's management in scheduling regular leadership seminars for new leaders to attain the company's mission and vision; (iii) it will also be helpful to all leaders in the areas of managing professionalism, in terms of leadership delivery in all departments under their supervision; (iv) it will also be helpful to the Heads of Department by providing them with information on the relationship between ethical leadership behaviours and job satisfaction of employees in the organization; (v) it will contribute knowledge on leadership, which will be helpful for future studies in a manufacturing organization; and (vi) it will benefit training providers in organizing seminars and workshops or related themes of ethical leadership behaviours to enhance employees' job satisfaction.

### **1.5.2 Knowledge Significance**

The findings of this study will provide knowledge and an understanding on the effect of ethical leadership behaviours on employee job satisfaction in a manufacturing company. This study can be considered very important as it contributes to the growing body of knowledge on employee job

satisfaction. In addition, it may serve as a guideline to assist future researchers who are trying to expand the research scope on ethical leadership behaviours and employee job satisfaction. It will also encourage the manufacturing company administrators to develop ethical leadership behaviours that can increase the employees' job satisfaction. Employee satisfaction is generally considered as the driver of employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and service delivery (Jamal Ali & Anwar, 2021).

This study could help the manufacturing company administrators, who could be trying to evaluate their leadership behaviours based on what was used in the past. It could help them decide which ethical leadership behaviour is more effective and the most important. This would assist them to be more efficient in leading this chosen manufacturing company in the future. They could try to implement ethical leadership behaviours which would help increase the employees' job satisfaction. Furthermore, the study adds to knowledge on the elements that influence employee job satisfaction. In terms of the method used in this study, the instrument can benefit postgraduate students interested in adapting it for their further studies.

## **1.6 Scope of the Study**

This study was conducted in a manufacturing company. It was chosen because they are the suppliers of specialized and advanced plastic components for the communications and telecommunications industry, and they offer various plastic moulded components and facilities to meet the industry's requirements in the northern region. The company

consists of approximately 1,000 employees, who support the entire operations of of moulding, silk-transmission, printing, spraying, operations and tempo-printing. Moreover, this manufacturing company has accomplished its crucial objective of becoming a leading supplier over the past years since it is equipped with very high-quality equipment, including rapid plastic infusion moulding equipment, robotic spray line, semi-computerized pad/screen printing machines, heat enlistment machines, and assembly plants.

A mixed-method approach was used consisting of a survey and semi-structured interviews. Data were collected from 278 employees using purposive sampling. This study used a quantitative research design, where the questionnaire was used as the primary instrument for data collection, adopted from previous studies. An appropriate time of three months was given to answer all the questions. All questionnaires were collected upon completion, with the assistance of the company representative. Qualitative research was conducted using interviews to test the validity through the convergence of information from different sources comprising 10 former workers of the company and analyzed using thematic analysis.

This study aims to comprehend and analyze the relationship between ethical leadership behaviours and employee job satisfaction in a manufacturing company. Generally, this study concentrated on analyzing independent variables of ethical leadership behaviours and the dependent variable of job satisfaction. More precisely, it highlights the relationship between seven independent variables, i.e., “Fairness, Power Sharing, Role Clarification, People Orientation, Integrity, Ethical Guidance and Concern for

Sustainability”, and the dependent variable, “Job Satisfaction.” The research used the Social Exchange Theory to measure and analyze the association between ethical leadership behaviours and employee job satisfaction. Furthermore, quantitative analysis was carried out using Statistical Package for the Social Sciences SPSS (Version 25) and thematic analysis was used for qualitative analysis.

### **1.7 Definition of Key Terms**

The following terms used in this research are defined below, and the clarification is intended to provide facts that will support to recognize these terms.

#### ***Ethical Leadership Behaviour***

Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown & Trevino, 2006).

#### ***Fairness***

Fairness is the degree to which the leader treats others with dignity and honesty, without favouritism (Kalshoven et al., 2011).

#### ***Power Sharing***

Power sharing is the extent to which the leader listens to the ideas and concerns of followers and gives them a say in decision-making (Kalshoven et al., 2011).

### ***Role Clarification***

Role clarification refers to transparency by leaders in clarifying performance goals and expectations for followers (Kalshoven et al., 2011).

### ***People Orientation***

People orientation is the extent to which leaders demonstrate genuine concern, respect, and support for their followers and ensure that their needs are met (Kalshoven et al., 2011).

### ***Integrity***

Integrity is the degree to which a leader aligns what is said with what is done, keeps promises, acts consistently and is trusted and believed by followers (Kalshoven et al., 2011).

### ***Ethical Guidance***

Ethical guidance is the extent to which the leader communicates with employees extensively about ethics, in terms of expectations, rules, and rewards (Kalshoven et al., 2011).

### ***Concern for Sustainability***

Refers to the degree to which a leader is concerned with the consequences for stakeholders and society (Kalshoven et al., 2011).

### ***Job Satisfaction***

Job satisfaction can be defined as a pleasurable or positive emotional state resulting from the employees' perception of their job experience (Locke et al., 1976).

## **1.8 Organization of the Dissertation**

Chapter 1 provides the study's context, problem statement, research questions, research objectives, significance and organization of the dissertation chapters.

Chapter 2 illustrates past studies with related literature on ethical leadership behaviours and job satisfaction and the variables relevant to the study as well as the theories. This chapter also presents the research framework and hypotheses, including underpinning theories.

Chapter 3 outlines the research design and research methodology.

Chapter 4 describes the outcomes of the research, followed by statistical analysis and interviews.

Chapter 5 includes findings, limitations, suggestions for future research and the conclusion.

## **1.9 Chapter Summary**

This chapter provides an overview of the research background, justification for the present study, aims and objectives. The current study investigated the relationship between ethical leadership behaviours and employees' job satisfaction in a manufacturing company.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Chapter Introduction

This chapter presents related literature on which the study is based and organized via dependent and independent variables, and their relationships. This chapter also discusses the underpinning theory, the research gaps, the framework based on variables, the hypothetical relationships, the research questions and the associated hypothesis for the independent and dependent variables.

#### 2.1 Job Satisfaction

The concept of job satisfaction has been defined in many ways. However, the most used definition of job satisfaction in organizational research is provided by Locke, who defined it as “A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke et al., 1976). The job satisfaction concept includes multidimensional psychological responses to one’s job, and such responses have cognitive (evaluative), affective (or emotional), and behavioural components (Kumar & Singh, 2019). This tripartite conceptualization of job satisfaction fits well with typical conceptualizations of social attitudes (Carlson et al., 2019). Employee job satisfaction has become an important factor in human resource development practice (Garg et al., 2018). Moreover, it has received significant attention from researchers in organizational behaviour over the last few decades (Jehanzeb & Mohanty, 2018).

Apart from that, job satisfaction has remained a subject of discussion among researchers and practitioners for many years and has been analyzed

from several viewpoints (Aeknarajindawat & Jermsittiparsert, 2020). Furthermore, job satisfaction refers to a pleasurable expressive state that results from assessing one's job, emotional response and approach towards one's job; it is seen as a critical measure of how employees sense their job (Chawla et al., 2017). It is also a predictor of individual work-related approaches and behaviours, and the organization's success can be attributed to the job satisfaction value for employees' mental and physical well-being (Mitonga-Monga et al., 2019).

Findings have revealed that job satisfaction can minimize staff absenteeism and enhance the work environment, performance, and efficiency. Besides, job satisfaction affects the usage of resources and is seen as a productive organizational behavioural construct (Mitonga-Monga et al., 2019). In addition, it can be said that job satisfaction is an individual's feeling of a right or optimistic emotive state derived from work enjoyment (Chin, 2018).

Based on the value-percept principle, employees appear satisfied when their work offers value items (Akbar & Karnati, 2017). The term, 'value', refers to those things that individuals intentionally or unintentionally want to seek or achieve (Park et al., 2018). The value-percept theory implies that employees measure job satisfaction based on a particular feature of the job, and these aspects are as follows: first, is the pay satisfaction that refers to the pay system, including whether it is as much as they deserve and sufficient for usual and luxurious products. The second one is promotion satisfaction related to how the company's promotion practices are interpreted and applied and whether they are fair. The third is the supervision satisfaction related to

the degree they perceive supervisors as knowledgeable, friendly, and decent communicators. Fourth is co-worker satisfaction that states that employees feel that their co-workers are clever, accountable, and supportive. Fifth is the satisfaction with work that refers to the employee's view of whether or not the company offers good working hours, conducive environment and consistent job prospects. These five aspects of job satisfaction have been focused on to date as a multidimensional concept (Chidi Ekpendu, 2019).

Research on job satisfaction has been carried out in manufacturing companies and has served as a tool for companies and employees to achieve ideal job satisfaction with the precise aim of enhancing the organization's growth and advancement (Minh et al., 2019). Companies should plan for an informative plan to work their way towards achieving the anticipated objectives. This learning process may result in work performance or effort, absenteeism of employees, and employee turnover (Kucharska & Bedford, 2019). Job satisfaction pride is sensed by individuals who make the most of their jobs and do them well (Sardar & Nikolychuk, 2017).

Employees with higher job satisfaction are more committed, dedicated and productive and tend to stay longer in the organization (Abdirahman et al., 2020). Moreover, improved job satisfaction contributes to the overall success of an organization (Meng & Berger, 2019). On the other hand, organizational success depends on its employees' satisfaction (Iqbal et al., 2017), and for employees to participate in organizational programs, they have to be satisfied with their jobs first (Rayton et al., 2019). Thus, increasing the employees' job satisfaction is an essential responsibility of the leaders because employee

satisfaction has a ripple effect on the quality of outputs, productivity, loyalty and confidence (Bol et al., 2019).

Studies regarding job satisfaction have suggested some common theories related to job satisfaction, namely the affect theory, two-factor theory (Motivator-Hygiene Theory), dispositional theory and job characteristics model. Among these theories, the most widely-known is the affect theory. This theory explains the gap between what one expects in his/her job and what one gets from that job. The smaller the gap the more the individuals are satisfied with their job.

The dispositional theory states that one's personality determines his/her job satisfaction level. The two-factor theory points out that motivational and hygiene factors influence the employees' job satisfaction. For example, job promotions, bonuses, and public recognition are the major motivational factors that contribute to employees' job satisfaction. Company policies, remuneration, management supervision and interpersonal relationships are classified under the hygiene factors. These factors not only motivate employees but also can increase satisfaction if managed properly (Yadav, 2019).

Employees' job satisfaction does not only depend on monetary appreciation but is also mainly influenced by social interaction in the work environment (Wang, 2018). Working conditions, identification with the company, communication, evaluation by superiors, motivation, staff development and interpersonal relationships are among other factors that influence employee job satisfaction (Jamal & Anwar, 2021). Moreover, it is essential for manufacturing companies to implement responsible labour

practices as the practices will improve the company image when operating in a challenging environment (Myroshnychenko et al., 2019).

Apart from the two-factor theory, one of the most used job satisfaction theories is the Job Characteristics Model. According to this model, five job features can affect a person. Among these, three features, i.e., skill variety, task identity, and task significance can affect an employee's perception of his/her job. The fourth characteristic is autonomy, which describes an employee's feelings of responsibility and independence. The last factor is evaluation, which explains how well an employee completes his/her tasks. Most of the arguments regarding job satisfaction theory start with Maslow's Theory of Hierarchy of Needs (1943). Maslow's Theory outlines five levels of needs in terms of physiological, safety, belongingness, esteem and self-actualization. Abraham Maslow proposed that individuals are motivated to fulfil their lowest level of needs first before achieving a higher level of needs on the hierarchy. The theory of hierarchy of needs is considered as a foundation for the job satisfaction theory and guides researchers who want to investigate job satisfaction issues among employees (Maslow, 1943).

Job satisfaction is a multifaceted concept that involves various dimensions of one's emotions and attitudes towards one's work and the expression of those sentiments. Employee job satisfaction proposes that satisfaction at work consists of two main dimensions-intrinsic satisfaction and extrinsic satisfaction (Hirschfeld, 2000). The Minnesota Satisfaction Questionnaire (MSQ) is predominantly utilized in studies on job satisfaction because it can measure the attitudes of employees towards intrinsic

satisfaction with various factors, such as a work-related system of values, a sense of responsibility, social status, office or position, autonomy, and self-esteem. It can also measure an employee's attitude towards extrinsic satisfaction with their salary, promotions, appreciation from leaders, and their interactions with their colleagues and subordinates. Lastly, the MSQ can measure the general satisfaction with the internal, external, and overall work environment (Mardanov, 2020).

Briefly, job satisfaction is described as “how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their jobs”. This definition posits that job satisfaction is a multi-dimensional construct requiring their job to be measured and assessed. Therefore, a worker might be satisfied with some aspects of his/her work while feeling neutral or dissatisfied with others (Spector, 1997). The Job Satisfaction Survey (JSS) is a questionnaire used to evaluate nine dimensions of job satisfaction related to overall satisfaction. This instrument is more well established compared to the other job satisfaction scales. In order to take the test, the participants are asked to respond to 36 items or four items for each of the nine sub-scales. For each item, there are choices between “strongly disagree” to “strongly agree,” six choices in all, with which the participants must respond. This well-established instrument has been repeatedly investigated for reliability and validity. The nine sub-scales relate moderately well, and for internal consistency, the score is 0.60 for a co-worker to 0.91 for the total scale. Overall, an average of 0.70 for internal consistency was obtained out of a sample of 3,067 individuals. Over 18 months, an internal consistency of 0.37 - 0.74 was

calculated for a smaller sample of 43 workers. Studies using various scales for job satisfaction on a single employee support validity. A correlation of 0.61 for co-workers to 0.80 for supervisors was calculated between five of the Job Satisfaction sub-scales and some of the Job Description Indices (Spector, 1985).

## **2.2 Ethical Leadership**

Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown & Treviño, 2006). A good leader highlights the adequacy of the worth-based leaders would play in the contemporary organizational execution articulate. Subsequently, ethical leadership consolidates basic ethical leadership and ethical conduct in both individual and authoritative settings. (Bauwens et al., 2018).

With expanded relationship of organizational execution, the sociology viewpoint of ethical leadership acquired a foothold in the mid-20th century (Alshammari et al., 2015). As evidenced in the 4-V model of ethical leadership, the dynamics of globalization form the basis upon which employees are important stakeholders who must be appreciated through distinct strategic direction to increase their output and job satisfaction. The 4-V model helps align the internal beliefs and values with the external behaviours and actions for the common good. The 4-V stand for Values, Vision, Voice and Virtue, i.e., the characteristics that help create a strong ethical leader (Sholihin et al., 2020).

Leadership with value ethics have aided in the institutionalization of ethical leadership. The growing desire to embrace integrity led to the development approach that allowed the establishment and application of ethical leadership within the foundation of managers to discover their core values and develop a vision (Resick et al., 2011).

The external responsibility of value ethics and the social standards of the organization filled in as the starting point where the leadership with a clarion call was set up inside the 4-V model. Therefore, over the long-run, ethical leaders have exemplified the organization's vision, qualities, and reason and the followers as constituents (Lenka & Kar, 2021). The central objective of ethical leadership is for leaders to associate the organization's objectives with both external partners and internal employees. In doing so, ethical leaders make various perspectives, qualities, and opinions for everyone's benefit (Ramseur, 2018).

It is believed that leaders reflect the organization's image, development, and fame, asserting the organization's guiding principle activities and motivation (Shann et al., 2019). Ethical leaders tend to have productive implications for employees because they care, behave with integrity, treat their followers with respect and dignity, and are responsible and reasonable. Ethical leaders go beyond these behaviours by positively impacting their followers' ethical actions, conveying ethical principles, and keeping staff responsible for these principles through incentives and penalties. One can conclude that ethical leadership is distinct from other styles of leadership (Brown & Trevino, 2006).

Ethical leadership has been categorized as referring to both the moral person and moral managers: (i) Moral person – ethical leaders are considered as honest, principled, and sincere individuals concerned with their employees. Ethical leaders are seen as trustworthy, fair, and honest decision-makers. Besides, these leaders show empathy for their supporters and conduct themselves ethically in their personal and professional lives; and (ii) Moral managers set up the correct lines of contact within the company and reinforce high ethical standards (Mitonga-Monga et al., 2019).

Ethical leadership has convinced the effect on idealistic ethical behaviour and circuits' effect through a high degree of ethical conduct and an ethical environment element (Classen, 2019). Furthermore, ethical leadership positively impacts employees' ethical actions, such as urging to do extra work and report problems to the supervisor (Afsar et al., 2020). Accordingly, those who receive fair handling from their leaders feel satisfied, perform better, and devote their resources to the company. The idea of ethical leadership has attracted some criticism because it shows an unmistakable conceptual resemblance to different forms of leadership, for example, authentic, transactional and transformational leadership. All three leadership styles are similar in that they differentiate between genuine sympathy towards others, integrity, and responsibility, where the leaders serve as role models for others, make ethical assessments, and refrain from taking part in immoral acts or misconduct (Mitonga-Monga et al., 2019).

Previous research has suggested that ethical leadership relative to other leadership approaches (Vullings et al., 2020). Another previous

research has shown that ethical leadership has beneficial effects on employee satisfaction (Zuhlke, 2019). Hence, employees working for ethical leaders are generally satisfied with their working conditions and the organization. Besides, employees are more likely to experience job satisfaction and maintain good ties and a efficient state of work when occupied with ethical leaders. A few authors have focused on ethical conduct, such as: "integrity, trustworthy, consistent, selfless, good listeners, delegate authority, tactful, courteous, mature, energetic, learner, patient, authentic, logical, diplomatic, straightforward, diligent, risk-taking, passionate, persistent, social and community-based volunteers", etc. (Esmaelzadeh et al., 2017).

Several studies and theoretical articles have addressed ethical leadership and its relationship in organizations. As a result, various conceptualizations of ethical leadership behaviours can be found in the literature. Ethical leaders are viewed as role models from the perspective of social learning by combining several ethical leadership behaviours in a single scale, using rewards and punishment to encourage ethical behaviour (Brown et al., 2019).

Researchers employing the social exchange theory have emphasized and believe that followers are eager to share when treated fairly and with concern (Wang et al., 2020a). It has been identified that ethical leaders are motivated by acknowledged beliefs and applicable judgements rather than self-interest, which benefits followers, organizations, and culture (Graham et al., 2020). With regards to how leaders use their authority in decisions, activities, and methods to influence others, theoretically, these ethical

leadership behaviours are quite different and may have different effects (Shao, 2019).

Leaders use their social power to make decisions and take actions because they are born into a position of social power; as a result, they can influence people through their actions. In addition, to be perceived as ethical leaders and influence desired outcomes, leaders must be perceived as attractive, credible, open, and honest and treat employees fairly (Kaptein, 2019). Six key attributes that replicate the characteristics of ethical leadership are character and integrity, ethical awareness, community/people orientation, motivating, encouraging and empowering, and managing ethical accountability (Dickson et al., 2006). Five years later, revised and expanded constructs of ethical leadership behaviours were proposed (Kalshoven, Den Hartog, & de Hoogh, 2011). For this study, the above seven revised and extended behaviours are chosen.

Lumpkin and Achen showed that the manufacturing industry has benefited from ethical leadership behaviours because it complies with the guidelines and standards and concentrates on consumer needs that benefit consumers by improving its brand value and recognition. Long-term partnerships with consumers, focusing on customer response and satisfaction and implementing legal and governmental policies that impact quality and efficiency, have been among the many advantages (Lumpkin & Achen, 2018).

Ethical leaders in the manufacturing sector typically coordinate their duties and organize their priorities based on customer requests (Singh et al., 2019). Similarly, by assessing demand and examining the economic and

socio-cultural aspects, the manufacturing sector has benefited from ethical leadership, with profound effects on the operations and efficiency, that in turn, impact the business performance of firms (Tourigny et al., 2019). In addition, the studies emphasize that ethical leadership in the manufacturing sector can strengthen the working atmosphere that will benefit both employers and employees on their path to higher performance and production, which would benefit the community and society across the manufacturing sector (Kim & Thapa, 2018).

Organizational efficiency, along with ethical leadership in different industries, was evaluated in another study, and according to this study, ethical leadership alone has little impact on outcomes, besides strategic, ethical governance, and other internal factors supported by solid corporate departments, such as financial, operational, growth and sales, that would help the manufacturing sector. Thus, by reflecting on its external and internal facets, ethical leadership supports employers, employees, and consumers (Widyani, 2020).

The relationship between management and job satisfaction among employees of an American-based organization in Kedah was investigated in another study previously, and the findings reveal that job satisfaction is moderately related to the population of the organization's (Osman et al., 2015). Several other studies examining the relationship between employees' job satisfaction and managers' behaviours, have found a low correlation, and based on mixed findings, a re-examination of the relationship is required (Tentama, 2020).

## **2.2.1 An Overview of Leadership Theories**

There have been numerous studies on leadership, and a number of leadership theories have emerged as a result. However, in order to gain a better understanding of the major issues, they must be integrated and synthesized. This section looks at the evolution of leadership approaches as follows:

### **2.2.1.1 Great Man Theory**

The Great Man Theory is the first theory proposed in the early days of conducting a more scientific study on leadership. Leaders are thought to have been born with specific leadership traits and natural abilities that allow them to influence and exert power over their followers (Hunt & Fedynich, 2019).

### **2.2.1.2 Trait Theory**

The Trait Theory is derived from the Great Man Theory and follows the same concept that successful leaders possess a specific list of traits that enhance their abilities. Contrary to the Great Man Theory, the Trait Theory identifies leaders' specific characteristics and suggests that some traits are only helpful when specific to the situation, while others are universal among leaders. The universal traits identified in 20th century studies are intelligence, self-confidence, determination, integrity, and sociability. Therefore, the trait approach is limited to the innate characteristics of individuals only (Harrison, 2018). But, the attempts at defining the common individual traits have found that there is no single trait or characteristic that could distinguish a leader from a non-leader as claimed since an individual does not become a leader by having a combination of some specific traits (Gottfredson & Reina, 2020).

### **2.2.1.3 Behavioural theories**

Due to unsatisfactory results of the trait theory, the focus of researchers shifted to behavioural theories of leadership. The behavioural approach focuses on what leaders do instead of what qualities or traits they possess. This approach suggests that the leader's behaviour, not the leader's traits, influences followers (Heydarian et al., 2020). It implies that leadership is available to everyone and can be learned (Yavuz, 2019). In this approach, researchers have classified a leader's behaviour into two attributes: initiating structure and consideration (Bush, 2020). Initiating structure comprises concern for accomplishing and organizing tasks. On the other hand, consideration consists of behaviours, like helping followers, being open to their advice and being friendly. However, much debate exists over the weak theoretical foundation of this leadership approach (Salihu, 2019).

### **2.2.1.4 Contingency theories**

The contingency theories were developed based on the weaknesses of the great man theory, trait theory, and behavioural theories. Different leadership styles are required based on different situations; so the leadership style has to change in line with environmental factors or according to the situation. The situational theories emphasize that leadership behaviours need to be adjusted based on a case-by-case basis. Therefore, the contingency theory states that a leader may perform an effective leadership style for a particular situation or condition but may not be effective in other conditions or circumstances (Revda et al., 2020).

### **2.2.1.5 Influence theories**

Influence theories are the next significant advancement in the field of leadership. The focus of this approach is on the influence processes on leaders and followers. The charismatic leadership theory is a significant theory of this era. Charismatic leadership is related to innovation implementation behaviour, and consequently, leadership constructs have been identified, which play an essential role in influencing followers. This refers to a leader's influence not based on formal authority but the leader's qualities and charismatic personality (Supratman et al., 2021). Furthermore, charismatic leaders have a powerful effect on their followers. They influence encompasses followers' shared knowledge as well as their beliefs, attitudes, and identities (Noghani, 2021).

### **2.2.1.6 Relational theories**

The main component of relational theories is how leaders and followers interact and influence one another. Rather than focusing on how a leader influences his or her followers, this approach focuses on the relational process that allows for meaningful engagement among all employees, and everyone contributes to achieving the desired organizational outcome or vision (Keck et al., 2018).

## **2.2.2 An Overview of Leadership Models**

In order to compare ethical leadership with other leadership styles from the perspective of ethics and morality, the following section provides a review of relevant literature regarding transformational leadership, servant leadership, authentic leadership and ethical leadership models.

### 2.2.2.1 Transformational Leadership

The transformational leadership approach was introduced by James V. Downton in 1973 first, then expanded by Macgregor Burns in 1978 and further Bernard M. Bass did additions to this in 1985. Transformational leadership is a form of leadership in which a leader has an idealized influence on followers; he/she motivates them, gives challenging tasks, enhances their creativity, and pays individual attention to the followers. In 1974, Weber defined transactional leadership, which was later further defined by Bass in 1981. “Transformational behaviours comprise realized influence (walk the walk), Inspirational Motivation (exciting the masses and sharing the vision), Intellectual Stimulation (thinking out of the box), and “Individualized Consideration (compassionate leadership) (Deshwal & Ashraf Ali, 2020).

Transactional leadership uses a carrot and stick approach, which means contingent rewards elicit better performance from followers. Employees who perform well are rewarded, and those who perform below the standard or unsatisfactorily are penalized accordingly. “Transactional behaviours include laissez-faire (hands-off leadership), management-by-exception (putting out the fire), and contingent rewards (let us make a deal)” (Deshwal & Ashraf Ali, 2020). Avolio and Bass defined three leadership styles, i.e., transactional, transformational, and laissez-faire (Avolio et al., 2016). Transformational leaders can influence their followers to give their full potential, which leads to better performance toward the achievement of goals. Transactional leadership is in contrast to the

transformational style in which performance is linked to contingent rewards (Deshwal & Ashraf Ali, 2020).

#### **2.2.2.2 Servant Leadership**

Greenleaf (1970) defined the term, 'servant leadership', intentionally sought a descriptor that would give people pause for thought, and challenge any long-standing assumptions that might be held about the relationship between leaders and followers in an organization. Persuasion is the tool to get the work done. A Servant Leader pays more attention to the needs of the employees and helps them to grow and develop. Hence, the leader serves the followers and shares his/her power with them. Those people who accept servant leaders experience high-level of satisfaction, trust, recognition, and creativity in their work. Servant leadership can achieve organizational goals without using positional and authoritative power (Ferris, 2020).

#### **2.2.2.3 Authentic Leadership**

George (2003) wrote about authentic leadership in his book, 'Authentic Leadership', to explain how an organization presents itself authentically through leadership. The ethical behaviour of a leader influences this style. Authentic leadership comprises a leader's self-awareness; he/she knows his/her strengths and weakness and makes positive relationships with employees by inspiring and encouraging them. "Authentic leaders are those who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and of high moral character" (Deshwal & Ashraf Ali, 2020). According to George's concept, several

dimensions in authentic leadership include knowing the authentic self, learning from one's life story, integrating all elements of life (work, family, community and friends), building support teams, balancing intrinsic and extrinsic motivations, practicing personal values and empowering people to lead (Basaran & Kiral, 2020).

#### **2.2.2.4 Ethical Leadership as the Chosen Model**

Ethical leadership revolves around respect and faith in ethics, beliefs, and values. It takes into consideration the rights and dignity of other persons. Trust, faith, fairness, honesty, and consideration are the main elements of ethical leadership. Ethics refers to the values and morals that a person or a society finds reasonable to follow. It is related to the virtuousness of a person and his/her motives (Brown et al., 2005).. The choices of a leader are also affected by his/her morality. "Ethical leadership is empirically related to transformational, servant, and authentic leaderships, but it is argued that it is very distinct from these constructs" (Deshwal & Ashraf Ali, 2020).

Studies on ethical leadership have attracted attention in the last few decades. One of the earliest measurements of ethical leadership was developed to understand better what characterizes ethical leadership and its relationships to other variables (Brown et al., 2005). Through seven interlocking studies, they found that ethical leadership is related to consideration behaviour, honesty, trust in the leader, interactional fairness and socialized charismatic leadership. They also proposed that ethical leadership predicts outcomes, such as perceived effectiveness of leaders, followers' job satisfaction and dedication, and their willingness to report problems to management. On the other hand, Kalshoven, Den Hartog, & de

Hoogh (2011) suggested seven ethical leadership attributes: fairness, integrity, ethical guidance, people orientation, power sharing, role clarification, and concern for sustainability.

### **2.3 Relationship between Ethical Leadership and Job Satisfaction**

To comprehend the impact of ethical leadership on employee job satisfaction, it is necessary to examine the entire process in which the influence results in a common good. Moreover, the leaders' use of strategies and techniques enhances the leaders' ability to empower the followers and extensively enhance the employees' job satisfaction by leveraging modification of norms, attitudes, and values that are required, with the visualization of the leaders (Dora et al., 2019).

Some of the features of workplace ethics are as follows: (a) articulation of ethical standards; (b) ethical actions; (c) fairness; (d) interpersonal behaviour; and (e) stakeholder perspective. Moral values are based on a reliable vision, and ethical behaviour is based on self-righteousness. It is the trustworthiness, consistency, and modesty of ethical conduct and the fairness of others, based on a fair distribution of wealth with equal respect when it comes to decision-making. Interpersonal activities are categorized as concerns, beliefs, relationships, good support, care, and certain obligations toward others (Grossmann & Brienza, 2018).

Job satisfaction in organizations, especially in manufacturing companies, has been identified as the most significant factor that benefits the manufacturing industry rather than customer satisfaction. It is perceived to be an expenditure that could raise sales by attracting more consumers to manufacturing firms. Thus, it can be summarized that the benefits of ethical

leadership in the manufacturing sector are, “ethical environment, ethical culture, ethical practices, job satisfaction, customer response, corporate responsibility and market acceptance of goods”. As a result, ethical leadership in an organization benefits the staff, society, and the environment (Yanik, 2018).

An honest relationship between a leader and the followers is essential to every organization's success. Leaders who perform with integrity, display compassion and treat others with esteem and self-respect, foster an excellent social exchange relationship. Besides, they positively impact the employees' job satisfaction, under the guidance of a rational and ethical supervisor by promoting individual job satisfaction (Musi et al., 2018).

A leader who displays respect and honesty acts with integrity and fairness and employees will most likely be pleased with the organization's compensation structure, advancement opportunities, interactions with co-workers, and working conditions. Previous studies have shown that ethical leadership has a positive effect on the job satisfaction of employees (Bai et al., 2017). It is proposed that ethical leadership can predict job satisfaction of employees and some studies have shed light on the influence that a work ethics culture can have on an organization (Commer et al., 2018). In addition, a greater degree of organizational ethics has been shown to positively impact specific personal consequences, such as job satisfaction (Ćulibrk et al., 2018).

Ethical leaders incorporate the broader breadth of ethical leadership where they develop primary functions and perform with high integrity and ethical principles. Furthermore, ethical leadership has a significant influence on the company's overall operations, and it has been

determined that the idea of ethical leadership has been evolving over the last two decades. In addition, ethical leaders are rational, high-level decision-makers and can adapt to different attitudes, multiple leaderships, diverse cultures, and best practices (Dion, 2020).

In addition, ethical leaders have strategic choices, based on values, personality, experience, and the influence of firm performance. Furthermore, it has been found that the ethical qualities of leaders impact decisions and choices made. Some leaders have fixed characteristics, and the organizations' success can be expressed in their ethical characteristics. Besides, ethical behaviour is based on a person's trust, and the reliability, modesty, and continuity of ethical conduct are improved and assessed by employees who have accepted their management as part of the team. As a result, ethical leaders are concerned only with people who are involved in decision-making (Kim & Thapa, 2018).

Leadership behaviour and job satisfaction were investigated in Indonesia to see whether leadership behaviour affects job satisfaction and staff roles. A total of 234 questionnaires were collected to obtain information from the respondents, and analyzed. Findings show that leadership conduct significantly impacts employee satisfaction in terms of dedication (leadership, transparency), and its effect on job satisfaction and efficiency in Indonesia (Muslih & Halliawan, 2020).

## **2.4 Development of Hypotheses**

### **2.4.1 Fairness and Job Satisfaction**

Fairness refers to an employee's consistent view of the firm's performance, processes, and communications (Yao et al., 2019). Fairness is something that both employees and clients will test from the outcomes. The highest priority is to ensure that employees are treated equally and there is transparency on how much reward they have received, as the amount received indicates that the degree of satisfaction (Han et al., 2019).

Employees must be treated fairly in the same way a company cares for its reputation. When they are handled honestly, employees will be inspired to do their best at the workplace and believe that their effort is respected, such that the good feeling about it spreads and makes the job pressure easier to handle, while at the same time, increasing employee job satisfaction (Stollberger et al., 2019). Satisfied employees work more diligently and resourcefully, positively stimulating customer satisfaction and reliability (Jung & Yoon, 2020). As a result, a leader's fairness is essential for employee job satisfaction.

Ethical leaders are honest and fair in their dealings with others. Besides, these leaders make decisions based on principles and fairness, are honest and trustworthy, do not show favouritism, and accept accountability for their activities (Kalshoven, Den Hartog, & de Hoogh, 2011). Therefore, employees may display image-building behaviour to increase their chances of career advancement and satisfaction with their job (Naiyananont & Smuthranond, 2017). It also implies fairness of leaders who are not biased or prejudiced, who make principle-based decisions, are trustworthy, reliable,

and take responsibility for their actions that can impact employee job satisfaction.

Therefore, it is hypothesized that:

**H1: There is a significantly positive relationship between fairness and job satisfaction.**

#### **2.4.2 Power Sharing and Job Satisfaction**

Ethical leaders listen to their employees' ideas and concerns in decision-making, which is an empowering aspect of leadership. Therefore, power-sharing happens when leaders allow employees to share responsibilities to meet organizational goals, which boosts employee confidence (Resick et al., 2011). As work becomes increasingly fragmented and more focused due to innovative changes and increasing challenges, management has become overly rational and versatile for individual work styles (Sweeney et al., 2019). Flexibility is applied when assigning tasks to teams, particularly in industries where project-based work is expected, as in some manufacturing service providers. Furthermore, as a team, tasks are collectively judged by the outcomes, while in other cases, others are given more prominence for decision-making, and finally, the chance for power-sharing and duties as they prefer (Kim & Beehr, 2020).

Power sharing in leadership is evident compared to the hierarchical leadership that is advanced in coordinating the scope of activities in which various hierarchical authorities have been reduced, including co-authority, democratic leadership, participatory management, authorization self-managed and semi-autonomous work meetings. In addition, power sharing allows

leaders to set up and reorganize community members on a work-related basis by offering increased support and collaboration (Macleod et al., 2020).

Power sharing arises when leaders empower and share responsibilities to achieve hierarchical objectives. In addition, power sharing allows employees less reliant on their leaders (Fan et al., 2020). Generally, power sharing in leadership relates to confidence and collaboration with top management. As a result, the management team's ethical leadership behaviour would include fairness, decision-making authority, task sharing, and job position requirements, resulting in successful leadership behaviour and a perfect leader in the organization, making employees feel more accountable, inspired, and enthusiastic. However, there could be a lack of consistency and decision-making that can cause work and accountability issues (Ameen et al., 2018). Similarly, when engaging with employees, leaders should share approved information with employees to increase their participation and commitment level; thus, power sharing will ensure information is disseminated justly and effectively (Zainuddin & Isa, 2019).

It is possible that the power sharing behaviour is encouraged, for example, giving employees the power to control and depend on their decision-making. Moreover, it creates opportunities for employees to practice and learn how to make logical decisions in a highly pressured working environment than usual. Besides, it will allow employees who take up such opportunities to show their leaders that they are ready to handle greater responsibilities in the future (Naiyananont & Smuthranond, 2017). This also implies that leaders' power-sharing, which includes acknowledging

employees' opinions by encouraging them to offer ideas, can influence employee job satisfaction.

Therefore, it is hypothesized that:

**H2: There is a significantly positive relationship between power sharing and job satisfaction.**

### **2.4.3 Role Clarification and Job Satisfaction**

Role clarification is the degree to which required information is provided about how the employee is expected to perform his or her job (Thangavelu & Sudhahar, 2017). Role clarification involves helping colleagues and the team leader build consistency about a group's role and duties, how individuals discern differences and make the appropriate arrangements to handle them. Furthermore, role clarification is defined as the accepted duty and authority in the role theory (Vullings et al., 2020). In addition, role clarity contributes vitality to job satisfaction, generating a constructive effect on one's work and responsibilities (Rushdy & Kamel, 2020). Individuals are confused about roles when they lack adequate knowledge about their responsibilities and do not know what they can do to fulfil their responsibilities (Cha et al., 2019). Comprehension of role clarity and job satisfaction can increase when feedback from employees is clear and recurring (Thangavelu & Sudhahar, 2017).

Employees are dynamic critics of work clarity and satisfaction (Kundu et al., 2019). Individuals who are passionate about role clarity have supervisory skills, and as a result, they can perform their tasks more effectively because they know and fully understand their roles, such as their

contributions to its mission and vision. In addition, this encourages them to have better commitment and employee job satisfaction (Thibault et al., 2018).

Transparency is promoted by leaders who demonstrate ethical leadership behaviours, and these leaders are transparent because they communicate openly. Besides, to be transparent, leaders must clarify responsibilities and roles, and as a result, these leaders can more clearly define performance objectives and employee expectations (Brown et al., 2019). In addition, it will ensure that employees understand what is expected of them and recognize when their performance is satisfactory. Furthermore, they will understand precisely the contribution towards achieving the organization's objectives (Kalshoven, Den Hartog, & de Hoogh, 2011). Finally, clear responsibilities and requirements would make employees feel more confident because they would have more room and freedom to operate (Garcia et al., 2019). As a result, they can perform their tasks more effectively because they know and fully understand their roles, such as the company's goals. Furthermore, role clarification is linked to higher confidence levels and leaders with similar characteristics are optimistic because they clearly understand their responsibilities, including providing adequate information to their employees. Leaders' role clarification can influence employee job satisfaction by clarifying employees' role expectations (Kalshoven, Den Hartog, & de Hoogh, 2011).

Therefore, it is hypothesized that:

**H3: There is a significantly positive relationship between role clarification and job satisfaction.**

#### **2.4.4 People Orientation and Job Satisfaction**

People orientation or showing empathy for individuals is of great importance to leaders of organizations (Kalshoven, Den Hartog, & de Hoogh, 2011). People orientation is about a leader behaving in a way that shows real concern for people by expressing genuine care, respect and support for the followers to ensure that their aspirations are fulfilled (Bai et al., 2017).

People oriented leaders prioritise the welfare of every single employee, and do not hesitate to spend time and effort in meeting their individual needs (Ruzgar, 2018). People oriented leaders reflect on their actions to ensure that the internal desires of individuals are met (Kalshoven, Den Hartog, & de Hoogh, 2011). This kind of leader is usually polite and congenial, building a solid working relationship and a better job environment. In this way, leaders would be able to inspire their employees by strengthening human relations. Furthermore, people's orientation strengthens the social bond between leaders and followers, allowing followers to emulate leaders (Kalshoven, Den Hartog, & de Hoogh, 2011). As a result, employees who have earned their leader's approval will undoubtedly assist and support their leaders whenever appropriate, and this can be used to look at people-oriented leaders who can influence employee job satisfaction (Farahnak et al., 2020).

People orientation or genuine care is a key value shared by leaders in organizations (Kalshoven, Den Hartog, & de Hoogh, 2011). Furthermore, this aspect of ethical leadership demonstrates a leader who sincerely cares for, respects, and supports employees and goes out of his/her way to meet their needs (Treviño et al., 2000). People oriented leaders direct their behaviours toward meeting people's inner needs, and these leaders are typically

approachable and friendly, promoting good working relationships and a positive work environment. As a result, they will attempt to motivate their employees by focusing on human relationships. Furthermore, leaders who care about their employees are more likely to be followed (Kalshoven, Den Hartog, & de Hoogh, 2011). This suggests that leaders' people-orientation can influence employee job satisfaction because leaders are typically their model, and employees utilize this model for their own behaviour at work. Therefore, it is hypothesized that:

**H4: There is a significantly positive relationship between people orientation and job satisfaction.**

#### **2.4.5 Integrity and Job Satisfaction**

Integrity is one of the main attributes employers are looking for in an employee they want to recruit because it is the sign of a person who has strong moral and ethical principles (Karam et al., 2020). Furthermore, integrity refers to how partnerships, trust, and productive interpersonal relationships are created. Integrity is seen as the most critical skill of responsible leaders (Chen et al., 2018). The evaluation of managers plays a unique role in employee satisfaction, and integrity is the degree to which what one is saying is consistent with one's behaviour (Kalshoven, Den Hartog, & de Hoogh, 2011).

Apart from this, it can be said that integrity is one of the greatest assets of a great leader as he or she practices principles, strategies, and processes (Enwereuzor et al., 2020). It takes effort to choose the best decision for the right reason, irrespective of the situation. Moreover, integrity should be embodied in every leader to gain the confidence of employees and partners

(Ayaz et al., 2017). Integrity is an essential feature of leadership, by which the ethical leaders uphold their commitments, carry out their duties reliably, and are trustworthy (Engelbrecht et al., 2017).

Integrity is a personal quality and a way of life (Niekerk & May, 2019). Integrity and confidence of employees and the company's leadership qualities can stimulate the organization's growth and make it a trustworthy employer worldwide. Besides, integrity and job satisfaction depend on the appraisal of colleagues at the workplace, the employees' attitude, and how the assigned job is carried out (Faradila et al., 2020). These outcomes evince that integrity is essential, as it not only engages leaders to be more involved in the workplace and promote integrity among employees, but also contributes to increased job satisfaction.

Any leader's integrity should be replicated to gain the trust of the employees and other customers (Wei et al., 2020). Therefore, it is a significant characteristic and frequently regarded as an essential feature of leadership. Besides that, ethical leaders carry out their undertakings, and can be trusted (Engelbrecht et al., 2017). Therefore, integrity of leaders can increase employee job satisfaction. In addition, a leader with integrity would be perceived as trustworthy (Nisar et al., 2021). Therefore, it is hypothesized that:

**H5: There is a significantly positive relationship between integrity and job satisfaction.**

#### **2.4.6 Ethical Guidance and Job Satisfaction**

Ethical guidance refers to ethics, employees' ethical behaviour and their guidance (Kalshoven, Den Hartog, & de Hoogh, 2011). It has been discussed that ethical consciousness should be encouraged among employees, as it is the key to an organization's success. However, this view competes with the view that leaders must meet the existing benchmarks on ethical conduct and set standards and implicit rules that become guidelines for individuals in organizations (Yam et al., 2019).

Ethical leaders empower their employees to perform well and encourage an exceptional degree of dedication to work, while at the same time, deciding how employees view challenging and productive work. Furthermore, employees believe that leaders with considerable expertise and experience are informed of ethical problems (Rantika & Yustina, 2017). Besides, they will meet the needs of employees and help them overcome ethical dilemmas. Similarly, recognizing the value of being ethical in making the correct decision, for example, would require ethical leaders to report any good or bad news, and this is the guarantee that they are transparent and do not hide anything (Diez et al., 2017). Furthermore, ethical guidance is about how ethical values correspond to employees, their promotion, and incentives for ethical conduct (Kalshoven, Den Hartog, & de Hoogh, 2011). It also suggests that ethical leadership can influence employee job satisfaction.

Ethical guidance is defined as honest communication, explanation of ethical rules, and promotion and reward for ethical behaviour among employees. Ethical awareness should be maintained because it is critical to organizational success (Kalshoven, Den Hartog, & de Hoogh, 2011).

Trevino agreed that leaders should communicate their ethical standards and develop guidelines that serve as procedures for employees of the organization. In addition, leaders will meet the needs of their employees by helping them resolve ethical dilemmas (Treviño et al., 2000). Similarly, if leaders understand the importance of being ethical, doing the right thing, and not hiding anything, it can lead to more sharing of information needed to make decisions, and accepting others' inputs, in a manner that enables followers to more accurately assess the competence and morality of the leader's action. In general, supervisors have more working experience and complete understanding of ethical guidelines and policies (Naiyananont & Smuthranond, 2017). This also implies that ethical leadership can influence employee job satisfaction because the more regularly employees' work includes ethical dilemmas, the more frequently employees will require ethical guidance and it is almost certain ethical leadership will impact the conduct. It is therefore hypothesized:

**H6: There is a significantly positive relationship between ethical guidance and job satisfaction.**

#### **2.4.7 Concern for Sustainability and Job Satisfaction**

Concern for sustainability entails that leaders pay attention to sustainability issues, such as recycling, community services and employee rights (Nazahah et al., 2018). Sustainability is becoming more critical to all organizations because it can help manage their long-term sustainability. The underpinnings are not easily understood by many, making it difficult to establish the concept of sustainability (Pérez et al., 2018).

Organizational sustainability sometimes refers to corporate social responsibility or the organization's primary concerns. However, this approach only focuses on sustainability, and does not discuss any significant central and organizational problems (Arora et al., 2020). Organizations can play a central role in change adaptation in a society where sustainability is achieved (Sengers et al., 2019).

The company leaders' concern for their employees for enhancing the sustainability of employees, and in prior studies, many employers find it helpful; so, the chosen employer and its leaders have been inclined to exercise concern with the achievement of best practices and the fine-tuning of the entire workforce (Dhahri & Omri, 2018). There are various reasons for sustainable development based on scholarly point of view (Zamora & Martín, 2019). In addition, as described in the report on Our Common Future, sustainable development is characterized as “Humankind should make development sustainable to ensure that it addresses current issues without sacrificing the ability of future ages to address their issues” (Boron, 2018).

Sustainability is therefore, the ability to continue to meet existing potential to meet future needs over some period. Advancement implies that culture can alter or grow to achieve sustainability. In reality, sustainability involves changes and adjustments that include natural, social and financial continuity over time (Süßbauer & Schäfer, 2018). Similarly, leaders concerned with sustainability would prefer to use the most environmentally friendly method of disseminating information, while also ensuring that as much information as possible is communicated to the widest possible audience at the lowest possible cost, resulting in employee job satisfaction

(Aldrin & Yunanto, 2019). Hence, it also suggests that leaders' concern for sustainability can impact employee job satisfaction.

Concern for sustainability happens when leaders are concerned with the organization's influence on others (Kalshoven, Den Hartog, & de Hoogh, 2011). Leaders must have a broader perspective of their colleagues, society, and the natural environment (Yam et al., 2019). Ethical leaders think about the impact of their activities on the environmental factors, including society and the climate (Bláha et al., 2021). This also suggests that leaders' concern for sustainability can have an impact on employee job satisfaction because at the point when leaders are aware of their effect on the environment and fill in as good examples for environmentally responsible conduct, this will educate the employees on the importance of the need for better sustainability that could lead to employee satisfaction.

Therefore, it is hypothesized that:

**H7: There is a significantly positive relationship between concern for sustainability and job satisfaction.**

The summary of the hypothesis of this study is shown in Table 2.2

Table 2.2  
*Summary of Hypothesis*

<b>Number</b>	<b>Hypothesis</b>
H1	There is a significantly positive relationship between fairness and job satisfaction.
H2	There is a significantly positive relationship between power sharing and job satisfaction.
H3	There is a significantly positive relationship between role clarification and job satisfaction.
H4	There is a significantly positive relationship between people orientation and job satisfaction.
H5	There is a significantly positive relationship between integrity and job satisfaction.
H6	There is a significantly positive relationship between ethical guidance and job satisfaction.
H7	There is a significantly positive relationship between concern for sustainability and job satisfaction.

## 2.5 Underpinning Theory

A substantial amount of leadership research and theory has been developed, often to define the most appropriate leadership behaviours. However, the Social Exchange Theory (SET) supports the relationship between ethical leadership behaviours and job satisfaction of employees in a manufacturing company in this study.

The SET is a theoretical model for understanding workplace relationships and employee attitudes (Zhang et al., 2019). Besides, the SET

reflects the essence of the working relationship between the two parties, i.e., the employer and the employee. Homans was the person who established the theory in 1958 before other theorists further developed it (Homans, 1982).

Homan's primary concern was individuals' social interaction and social roles, such as control, conformity, status, leadership, communication, and justice, in understanding social interactions. Due to its broad implications, the term, "social exchange" has also been used to describe the group processes and intergroup relationships that grow between individuals within an organization (Zagenczyk et al., 2020).

Supervisors who associate with employees daily promote social exchange, generally defined as a sequence of interactions that generate personal responsibilities, respect, and trust (Pfrombeck et al., 2020). In other words, the two sets of people (leader and employees) in this relationship may be pleased with the various types of interactions shown in different circumstances. Finally, in the sense of social exchange, it is implicit that preserving the social relationship between the two parties depends on each party's favourable attitude to the other (Walden & Kingsley, 2018). This theory provides foundation for the conceptual framework that reveals the consequences of the relationship between ethical leadership behaviours and employee job satisfaction in a manufacturing company.

Ethical leaders who shape a productive and positive ethical workplace and provide employees with accessible tools in the form of ethical actions and an understanding of organizational values, could foster a high level of success and well-being (Mitonga-Monga, 2019). When the employees see

their work atmosphere as favourable, and their leaders as ethical, who help them improve common work-related ethical values while also offering ethical guidance, it can enhance their satisfaction (Metwally, 2019).

A clear relationship exists between the employee job satisfaction and leadership, with the conclusion being determined by the satisfaction (Kelidbari, 2020). Leaders may positively or negatively affect organizational productivity, depending on their leadership behaviour. If the objectives are to be accomplished by organizations, leaders must find opportunities to achieve the objectives. Therefore, leadership is critical for organizational success now and in the future (Hasan et al., 2018). This goal creates a need to consider and cultivate leadership competent enough to drive the company and its ability to the full (Fabio et al., 2017). Leaders must also recognize organizational settings, carefully discern unforeseen elements, and make the right decisions to propel the company forward (Ezaili et al., 2018).

Ethical decision-making requires open discussion of unethical conduct, thus agreeing that ethical leadership actions should be remunerated and unethical behaviour corrected. In addition, they are expected to see their ethical leader respect integrity and be compassionate, truthful, and equitable. This may enable a better working environment, and leaders encourage relationships with their employees and participate in constructive actions (Brown & Treviño, 2006), (Cropanzano & Mitchell, 2005). Social exchange perceptions would moderate employees' job satisfaction in terms of perceptions of fair treatment by leaders (Brown et al., 2019); and motivate them to continue their employment relationship (Shafique et al., 2018).

Modern employees are more informed, with clear expectations from life and work and the delicate balance required to be maintained between the two. The nature of work has also changed, becoming more diverse and complex due to technological advancements, globalization, mobility, knowledge, and increased availability of opportunities. These changes demand new relationships between employers and employees because of increased opportunities for both in the labour market. Increasingly, employees do not want to be in a working relationship for their entire lives and may move out quickly because of the mobility offered by modern communication. The relationship of organizations with their employees is based on a particular type of interaction, in which one party exchanges their skills and efforts for economic benefits, and the other party transforms that labour into something saleable. In research, a positive relationship has been established between followers' trust in leaders and their job performance (Moon et al., 2019).

According to SET, people weigh the potential benefits and risks of social relationships. When the risks outweigh the rewards, people will terminate or abandon that relationship. By putting leaders and followers in light of these positive approaches, a lot can be gained. Employees' evaluation of the relationship and their subsequent response is affected by the level of satisfaction (Roberts & David, 2020). In line with the principle of reciprocity, followers trust their leaders, feel obliged to obey and act in a way to benefit the leader and the organization (Bashir et al., 2020).

## 2.6 Research Gaps

Previous research has identified gaps in academic research and practice, and these gaps are summarised below:

- 1) In previous research, economic (Mihajlović et al., 2008), financial (Sypniewska, 2014), and working condition (Ssegawa, 2014) antecedents have been identified as factors influencing employee job satisfaction, but determinants of ethical leadership have been overlooked. In addition, previous research has been deficient in addressing leaders and leadership behaviours concerning employee job satisfaction.
- 2) In bridging ethical leadership behaviours towards employee's job satisfaction, prior studies have focused on general leadership practices, such as participation in decision-making, relationship building, honest communication and equality, but few studies have explored the specific seven behaviours and their association with employee job satisfaction.
- 3) Previous research has concentrated on leaders' leadership styles, skills, capabilities, and competencies, but only a few studies have examined ethical leadership behaviours with seven behaviours toward employee job satisfaction in the context of a manufacturing company.
- 4) Studies on ethical leadership behaviours toward employee job satisfaction are still scarce in emerging markets and developing countries; similarly, studies in Malaysia are limited.

Job satisfaction started to receive attention since the late 1970s. Mobley conducted the earliest study (Mobley et al., 1979). Job satisfaction is associated with individuals leading the work and refers to a special feeling of

achievement and success at work. Past studies have found that job satisfaction has not explained employee turnover, but the relationship between job satisfaction and turnover is linked negatively. For example, previous researchers have identified job satisfaction as the critical variable in predicting turnover intention. Dissatisfied employees will have low job satisfaction and a high level of turnover intention. Therefore, this type of employees will look for other jobs to replace their current job. No matter in what industry, employees who have low job satisfaction will leave their organization more often, and the manufacturing industry is not the exception.

The management in the manufacturing company needs to satisfy its employees by paying good salary, providing better supervision, offering career development opportunities and a comfortable working environment. The failure of manufacturing companies to fulfill the needs of employees may cause dissatisfaction among them, leading to a high turnover level (Naiemah et al., 2021).

This study focuses on the various ethical leadership behaviours and employee job satisfaction. It is hoped that the current study's findings would be more enlightening because previous research has not examined the possible leadership behaviours, such as ethical leadership and employee job satisfaction from the perspective of a manufacturing company, either theoretically or empirically. As a result, research into this topic is essential.

## **2.7 Research Framework**

The framework in Figure 2.1 shows the relationship between the hypotheses to examine the influence of ethical leadership behaviours on employee job

satisfaction. Each factor selected for this study is demonstrated in the conceptual framework.

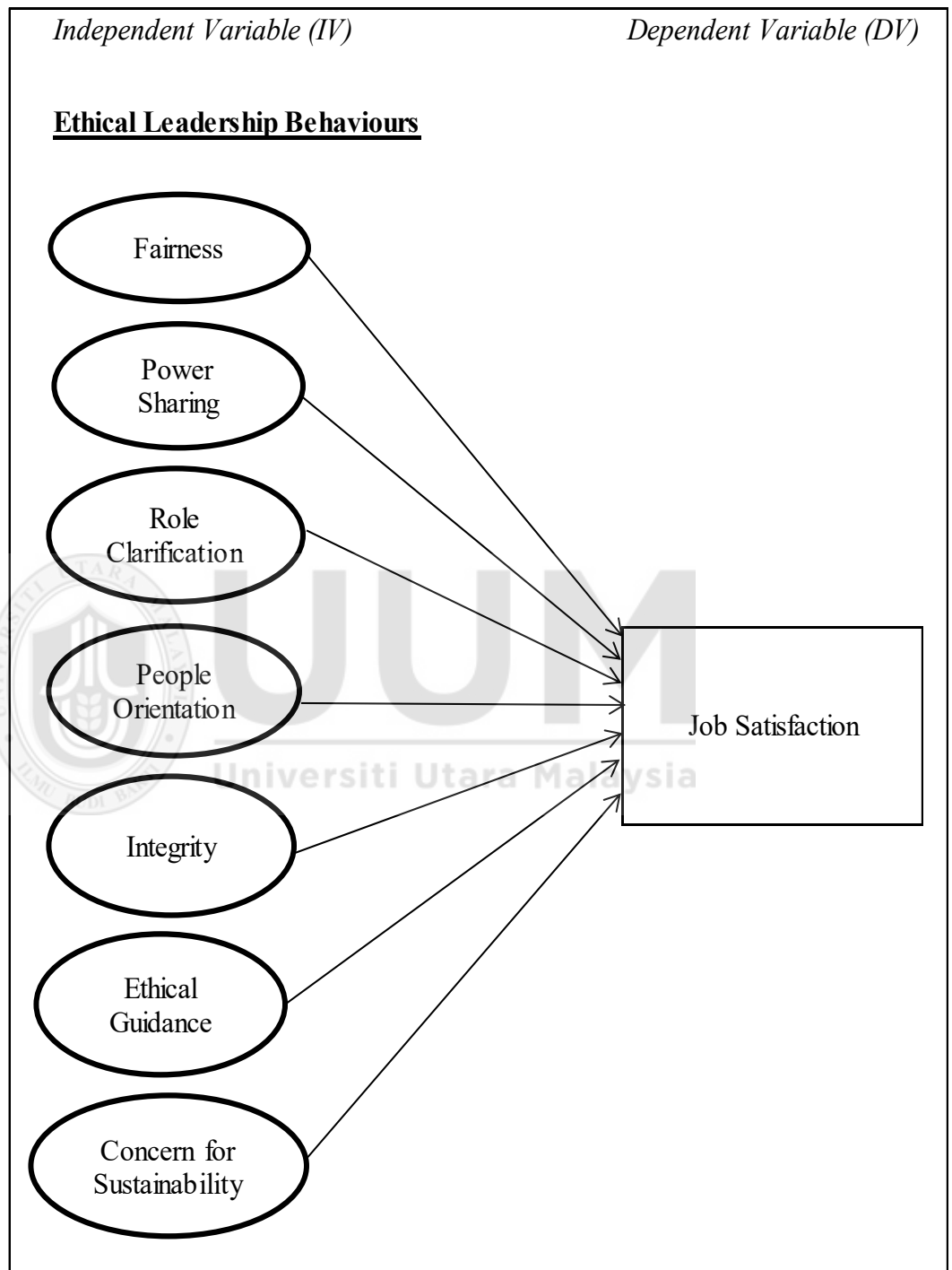


Figure 2.1  
*Research Framework*

## **2.8 Chapter Summary**

This chapter provides the background of ethical leadership behaviours and job satisfaction and a review of previous studies that have examined the relationships between these two variables. The chapter details the approaches of the study, beginning with the concepts selected for the study, followed by a review of studies that have established the elements of the dependent and independent variables relationship.



## CHAPTER THREE

### METHODOLOGY

#### 3.0 Chapter Introduction

This chapter outlines the details of the methodological procedures adopted in this study. This includes research design, measures and instruments, data collection procedures, population and sampling method, reliability and validity of instruments and a brief discussion of the analysis methods involved in this research.

#### 3.1 Research Design

Research design has various meanings. It is an explorative plan and strategies that distinguish findings from broad expectations of systematic data collection and investigation approaches (Ishtiaq, 2019b). Besides, the research design serves as a blueprint for investigations, containing a plan, strategy, and a structure (Ausloos et al., 2018).

The cross-sectional design investigates how something is done during a research study and attempts to classify and comprehend variances (Afifi et al., 2019). A cross-sectional design was used in this study to investigate variations in outcomes using different contexts over the same period. Despite its limitations, cross-sectional research has some advantages over different techniques regarding time and budget limitations. Previously, information gathered at a solitary point in time was believed to be adequate to support hypothesis testing.

## **3.2 Research Methods**

A research method is a technique or set of procedures for gathering and analyzing research questions or hypotheses. There are two types of research methods: quantitative research and qualitative research.

### **3.2.1 Quantitative Research Method**

The quantitative research method is conducted to test the hypothesis, achieve research objectives, identify causality issues and reduce the subjectivity of judgment. Therefore, the main concerns of the quantitative paradigm are that measurement is reliable, valid, and generalizable in its precise prediction of cause and effect (Alharahsheh & Pius, 2020).

Furthermore, large sample data is the most representative of the population being studied and choosing a quantitative research is always fraught with controversy. One of the method's shortcomings is that it fails to distinguish between people, the social world, and the "natural world", which are distinct and must be treated separately (Kaliyadan & Kulkarni, 2019). Therefore, a structured questionnaire was applied for the quantitative research method in this study.

### **3.2.2 Qualitative Research Method**

The qualitative method is a research strategy that emphasizes arguments and produces non-numerical data and analysis rather than quantification. Besides, qualitative research looks at the relationship between theory and research, focusing on understanding the social world through anticipated interpretation (Aspers & Corte, 2019). This also assumes that the qualitative research method is subjectivist, reflecting the interpretive perspective (Sorice, 2019).

Qualitative research is based on a broadly interpretive and naturalist technique that refers to social meaning, interpretations, and practice (Wedeen, 2019). Furthermore, qualitative researchers typically emphasize contextual understanding of social behaviour over testing or measuring variables. As a result, qualitative research requires understanding complexity, details, and contexts, to generate rich, contextual and detailed data. Hence, the qualitative research method, like the quantitative research method, has limitations and one of the most common criticisms levelled at qualitative methods is that they are too subjective. Besides, the qualitative findings rely on the researcher's own perceptions and close relationship with the people studied (Aspers & Corte, 2019). Therefore, semi-structured interviews were applied for the qualitative research method in this study.

### **3.2.3 Data Triangulation**

Often, two types of data are collected: quantitative data and qualitative data. The quantitative data allows access to the perspectives of people being studied, while the qualitative data allows understanding of the underlying connotation behind the perspectives. The triangulation design is a well-known way to deal with blending the two techniques (Piper & Stokes, 2020).

The pioneering efforts of Campbell and Fiske (1959), who used multiple methods to assess a psychological trait, paved the way for triangulation techniques (Flick, 2018). It entails using quantitative and qualitative data and methods to investigate a similar phenomenon within the same study (Piper & Stokes, 2020). Furthermore, Webb, Campbell, Schwartz, and Sechrest (1996) first developed measures and concepts; one method is used to develop another method, resulting in greater confidence in the results

(Abdalla et al., 2018). In addition, the qualitative findings supplement the previous quantitative findings by increasing confidence in the conclusions (Goering & Streiner, 2021).

Data triangulation entails employing more than one method or various data sources within the scope of a single study - interviews, observations and documentary evidence. In terms of research findings, triangulation produces better results in terms of validity, and researchers triangulate information from various data sources by extracting information from the sources and building coherent justification for themes. By establishing themes based on the convergence of multiple data sources or participant perspectives, data triangulation can assist a researcher to utilize each type of strength through specific techniques (García-Peñalvo et al., 2018). In this study, since it involves different aspects of the phenomenon related to the reason behind the former workers' resignation and obtaining views from various perspectives, data triangulation was a reasonable solution.

### **3.3 The Chosen Methodology**

This study investigates the relationship between ethical leadership behaviours and employee job satisfaction in a manufacturing company. This is an explorative research, including methods that begin with theoretical foundations and end with data collection and analysis (Collins et al., 2020).

The current study sought to gather and analyze numerical data to understand and examine ethical leadership behaviours and job satisfaction. Next, based on the theoretical framework, the current study used a deduction approach to develop research questions. Several hypotheses were developed to investigate the relationship between the dependent variable of employee

job satisfaction and the independent variables of ethical leadership behaviours. The final step in hypothesis testing was to analyze the results, as to whether or not the hypotheses are supported.

### **3.3.1 Quantitative Research Approach**

The main reason that led to the quantitative approach being chosen is that the purpose of the study is to see if there is a link between ethical leadership variables and employee job satisfaction. Next, the quantitative approach enabled the development of hypotheses based on the variables to answer the research questions, as a qualitative research approach would not have allowed for this; the quantitative method allowed measuring respondents' opinions and perceptions of ethical leadership behaviours. A questionnaire survey allows many people to investigate a few questions, whereas qualitative research is subjective with few participants. Finally, examining employees' perceptions will deliver an understanding related to determining the extent of ethical leadership behaviours and assessing the relationships between job satisfaction and ethical leadership behaviours.

### **3.3.2 The Use of Qualitative Research**

Qualitative research emphasizes the human interactions and meanings that underpin variable relationships. It can integrate research and theory, as a questionnaire-based study may not capture the actual meaning behind the quantitative results; thus, a follow-up interview may be required (Goering & Streiner, 2021).

When using a single research method, it was impossible to answer all the research questions, particularly on examining the influence of ethical

leadership behaviours on employee job satisfaction. As a result, to increase confidence in the study's conclusions and validate the quantitative findings, semi-structured interviews involving 10 former workers on the central questions addressed in this study, were conducted. In addition, converging and confirming different data sources would aid in overcoming problems with reliability, validity, and bias (Richards et al., 2019). As a result, in this study, the triangulation approach was used, in which quantitative and qualitative data were collected and analyzed. The findings were combined, and conclusions were drawn based on both methods.

### **3.4 Data Collection Methods**

There are many data collection methods, including interviews, telephone surveys, mail surveys, e-mail surveys, and online surveys (Tobing et al., 2020). For gathering data to answer research questions, this section discusses the questionnaire and interview methods as research instruments. As depicted in Table 3.1, the data collection process involved two stages. In the first stage, questionnaires were used to reveal employees' perceptions of their leaders' ethical leadership behaviours and job satisfaction. Finally, semi-structured interviews were used in the second stage to accomplish the second objective of investigating the influence of leadership behaviours on employee job satisfaction with 10 former workers of the chosen manufacturing company.

Table 3.1

*Relationship between research questions, objectives, methods and process*

Research Questions	Research Objectives	Methods	Research Process
Are there any significant relationships between ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, and employee job satisfaction?	To examine the relationships between ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, and employee job satisfaction.	Questionnaire Survey	Stage One
How can ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, influence employee job satisfaction?	To investigate how ethical leadership behaviours, consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability, influence employee job satisfaction.	Semi-structured Interviews	Stage Two

### 3.4.1 Questionnaire

#### 3.4.1.1 Survey

In social research, a standard and widely used method is survey. A cross-sectional design is used in survey research, with data collected primarily through a questionnaire or structured interviews on multiple cases and at a

single point in time to collect quantitative data concerning two or more variables, which are then used to investigate correlations (Goering & Streiner, 2021). Questionnaires are a valuable and efficient tool for gathering primary data when it is clear what information is essential and how to measure it (Oppenheim et al., 2020).

A questionnaire is a carefully designed list of questions designed to elicit responses from a specific sample (Collins et al., 2020). Similarly, a questionnaire is defined as a reformulated written set of questions to which respondents record their responses, usually within a relatively narrow range of options (Dimitrakis et al., 2020). A questionnaire is used to collect information that is difficult to observe or that is not already accessible in printed or automated forms (Alharahsheh & Pius, 2019). Many previous studies have used a questionnaire to investigate people's perspectives on leadership and job satisfaction (Kalshoven, Den Hartog, & de Hoogh, 2011). Few, however, have attempted to collect data on the aspects of leadership, such as ethical leadership behaviours and employee job satisfaction, in different contexts and environments (Cansoy, 2019).

#### **3.4.1.2 The Use of Self-administered Questionnaire**

The questionnaire design varies depending on how it is administered and how much contact is made with the respondents. Self-administered questionnaires and interview-administered questionnaires are the two types of questionnaire designs (Goering & Streiner, 2021). A questionnaire can be distributed to respondents by electronic means, by mail, or in person (Tobing et al., 2020). This study was carried out with a sample of respondents drawn from a

manufacturing company using a self-administered questionnaire distributed with the help of the company's representative.

#### **3.4.1.3 Questionnaire Design**

A structured questionnaire (as shown in Appendix A) with three sections was used in this study. Section (1) items requested respondents' personal information. Section (2) items addressed ethical leadership behaviours. Finally, section (3) items examined employee job satisfaction. On the first page of the questionnaire, there was a covering letter about this study. The motivation behind the covering letter was to present the study's purpose and assure respondents of the confidentiality of their responses. The research variables, survey, and sources of the instruments utilized in this study are depicted in the next section. The measures were generally adopted from past studies with satisfactory Cronbach's Alpha reliabilities and utilized for this study.

#### **3.4.1.4 The Questionnaire Content**

The questionnaire for this study is divided into three sections, totalling 64 items, and the contents of the questionnaire is divided into three major sections:

##### **Section One: Demography**

Six questions were asked, i.e., gender, age, education level, job position, length of service, and total monthly income (as shown in Appendix A-Section A). The main objective of the questions was to gather information about the respondents who took part in this study.

## **Section Two: Ethical Leadership**

The first measurement instrument of ethical leadership, the Ethical Leadership Scale (ELS), was developed by (Brown et al., 2005). The ELS has widely been used to study the phenomenon but is now being criticized for theoretical and practical reasons and limitations of the scale. Since the ELS does not cover all of the behaviours, the authors created and validated a new questionnaire (Kalshoven, Den Hartog, & de Hoogh, 2011), using an empirical-descriptive approach to create the items, focusing on concrete ethical leadership behaviours at work and actions that demonstrate ethical leadership. Due to the Ethical Leadership at Work (ELW)'s strict focus on behavioural manifestations, no knowledge of ethics is required. Respondents rate how frequently a leader exhibits certain behaviours rather than judging the ethics of the leader's conduct. As a result, Kalshoven created the "38-item Ethical Leadership at Work (ELW)" scale (as shown in Appendix A-Section B). This multidimensional measurement tool aids in understanding ethical leadership behaviours with a response scale ranging from 1= "strongly disagree" to 5= "strongly agree" (Kalshoven, Den Hartog, & De Hoogh, 2011).

The validation results show that the 38-item ELW is a reliable and valid measure of ethical leadership. When these constructs are combined, they load on a higher-order ethical leadership factor. The ELW has a positive relationship with related and a negative relationship with destructive leader behaviours. ELW-constructs are associated with positive work attitudes and perceived leader effectiveness in followers (Kalshoven, Den Hartog, & de Hoogh, 2011).

Furthermore, because it is the only scale covering a wide range of ethical leadership behaviours used in this study, all ELW scale reliability values must be more than 0.70, which is considered acceptable. It is essential in this study because leaders exhibit various behaviours; thus, this scale could capture these behaviours and assess them.

### **Section Three: Job Satisfaction**

The third section of the questionnaire focused on job satisfaction. Unfortunately, job satisfaction is difficult to measure because it is based on overall judgments about jobs, affective experiences, and beliefs about job satisfaction (Weiss et al., 1967). However, the job can be evaluated from various criteria, depending on the organization's working environment. Numerous scales have been developed to measure Job Satisfaction. Weiss (1967) developed the short version of the MSQ - Minnesota Satisfaction Questionnaire, with a 5-point Likert-type scale with 20 items. This scale has been widely used, being a well-known and stable-over-time instrument with previous researches yielding excellent coefficient alpha values (ranging from .85 to .91). It has 20 items and includes two constructs, namely intrinsic satisfaction with 14 items and extrinsic satisfaction comprising six items. Besides, it is a parsimonious scale (compared to the 72 items of the Descriptive Job Index, for example). Moreover, the MSQ has been widely studied and validated (Güzide, 2021). All of the job satisfaction scale's reliability values are greater than 0.70, which is considered acceptable and was used in this study (as shown in Appendix A-Section C), with a response scale ranging from 1= "strongly disagree" to 5= "strongly agree."

### **3.4.1.5 Unit of Analysis**

The primary goal of this study is to look into factors influencing employee job satisfaction. Therefore, employees from a manufacturing company serve as the current study's unit of analysis. Individual-level analysis entails treating each respondent as a separate data source (Adi et al., 2020).

### **3.4.1.6 The Target Population and the Sampling**

The term, 'population', refers to the entire community of individuals, or incidents of interest that need to be investigated, and the sample is a subset of the population (Karollah et al., 2020). A population is any large group of people who share the same characteristics (Krüger, 2020). Employees of a manufacturing company, excluding leaders, are this study's target population.

Due to limitations and constraints, such as budget, time, and information access, it was nearly impossible to collect, investigate, and analyze all data. Therefore, a sample was used. The sampling frame is required as the next step in the sampling procedure to choose the correct sample size to explore the study's problem (Krüger, 2020). In consideration of the goal of this study to investigate the relationship between ethical leadership behaviours and employee job satisfaction, the sampling method was designed with employees from a manufacturing company in mind.

Typically, there are two types of sampling methods: probability sampling and non-probability sampling. The probability/purposive sampling rationale is that the random sampling method has given a shallow response rate among Malaysian companies participating in previous research. Besides, the probability sampling technique can increase the accuracy of the results, reduce costs, and facilitate the rapid collection of data from the easily

accessible population (Yadav et al., 2019). Therefore, purposive sampling was used in this research to select all employees, except leaders. As noted above, the leaders have been excluded because the study analyzed their leadership behaviour and job satisfaction. Employee assessments of their leaders' ethical leadership actions will be more effective than their leaders' self-rating, and several studies have reinforced this argument (Brown et al., 2019).

Another issue concerning sampling is the sample size. A sample size of 200 or greater is required to test such statistical techniques (Arend & Schäfer, 2019). This research followed a sampling table for determining the sample size (Krejcie & Morgan, 1970). Since this study's population was 1005 employees, the sample size should be around 278 participants. The current study was able to obtain 283 responses and used 278 respondents for analysis. Table 3.2 illustrates the population and sample size using Krejcie and Morgan's Table.

Table 3.2

*Table for determining the sample size of a known population*

<b>Population size</b>	<b>Sample size</b>
850	265
900	269
950	274
1000	278
1100	285

Source: Krejcie & Morgan (1970) Sampling Table

#### **3.4.1.7 Distribution of Questionnaire**

A letter seeking permission to perform the survey was forwarded to the company's Human Resources Manager. The letter briefly outlined the

purpose of the study and the methods used. The representative distributed a self-administered questionnaire to respondents and encouraged them to respond to the questionnaire. Questions were in English, and all items are straightforward to understand. An appropriate time of three months was given to answer all the questions. All questionnaires were collected upon completion, with the assistance of the representative. This method ensured a high rate of return and gave the respondents the freedom to answer the questionnaire according to their preferred time.

#### **3.4.1.8 Pilot Test**

Before starting the primary process of data collection, a pilot test was conducted. A pilot test is like a small-scale project to obtain data from respondents who have similar characteristics to the study's target respondents, refine survey questions, and ensure that the terminology or scales used in the questionnaire are not problematic (Khamaiseh et al., 2020). Thus, before collecting sample data, the pilot test aids in determining the reliability and validity of the final questionnaire. Furthermore, research indicates that using a pilot test would be better to verify the study's precision and quality (Johan et al., 2019).

The pilot test also helps assess whether the respondents can understand and read through all the items in the questionnaire to which they are required to respond and then identify if they experience any difficulties in completing the questions, in terms of structure, wording, and questions. Apart from that, the amount of time required to complete the questions should be measured (Butt et al., 2020). The pilot test is performed to determine the practicality and ensure the technical quality of the data collection methods,

research design and alternative steps, such as the accuracy and appropriateness of the statistical and analytical procedures used in the actual study. Meanwhile, all the possible problems found can be resolved in the final report. The pilot test was performed using the questionnaire two months before the final version of the questionnaire in August 2020.

Participation in this pilot test was voluntary, and the participants' responses were kept confidential. The sample size of a pilot test differs according to different scholars in different disciplines. The sample size of a pilot test should range between 10 and 40 (Hertzog, 2008). The pilot test involved 30 employees selected using purposive sampling, and these employees were excluded from the final questionnaire distribution.

#### **3.4.1.9 Reliability and Validity of the Instrument**

Reliability is a measure that indicates how free of bias or error an instrument is, ensuring reliable measurement through numerous items in the instrument (Collins et al., 2020). A variety of approaches can be used to measure data reliability and to identify the internal consistency of a scale. Therefore, it was essential to test Cronbach's Alpha first before the actual survey was conducted to test its reliability. Cronbach's Alpha was used in this study to determine the reliability of the questionnaire as an instrument to measure the variables used in this study. The pilot test results revealed a significant relationship between ethical leadership behaviours and employee job satisfaction. Moreover, the pilot test data showed that the questionnaire used to assess the study variables is accurate as all values are higher than 0.80 (as shown in Table 3.3 and Table 3.4), which is considered highly reliable, indicating the measurements are valid (Etikan, 2017).

Table 3.3  
*Scale type used, pilot test reliability, and source of scale*

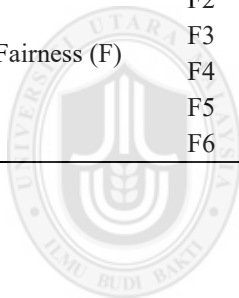
<b>Section</b>	<b>Variable</b>	<b>Items</b>	<b>Likert Scale</b>	<b>Reliability of Pilot Test</b>	<b>Sources</b>
A	Demographic Information	6	-	-	Self-construct
B	Integrity	4	5-point scale	0.908	Kalshoven et al. (2011)
B	Ethical Guidance	7	5-point scale	0.900	Kalshoven et al. (2011)
B	People Orientation	7	5-point scale	0.884	Kalshoven et al. (2011)
B	Concern for Sustainability	3	5-point scale	0.890	Kalshoven et al. (2011)
B	Role Clarification	5	5-point scale	0.935	Kalshoven et al. (2011)
B	Power Sharing	6	5-point scale	0.874	Kalshoven et al. (2011)
B	Fairness	6	5-point scale	0.896	Kalshoven et al. (2011)
C	Job Satisfaction	20	5-point scale	0.901	Weiss, David, (1967)

Table 3.4  
*Factor Analysis Based on Pilot Test*

Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
Job Satisfaction (JS)	JS1	0.899							
	JS2	0.897							
	JS3	0.892							
	JS4	0.891							
	JS5	0.893							
	JS6	0.897							
	JS7	0.894							
	JS8	0.889							
	JS9	0.893							
	JS10	0.890							
	JS11	0.893							
	JS12	0.891							
	JS13	0.892							
	JS14	0.893							
	JS15	0.893							
	JS16	0.907							
	JS17	0.906							
	JS18	0.904							
	JS19	0.906							
	JS20	0.906							
Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
Integrity (I)	I1		0.854						
	I2		0.884						
	I3		0.906						
	I4		0.875						
Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
Ethical Guidance (EG)	EG1			0.889					
	EG2			0.902					
	EG3			0.880					
	EG4			0.882					
	EG5			0.881					
	EG6			0.878					
	EG7			0.883					
Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
People Orientation (PO)	PO1				0.865				
	PO2				0.876				
	PO3				0.882				
	PO4				0.870				
	PO5				0.861				
	PO6				0.859				
	PO7				0.859				

Table 3.4 Continued

Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
Concern for sustainability (CFS)	CFS1					0.849			
	CFS2					0.849			
	CFS3					0.829			
Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
Role Clarification (RC)	RC1						0.899		
	RC2						0.899		
	RC3						0.912		
	RC4						0.931		
	RC5						0.957		
Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
Power Sharing (PS)	PS1							0.893	
	PS2							0.863	
	PS3							0.838	
	PS4							0.847	
	PS5							0.828	
	PS6							0.847	
Variable	Code	1(JS)	2(I)	3(EG)	4(PO)	5(CFS)	6(RC)	7(PS)	8(F)
Fairness (F)	F1								0.881
	F2								0.888
	F3								0.877
	F4								0.863
	F5								0.873
	F6								0.883



Factor one which represents job satisfaction (JS), has 20 items, as was initially proposed. All the items were consistent with this construct.

Factor two which represents integrity (I), has four items, as was initially proposed. All the items were consistent with this construct.

Factor three which represents ethical guidance (EG), has seven items, as was initially proposed. All the items were consistent with this construct.

Factor four which represents people orientation (PO), has seven items, as was initially proposed. All the items were consistent with this construct.

Factor five which represents concern for sustainability (CFS), has three items, as was initially proposed. All the items were consistent with this construct.

Factor six which represents role clarification (RC), has five items, as was initially proposed. All the items were consistent with this construct.

Factor seven which represents power sharing (PS), has six items, as was initially proposed. All the items were consistent with this construct.

Factor eight which represents fairness (F), has six items, as was initially proposed. All the items were consistent with this construct.

### **3.4.2 Interview**

The purpose of the interview is to explore individuals' views, experiences, beliefs, and motivations on specific matters (Haller et al., 2018). From a general perspective, interviews have numerous advantages, and one of the pertinent aspects is that interviews provide the participants with the much-needed flexibility of explaining issues based on how well they know about them. To the qualitative researcher, this is as important as the central issue in

qualitative research, is to justify a particular phenomenon (Sewell et al., 2020).

### **3.4.2.1 Types of Interviews**

They are three types of interviews: structured, semi-structured, and unstructured interviews, also known as in-depth interviews (Goering & Streiner, 2021).

#### **1) Structured Interview**

Structured interviews have some disadvantages: the researcher cannot collect additional information, and the interviewer has a pre-coded response recorded on a standardized schedule after the interviewee reads the questions (Goering & Streiner, 2021).

#### **2) Semi-structured interview**

Semi-structured interviews are used because they are a very adaptable method for small-scale research to provide more valuable data (Gary, 2020). However, because this study only included 10 former workers, semi-structured interviews were deemed preferable.

#### **3) Unstructured interview**

An unstructured interview may contain only one or a few pre-determined questions that allow the interviewer to delve into issues raised by the interviewee. The interview guide must be consistent with the methodological approach (Wolcott & Lobczowski, 2021). It is usually a good idea to begin the interview with a few "easy" questions to make the interviewee feel at ease and familiarise him/her with the interview subject. "Please tell me, "How have you experienced the workload in your previous workplace?" are

examples of questions that are more likely to be answered well than if they are posed as the first question of the interview. In addition, a closing question such as, "Is there anything else you would like to add?" can be appropriate.

#### **3.4.2.2 Using semi-structured interviews in this study**

When the research benefits from a more open framework, semi-structured interviews focus on informal two-way communication with the participants. In a structured interview, it is customary to prepare detailed questions ahead of time. It “begins with broad and more general questions or topics” (Bergh, 2020).

Only topics and sub-topics are identified while preparing for such an interview, rather than specific questions. It is hoped that specific questions will arise due to the exploration of these topics and sub-topics. This gives the interviewer more leeway to explore issues as they arise rather than pre-empting them. A general structure for the interviews was established by determining the main topics and subtopics in advance. Then, more in-depth questions were asked as they arose during the interview to allow the interviewee to decide what needed to be described/argued, how much explanation to provide, and how much detail to use (Omeni, 2020).

#### **3.4.2.3 Sampling Size for the Interviews**

There are no hard and fast rules for sample size in a qualitative study. Instead, the sample size is determined by the type of data sought, that will aid in collecting detailed information, mainly if the participants are experts in their fields and have extensive knowledge and experience. Moreover, rather than the sample size, the validity, significance, and insights generated from

qualitative methods are based on the richness of the data attained from the participants and analytical abilities (Abdalla et al., 2018). Therefore, 10 former workers were used for qualitative interviews for this study.

#### **3.4.2.4 Conducting the Interview**

Following the collection of quantitative data, semi-structured interviews were conducted in the second phase of this study. The resignees list was obtained from the Human Resource Department and resignees who agreed were scheduled for an interview during weekends. The interviews were conducted in person following guidelines (as shown in Appendix C). In addition, responses from face-to-face interviews were recorded on the phone with the permission of each resignee. The essential aspects of transcribing reviewed manually in this study are the resignees' words, transcribing all parts of the audio, and carefully revisiting the phone recording and re-reading the transcript.

#### **3.4.2.5 Reliability and Validity of Qualitative Data**

Validity strategies can improve the ability to assess the accuracy of findings. Triangulating different information sources and using them to build rationalization for themes is one of these strategies. Furthermore, inter-rater reliability or member-checking has been shown to increase trustworthiness by returning findings to participants to ensure accuracy (Ishtiaq, 2019a).

Three strategies were chosen to ensure the validity of the data in the study. The first is to explain the quantitative data results, followed by qualitative data (interview). Second, the obtained findings were double-checked to confirm accuracy. Third, the study included positive and

contradictory information because including contradictory information would boost the research's credibility. Finally, it was argued that reliability tests are better suited to quantitative research because they assess the same data collection methods that produce the same results. Furthermore, it is believed that reliability can be attained by establishing thorough, careful, honest, and accurate data generation in qualitative research (Noble & Heale, 2019). Researchers must determine that their data collection and analysis are not careless and misrepresented (Goldammer et al., 2020). As a result, to ensure this study's reliability, all recordings and qualitative data analysis were completed thoroughly and carefully.

### **3.5 Data Analysis**

#### **3.5.1 Quantitative Data Analysis**

The data were checked for reliability and correlation between individual items using Statistical Package for the Social Sciences (SPSS) version 25. The power of SPSS is genuinely unique, and combining, dividing, and sorting files, are all options. Usually, something can be achieved with SPSS, whatever the data set wants with this software (IBM Corporation, 2019). Furthermore, multiple regression analysis for reliability analysis, descriptive statistics, factor analysis, correlation and coefficients analysis, was performed in this study.

#### **3.5.2 Qualitative Data Analysis**

Thematic analysis was used to analyze the qualitative data from the interviews. Thematic analysis is a qualitative approach to examine research data to understand and represent the experiences of people as they encounter,

engage with and live those experiences (Agyekum et al., 2019). It is used to identify, analyze and report patterns or themes within data and is the most common qualitative data analysis technique for recognizing themes (Braun & Clarke, 2019). This study used thematic analysis because it allowed considerable freedom to interpret and select themes from the interview transcript. Following this, the interviewees' exact responses were typed up in Microsoft Word and manually analyzed, and as a result, developing themes and analyzing qualitative data manually were more reasonable and practical than using CAQDAS, such as NVivo.

### **3.6 Chapter Summary**

This chapter discusses the research methodology used in the study. The first data collection method was quantitative, followed by semi-structured interviews to elicit information about leadership variables and employee job satisfaction. This study applied data triangulation to reach effective and supported conclusions about ethical leadership behaviours and employee job satisfaction based on both types of data: Quantitative and Qualitative.

Using SPSS, the collected questionnaire data were entered into digital form. Furthermore, qualitative data from the interviews were manually analyzed, allowing themes to emerge for further investigation. The following chapter presents the current study's findings based on quantitative and qualitative data analysis.

## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

#### 4.0 Chapter Introduction

This chapter presents the overall findings of the study. It comprises demographic profiles of the respondents, statistical analysis, factor analysis, reliability analysis, and correlations for quantitative research. Besides, the themes presented in this chapter were derived from a thematic analysis obtained from the transcripts for qualitative research. Quotes are extracted from interviews and used to support findings to reinforce the central ideas that have become apparent, thus enhancing the connection and comprehension between ethical leadership behaviours and employee job satisfaction.

#### 4.1 Response Rate for Quantitative Data Analysis

The study included the employees of a manufacturing company as the respondents. The duration for the data collection was three months, from October to December 2020. A total of 505 questionnaires were distributed, and 283 were returned with a response rate of 56.0%. However, only 278 questionnaires, or 55.1%, were completed correctly, usable and accurate for analysis. The remaining five were incomplete due to several missing data, and the double tick for the answers option was deleted as provided in Table 4.1. A response rate of more than 50% is considered acceptable and desirable (Anderson et al., 2021).

Table 4.1  
*Response Rate*

Number of distributed questionnaires	505
Total response	283
Unusable response	5
Usable response	278
Total response rate	56.00%
Usable response rate	55.10%

## 4.2 Respondents' Profile for Quantitative Data Analysis

The respondents' profiles were analyzed based on gender, age, education, position, length of service in the current company, and total monthly income. Respondents' descriptive statistics on their demographic profiles are provided in Table 4.2. Of the 278 respondents, 111 (39.9%) are male, while the remaining 167 (60.1%) are female. In terms of age, 3 (1.1%) respondents are under the age of 20 years, 240 (86.3%) respondents between the ages of 20 and 29 years, 23 (8.3%) respondents between the ages of 30 and 39 years, 8 (2.9%) respondents between the ages of 40 and 49 years, and 4 (1.4%) respondents over the age of 50 years. The majority of respondents, totaling 262 (94.2%), completed their secondary education, while 6 (2.2%) are Diploma Holders and 1 (0.4%) is a Degree Holder. Only 7 (2.5%) of the respondents have master's degrees, and 2 (0.7%) have other qualifications. Meanwhile, 16 (5.8%) of the respondents are executives, and 262 (94.2%) are non-executives. As far as the length of service is concerned, 22 (7.9%) respondents have worked for less than 1 year, followed by 244 (87.8%) respondents who have worked between 1 and 5 years of service, 8 (2.9%) between 6 and 10 years, and finally, 4 (1.4%) for more than 10 years.

For total monthly income, about 262 (94.2%) respondents receive between RM1,000 and RM2,000 per month, followed by 7 (2.5%) in the RM2,001-RM3,000 income range. Meanwhile, 6 (2.2%) earn around RM3,001-RM4,000 per month, followed by 1 (0.4%) earning about RM4,001-RM5,000 and only 2 (0.7%) respondents earn more than RM5,000 per month as shown in Table 4.2 below:



Table 4.2  
*Demographic Profile of Respondents*

<b>Demographics</b>	<b>Frequency</b>	<b>Valid Percentage (%)</b>
<b>Gender</b>		
Male	111	39.90%
Female	167	60.10%
<b>Age</b>		
<20	3	1.10%
20-29	240	86.30%
30-39	23	8.30%
40-49	8	2.90%
>50	4	1.40%
<b>Educational</b>		
Secondary	262	94.20%
Diploma	6	2.20%
Bachelor degree	1	0.40%
Master degree	7	2.50%
Other qualifications	2	0.70%
<b>Position Category</b>		
Executive	16	5.80%
Non-Executive	262	94.20%
<b>Service</b>		
<1 years	22	7.90%
1-5 years	244	87.80%
6-10 years	8	2.90%
>10 years	4	1.40%
<b>Income</b>		
RM1000 - RM2000	262	94.20%
RM2001 - RM3000	7	2.50%
RM3001 - RM4000	6	2.20%
RM4001 - RM5000	1	0.40%
>RM5000	2	0.70%

### **4.3 Data Screening**

The survey approach was used and data was analyzed using SPSS. However, it was essential first to recognize the quality of the information obtained through certain precautions in this process, such as data cleaning, including checking the appropriateness of the data gathered from the survey. In this process, the legitimacy of each variable was verified, and the numerical value was checked. Furthermore, before analyzing the results, it was essential to consider the data entered in the file to correct the findings (Tabachnick & Fidell, 2019). Data screening techniques include testing data for accuracy of an entry, identifying missing data, outliers, normality, and assumptions for multiple regression analyses (Plonsky & Oswald, 2017). The regression analysis was used to analyze how variables, such as ethical leadership behaviours, could predict job satisfaction.

### **4.4 Accuracy of Data Entry**

People make mistakes if the data is entered manually. Data entry can be time-consuming, but it is necessary to analyze research findings so as to avoid text entry errors. The results of the analyses will be meaningless if the data is not entered carefully; so, it is important to enter data with care and accuracy. Double-checking the file is needed for accuracy after the data is entered (Pallant, 2020). All the 278 usable questionnaires coded into the SPSS were re-examined to ensure that the data were correctly entered, and it was found that for all the individual items entered, there were no out-of-range values. As the study utilized the 5-point Likert scale for the questionnaire, all responses were between 1 and 5. Hence, the data entered for this study were double-checked for accuracy before proceeding further.

#### **4.5 Missing Values in SPSS**

Missing values is a problem, especially with multivariate modelling, because these data can lead to erroneous results (Sarstedt, 2019). When the amount of missing values on a questionnaire exceeds 10%, the observations should be removed from the data file; if a high proportion of responses are missing for a single construct, then the entire observation may be removed; and even if the overall missing data on the questionnaire does not exceed 10%, other alternatives, such as mean value replacement or casewise deletion, can also be used in the treatment of missing data (Michalowsky et al., 2020). As the SPSS software allows users to detect any possible missing data, the missing value settings in the SPSS were used, and it was discovered that there were no missing values.

#### **4.6 Outliers**

After the process of missing data, the analysis continued with data screening for multivariate outliers by calculating Mahalanobis Distance for each respondent. Values considered multivariate outliers need to be removed from the analysis because they can distort the overall results. Outliers are observations with a particular combination of characteristics that can be defined as distinct from other observations (Gibbert et al., 2021).

Outliers were assessed using Mahalanobis Distance ( $D^2$ ). Based on the 58 observed variables of the study, the recommended threshold of chi-square is 76.78 ( $p < 0.05$ ). From the result of the analysis obtained, there is no case that exceeded the threshold value and as such, outliers are not a problem in this study.

#### 4.7 Descriptive Analysis of Variables

Descriptive analysis was carried out to analyze the mean and standard deviations of the data. The responses to all the items of the study variables were measured on a 5-point Likert scale (1=strongly disagree to 5= strongly agree). The mean scores of the study variables were utilized to determine the level of agreement to the variables. A mean score between 1.00 and 2.33 indicates a low level of acceptance, a score of 2.34 to 3.66 indicates moderate agreement, and a score of 3.67 to 5.00 indicates a high level of acceptance. Table 4.3 provides the mean and standard deviations of the study.

Table 4.3  
*Descriptive Statistics of Variables*

<b>Variable Name</b>	<b>No. of Items</b>	<b>Mean</b>	<b>Standard Deviation</b>
PeopleOrientation	7	3.43	0.84
Fairness	6	3.38	0.75
PowerSharing	6	4.04	0.51
ConcernForSustainability	3	4.10	0.56
EthicalGuidance	7	4.05	0.64
RoleClarification	5	4.15	0.57
Integrity	4	4.02	0.68
JobSatisfaction	20	3.83	0.41

#### 4.8 Normality

Data were checked for normality using the Kolmogorov-Smirnov (K-S) and the Shapiro-Wilk (S-W) tests. Some researchers have proposed the Shapiro-Wilk test as the best choice for measuring data normality (Marange & Qin, 2019). Normality is significant as the Shapiro-Wilk test value is greater than 0.05, which means the data was distributed appropriately.

#### **4.9 Multicollinearity Test**

Collinearity arises when two indicators are highly correlated, and when more than two indicators are involved, it is called Multicollinearity. Multicollinearity is said to have occurred when two or more exogenous latent constructs become highly correlated (Kalnins, 2018). The presence of multicollinearity among the independent variables tends to increase or boost the size of standard errors, which often leads to confusing and misleading results as it distorts the estimates of regression coefficients and their statistical significance test (Lindner et al., 2019). To test for multicollinearity in this study, the correlation matrix was performed.

A correlation matrix of the independent variables should be examined, and a correlation coefficient of 0.90 and above, indicates multicollinearity among the independent variables (Senthilnathan, 2019). As shown in Table 4.7, the correlations between the exogenous latent constructs are sufficiently below the suggested threshold values of 0.9. This shows that ethical leadership behaviours as the independent variable is not highly correlated, and as such, multicollinearity is not a concern in this study.

#### **4.10 Factor Analysis for Quantitative Data**

Factor analysis is a technique for identifying factors among observed variables. In other words, data with many variables can benefit from factor analysis to reduce the number of variables. Variables with similar characteristics are grouped in factor analysis. As a result, factor analysis can provide a small number of factors from many variables to explain the observed variance in the significant number of variables (Gabriel, 2019). This study performed factor analysis using the Kaiser Meyer Olkin-Measure of

Sampling Adequacy (KMO-MSA), Bartlett's Sphericity Test, and communalities, as explained in detail in the following sections.

#### 4.10.1 Kaiser Meyer Olkin (KMO) and Bartlett's Sphericity Test

Factor analysis in the present study was conducted using parameters, such as the Kaiser Meyer Olkin-Measure of Sampling Adequacy (KMO-MSA) and Bartlett's Test of Sphericity, which were considered in the decision-making phase for factor extraction.

In addition, the Bartlett's Test shows the close relationship between the variables and tests whether the matrix of correlation is an identity matrix by checking the null hypothesis (Yu et al., 2018). For this study, the Kaiser Meyer Olkin-Measure of Sampling Adequacy (KMO-MSA) was 0.845 (>0.50) as provided in Table 4.4, exceeding the minimum requirement of Bartlett's Test of Sphericity with a significance level of 0.000 (sig 0.05), allowing the factor analysis to proceed (Hung & Mai, 2020).

Table 4.4

*KMO and Bartlett's Test of Sphericity*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.845
Bartlett's Test of Sphericity	Approx. Chi-Square	15216.442
	df	1653
	Sig.	0.000

#### 4.10.2 Communalities

The SPSS output of communalities before and after extraction is shown in Table 4.5 below. For instance, if the principal component analysis assumes that all variance is shared, the communalities are all 1 before extraction. Thus, the communalities in the extraction column reflect the shared variance of the data structure. Value of factor loadings of .50 and higher are considered practically significant. However, loadings between .30 to -.40 are acceptable for factor interpretation. As a result, the shared variance accounts for 80.6 % of the variance associated with row 1 (People Orientation), and after extraction, the communalities represent the variation in each variable that the retained factors can explain.

Table 4.5  
*Communalities*

	Initial	Extraction
PeopleOrientation	1.000	0.806
Fairness	1.000	0.806
PowerSharing	1.000	0.742
ConcernForSustainability	1.000	0.654
EthicalGuidance	1.000	0.758
RoleClarification	1.000	0.678
Integrity	1.000	0.866
JobSatisfaction	1.000	0.737

Extraction Method: Principal Component Analysis.

#### 4.11 Reliability Analysis

Reliability can be used to assess the consistency of results and accuracy of representing the total population of the study (Zhang & Xiang, 2019). Before this, 30 responses were obtained for the pilot test, followed by examining the instrument's reliability and validity. Cronbach's Alpha is widely accepted and used to determine reliability. However, in terms of validity, using the Kaiser

Meyer Olkin-Measure of Sampling Adequacy (KMO-MSA), Bartlett's Test of Sphericity, and communalities, will strengthen the research. Internal consistency ensures that the scale's items are highly correlated and measure the same construct (Laksamana, 2018).

The current study tested each Ethical Leadership Behaviour component's internal reliability by computing the Cronbach's Alpha for each variable. An alpha value of 0.7 or above is usually considered to be appropriate and is considered to be accurate (Taber, 2018). As shown in Table 4.6, Cronbach's Alpha values for all variables are more than 0.70, meet the required reliability, and the values are at an appropriate level.

Table 4.6  
*Reliability Statistics for Independent and Dependent Variables*

<b>Variable Name</b>	<b>No. of Items</b>	<b>Cronbach Alpha</b>
PeopleOrientation	7	0.928
Fairness	6	0.872
PowerSharing	6	0.816
ConcernForSustainability	3	0.678
EthicalGuidance	7	0.883
RoleClarification	5	0.855
Integrity	4	0.948
JobSatisfaction	20	0.902
<b>Total Items</b>	<b>58</b>	

## 4.12 Correlation Analysis

### 4.12.1 Pearson Correlation Matrix

The correlation test is used to determine the strength of the relationship between the variables involved. Pearson correlation coefficient was used to compute inter-correlation coefficients ( $r$ ). The relationship direction is indicated by correlation coefficient ( $r$ ), which can be positive (+) or negative (-) (Kinanti et al., 2020). The coefficient value ranges from +1 to -1, with +1 representing perfect relationship, 0 representing no relationship, and -1 representing reversal relationship (the other variable becomes smaller as one variable becomes more extensive) (Cheah et al., 2018).

A correlation between 0.00 - 0.30 indicates a weak positive relationship between two variables, followed by values between 0.30 - 0.70, indicating a moderately positive relationship between the two variables, whereas values between 0.70 - 1.00 indicate a strong and positive relationship (Zhang & Guo, 2019). The matrix of correlation between variables for this study is shown in Table 4.7 below. This Table shows the result for the seven constructs of Ethical Leadership Behaviours and one construct of Job Satisfaction. Pearson correlation coefficient ( $r$ ) expresses the strength of a relationship between two variables. There is a positive, strong and significant correlation between the ethical leadership behaviours construct and job satisfaction for variables, such as role clarification ( $r = +.823$ ,  $p > 0.05$ ), ethical guidance ( $r = +.868$ ,  $p > 0.05$ ), concern for sustainability ( $r = +.859$ ,  $p > 0.05$ ), integrity ( $r = +.830$ ,  $p > 0.05$ ), power-sharing ( $r = +.802$ ,  $p > 0.05$ ) and job satisfaction ( $r = +.849$ ,  $p > 0.05$ ), while, there is a moderately positive relationship between the ethical leadership

behaviours construct and job satisfaction for fairness ( $r = +.633$ ,  $p > 0.05$ ). All the correlations showing more than 0.60 in this study are considered as moderate and strong positive correlations between variables. In summary, there is a significant relationship between all independent variables and the dependent variable, leading to a higher relationship level.

Table 4.7  
*Pearson Correlation Matrix*

Variables	PO	F	PS	CFS	EG	RC	I	JS
PO	1							
F	.633**	1						
PS	.802**	.794**	1					
CFS	.859**	.755**	.792**	1				
EG	.868**	.766**	.842**	.898**	1			
RC	.823**	.709**	.759**	.848**	.878**	1		
I	.830**	.738**	.777**	.860**	.843**	.842**	1	
JS	.849**	.666**	.797**	.796**	.824**	.812**	.810**	1

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

#### 4.12.2 Assessment of R<sup>2</sup>

The variation described by all the independent variables and the cumulative influence on the dependent variable is showed by R<sup>2</sup> (Cheah et al., 2018). The guideline for evaluating R<sup>2</sup> is  $\geq 0.26$  represents considerable,  $\geq 0.13 - 0.25$  represents moderate and  $\geq 0.02 - 0.12$  represents weak relationship (Bamgbade et al., 2019). The results from Table 4.8 show that the R<sup>2</sup> value is 0.887. This means that the predictor variables could explain 88.7 % of the variance in job satisfaction. This is an acceptable level for R<sup>2</sup> in explaining the variability of job satisfaction, which indicates that the seven independent variables are significant predictors of job satisfaction.

Table 4.8  
*Model Summary of R Square*

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 <sup>a</sup>	0.787	0.781	6.771

a. Predictors: (Constant), Integrity, PeopleOrientation, PowerSharing, Concernforsustainability, Fairness, RoleClarification, EthicalGuidance

b. Dependent Variable: JobSatisfaction

#### 4.12.3 Analysis of Variance (ANOVA)

Analysis of Variance (ANOVA) was carried out to evaluate the model and test if it is substantially greater in predicting the mean outcome (Yigit & Mendes, 2018). As per Table 4.9 below, there are N=278 respondents; so the degrees of freedom (DF) is 277 and including the intercept, there are 8 predictors; so the model has 8-1=7 degrees of freedom. The residual degree of freedom is the DF total minus the DF model; 277 - 7 is 270. For the Regression,  $45702.349/7 = 6528.907$  and for the Residual,  $12377.853/270 = 45.844$ . After this is done, the F ratio can be computed, dividing the Mean Square Regression by the Mean Square Residual to test the significance of the predictors in the model.

The F-value is the Mean Square Regression (6528.907) divided by the Mean Square Residual (45.844), yielding  $F=142.416$ . The p-value associated with this F value is very small (0.0000). These values are used to answer the question, “Do the independent variables reliably predict the dependent variable?”. When the p-value is compared to alpha level (typically 0.05) and if smaller, it can be concluded as: “Yes, the independent variables reliably

predict the dependent variable, and the group of independent variables can be used to predict the dependent variable.

Table 4.9  
*Analysis of Variance*

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	45702.349	7	6528.907	142.416	.000 <sup>b</sup>
Residual	12377.853	270	45.844		
Total	58080.201	277			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Integrity, PeopleOrientation, RoleClarification, ConcernForSustainability, EthicalGuidance, Fairness, PowerSharing

#### 4.13 Multiple Linear Regression

Multiple linear regression analyses were utilized to identify the influence of the predictor independent variables (ethical leadership behaviours) on the dependent variable (job satisfaction). The coefficient evaluation was carried out to evaluate the model and test whether the developed hypothesis was relevant. The "b Coefficients" indicate how many job satisfaction units increase for a single unit increase in each predictor. Table 4.10 illustrates the multiple linear regression results and presents the influence of people orientation, fairness, power-sharing, concern for sustainability, ethical guidance, integrity and role clarification on employee job satisfaction.

Table 4.10  
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.348	0.256		5.26	0.000
PeopleOrientation	0.419	0.095	0.415	4.426	0.000
Fairness	0.251	0.102	0.246	2.456	0.000
PowerSharing	0.373	0.097	0.37	3.856	0.000
1 ConcernForSustainability	0.436	0.096	0.424	4.541	0.000
EthicalGuidance	0.379	0.096	0.377	3.951	0.000
Integrity	0.407	0.097	0.399	4.213	0.000
RoleClarification	0.301	0.099	0.299	3.034	0.000

a. Dependent Variable: JobSatisfaction

As depicted in this Table 4.10, the seven variables examined in this study: people orientation ( $\beta = 0.415$   $t = 4.426$   $\text{sig} = 0.000$ ), fairness ( $\beta = 0.246$   $t = 2.456$   $\text{sig} = 0.000$ ), power sharing ( $\beta = 0.370$   $t = 3.856$   $\text{sig} = 0.000$ ), concern for sustainability ( $\beta = 0.424$   $t = 4.541$   $\text{sig} = 0.000$ ), ethical guidance ( $\beta = 0.377$   $t = 3.951$   $\text{sig} = 0.000$ ), integrity ( $\beta = 0.399$   $t = 4.213$   $\text{sig} = 0.000$ ), and role clarification ( $\beta = 0.299$   $t = 3.034$   $\text{sig} = 0.000$ ), are found to be significant in predicting employee job satisfaction. For example, 1 point increase in people-orientation corresponds to 0.42 points increase in job satisfaction.

$$\text{Job satisfaction} = 1.34 + (0.42 \times \text{People Orientation}) + (0.25 \times \text{Fairness}) + (0.38 \times \text{Power Sharing}) + (0.44 \times \text{Concern for Sustainability}) + (0.38 \times \text{Ethical Guidance}) + (0.41 \times \text{Integrity}) + (0.30 \times \text{Role Clarification})$$

The result means that there is a significant impact of ethical leadership behaviours on employee job satisfaction. The higher the ethical leadership behaviours applied, the higher the employee job satisfaction. Thus, hypotheses H1-H7 developed for this research are supported.

#### 4.14 Summary of the Quantitative Findings

Seven hypotheses were developed for the quantitative study, focusing on the relationship between Ethical Leadership Behaviours and Job Satisfaction elements. It was assumed that all of the elements would have a positive and significant relationship. All the seven hypotheses developed for the study are substantiated, and the findings are summarized in Table 4.11.

Table 4.11  
*Summary of the Quantitative Findings*

<b>Hypotheses</b>	<b>Statements</b>	<b>Results</b>
Hypothesis 1	There is a significantly positive relationship between fairness and employee job satisfaction.	Supported
Hypothesis 2	There is a significantly positive relationship between power sharing and employee job satisfaction.	Supported
Hypothesis 3	There is a significantly positive relationship between role clarification and employee job satisfaction.	Supported
Hypothesis 4	There is a significantly positive relationship between people orientation and employee job satisfaction.	Supported
Hypothesis 5	There is a significantly positive relationship between integrity and employee job satisfaction.	Supported
Hypothesis 6	There is a significantly positive relationship between ethical guidance and employee job satisfaction.	Supported
Hypothesis 7	There is a significantly positive relationship between concern for sustainability and employee job satisfaction.	Supported

#### **4.15 Qualitative Data Analysis**

This section investigates how ethical leadership behaviours affect employee job satisfaction. Semi-structured interviews with 10 former workers of the manufacturing company were conducted to achieve this research objective. In order to achieve this objective, the following research question was addressed:

**“How can ethical leadership behaviours, consisting of fairness, power-sharing, role clarification, people-orientation, integrity, ethical guidance and concern for sustainability, influence employee job satisfaction?”**

Qualitative research was done as a process of triangulation for data validation in this research (Vogl et al., 2019). This section describes and interprets the findings of interviews with 10 former workers. In the following section, the thematic analysis used to describe the interview data contains a conversation and clarification of the interview results, which address some crucial issues, including the impact of ethical leadership behaviours on employee job satisfaction.

##### **4.15.1 Analysis of the Interview Data**

After receiving consent from the participants, the interviews were recorded. Note-taking was used as a precautionary measure besides phone recording, and immediately following the interview, the notes were reviewed and analyzed, to look for recurring patterns or themes in the data.

The phases of thematic analysis are like the data-analysis process for the development of grounded theory. They include familiarizing with the data, creating initial codes, searching for themes, reviewing them, and

defining and naming them, as displayed in Figure 4.1. These codes allowed themes to be developed in this study. Themes are also defined as "patterns in the data that are important or interesting and used to say something about an issue" (Moller et al., 2020). A total of four themes with 27 points were identified as a result of this process:

- Theme 1: Leadership style
- Theme 2: Employee's perception
- Theme 3: Leaders behaviours and ethical values
- Theme 4: Role of leaders



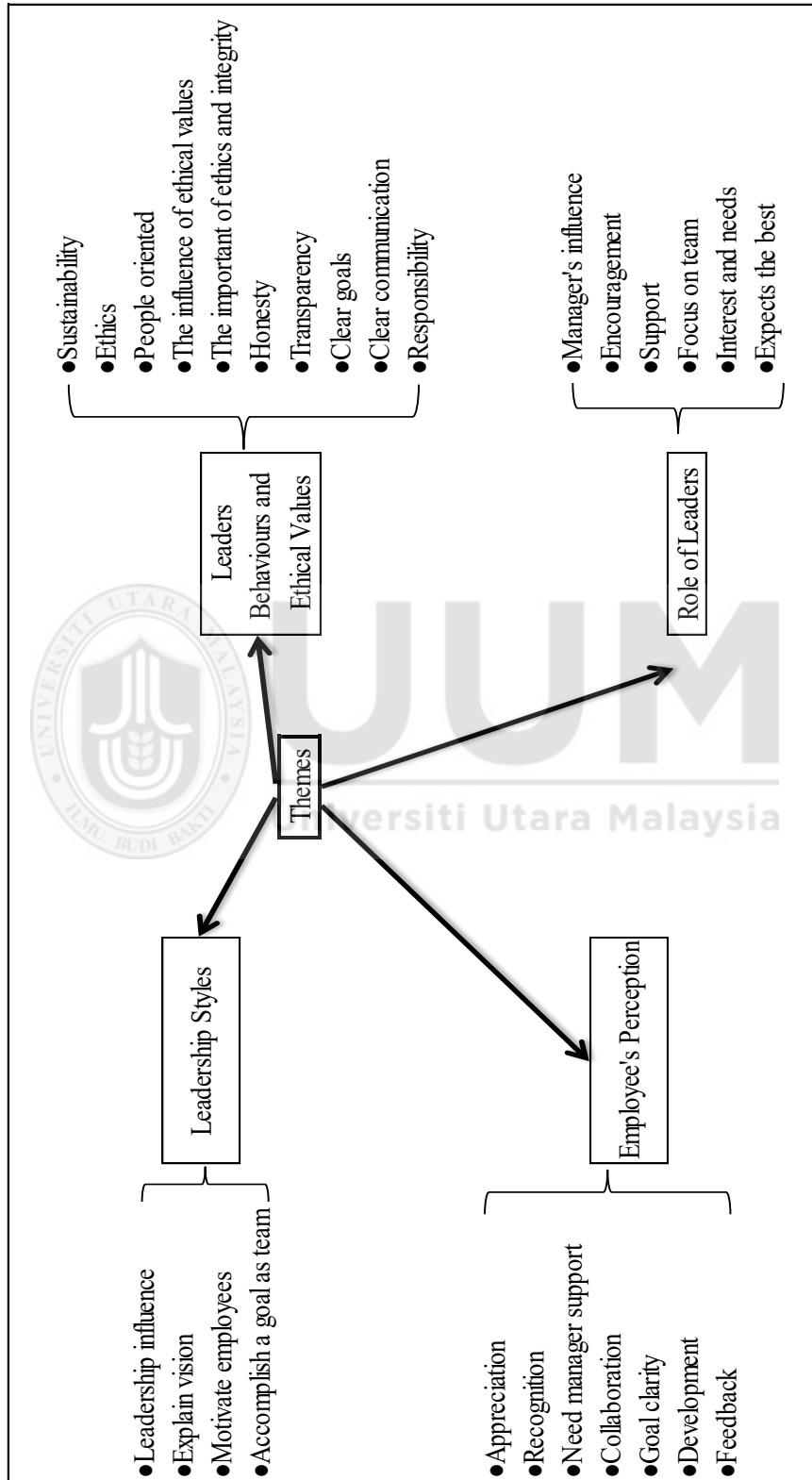


Figure 4.1  
The emergent themes

#### 4.15.2 Description of the Interview Results

Former workers were identified by a number from 1 to 10 to maintain confidentiality, as shown in Table 4.12.

Table 4.12

*The list of respondents (former workers)*

Respondent	Job Category	Tenure (Years)
1	Executive	5
2	Executive	4
3	Non-Executive	5
4	Non-Executive	4
5	Executive	3
6	Non-Executive	2
7	Non-Executive	6
8	Executive	3
9	Non-Executive	3
10	Executive	5

Source: Interview

In total, 10 former workers were interviewed. They all had at least a minimum of two years of work experience during their employment. The interview began with general questions, followed by a series of in-depth questions about the reasons for their resignation from the chosen manufacturing company. After analyzing the interview data, it was found that all the 10 former workers had relatively similar thoughts. The sections that follow discuss the interviewees' responses to the research questions. The goal of this study is to look into the leadership behaviours that are linked to job satisfaction. The interview findings are discussed in terms of the interview analysis themes.

The responses of the participants are categorized into 27 points. Table 4.13 shows how many people mentioned these points. In addition to that,

seven former employees responded to the importance of integrity. In contrast, respondents 6, 7, and 8 responded to the importance of ethical guidance and power-sharing, nine former employees responded to ethics, while one respondent responded about people orientation.

Table 4.13  
*Issues discussed by former workers*

No	Issues Discussed	Respondents									
		1	2	3	4	5	6	7	8	9	10
1	Appreciation	√	√		√		√	√	√		
2	Recognition	√	√	√	√	√				√	√
3	Need manager support		√	√	√	√	√	√	√		
4	Collaboration	√					√	√	√	√	√
5	Goal clarity			√	√	√	√	√			
6	Development	√	√	√	√	√	√	√	√	√	
7	Feedback	√	√		√				√		√
8	Manager's influence			√	√	√	√	√	√	√	
9	Encouragement		√	√		√	√			√	√
10	Support	√		√	√			√	√		
11	Focus on team		√	√					√	√	√
12	Interest and needs	√	√		√	√	√	√	√		
13	Expects the best	√	√					√		√	
14	Leadership influence	√	√	√	√		√		√	√	√
15	Explain vision	√	√		√	√		√			√
16	Motivate employees		√	√		√		√			
17	Accomplish a goal as team	√	√	√	√		√	√		√	√
18	Sustainability	√			√	√			√	√	
19	Ethics		√	√	√	√	√	√	√	√	√
20	People oriented	√	√	√	√	√			√	√	√
21	The influence of ethical values	√		√	√	√	√	√	√	√	√
22	The importance of ethics and integrity	√	√			√	√	√	√	√	√
23	Honesty	√	√	√	√		√	√		√	√
24	Transparency	√			√	√			√	√	
25	Clear goals	√	√	√	√	√	√	√	√	√	
26	Clear communication	√	√	√	√		√	√		√	√
27	Responsibility		√	√	√	√	√	√	√		

Source: Interview

#### **4.16 Theme 1 - Leadership Style**

The interview codes revealed the first theme, which was leadership style. Two leadership styles were investigated in the context of this study in terms of their influence on the ethical leaders' behaviours. As a result, the first step was to ascertain the leadership style employed by the company leaders. The majority of employees explained that their company's leadership style was autocratic. Three former employees confirmed this:

*“My previous manager makes all the decision about scheduling and product delivery without asking our concern.” (R2)*

*“Some of my coworkers are intelligent, and they sometimes feel as if they have no input or say in how things are done, which can be especially problematic when skilled and capable members of a team are left feeling as if their knowledge and contributions are undervalued.” (R4)*

*“My manager's leadership frequently results in a lack of creative problem-solving solutions, which can ultimately harm the group's performance.” (R5)*

These leaders would encourage more activities, and their leadership styles impact employee job satisfaction (Adam et al., 2020). The interview analysis reveals that employee job satisfaction is influenced by leadership style.

#### **4.17 Theme 2 - Employee's Perception**

The interview codes revealed the second theme, which was employee perception. When asked about their leaders' ethical leadership behaviours, the former workers emphasized the importance of ethical leadership behaviours to the company and the employees. All 10 former workers agreed that ethical leadership behaviours are necessary for the company, and the employees used

different explanations and in their own words to explain this. In addition, they stated that the company's reputation is essential to them.

The ethical dilemma is a worldwide phenomenon. It is a critical issue for organizations, and leaders should take proactive measures to address it. Ethical leaders are seen as having broad ethical awareness and concern for all, including employees. Accordingly, leaders should cultivate an ethical workplace, convey ethical issues, serve as role models, and carry out mechanisms to develop responses to enhance employee job satisfaction.

Leaders who exhibit ethical behaviours are expected to be more likely to consider and treat employees' needs and rights fairly. Every employee wants to work for a genuinely ethical and responsible company, and as such, leaders must fulfill their ethical obligations and live up to these expectations. The following excerpts from the interview transcripts reflect the respondents' views:

*“.....Organizations should strive to hire ethical leader.” (R1)*

*“During the recruitment screening process, my manager should emphasize ethical skills as well as technical skills.” (R2)*

*“I believe that resumes, reference checks, background checks, and integrity tests can provide information on potential managers' ethical behaviour.” (R3)*

*“Organizations should make certain that all managers participate in ethics training programmes.” This will provide managers with an opportunity to learn about and evaluate the impact of ethics on activities and organizational performance” (R4)*

*“Managers should make decisions that promote and compensate employees who are not only good at what they do but also have good relationships with customers and coworkers.” (R5)*

*“The CEO must serve as the organization's chief ethical officer and required in order to personally assess ethical risks in areas such as ethical guidance, monitoring the organization's adherence to ethical codes, monitoring the organization's ethics policy, and overseeing ethics training programmes.” (R6)*

*“He must ensure that the workplace has a strong ethical culture (total quality management of ethics).” (R7)*

*“Workplace values and norms should be in accordance with ethical issues, using a systematic approach to total quality management of ethics” (R8)*

*“A total quality management approach to ethics can assist in determining the root cause of ethical behaviour and managing it appropriately.” (R9)*

*“As a result, leaders must create an ethically friendly work environment for all employees, communicate ethical issues, serve as role models, and put in place mechanisms to develop responsible employees.” (R10)*

Additionally, the former workers mentioned that leaders must be concerned with employees, and by doing this, employees will be thankful and contribute more. Leaders can advance followers' sense of duty; however, individual attention from such leaders promotes ultimate employee performance and leads to greater satisfaction (Shamir et al., 2018).

#### 4.18 Theme 3 - Leaders' Behaviours and Ethical Values

The interview codes revealed the third theme, which is leaders' behaviours and ethical values. The interviews uncovered a recurring theme: the leader's behaviours and ethical values are essential to decisions and actions that serve as a base for any business or organization and guides leaders' behaviour. Some employees were uncomfortable discussing their previous leader's ethics and behaviours during the interviews. This scenario is consistent with a study that found that employees interviewed were uneasy discussing this topic, and some employees expressed concern with those who talked about it too much (Treviño et al., 2000).

Respondents in the current study believed ethics and integrity are critical in ensuring the company's sustainability in today's business environment, as stated by one of the former workers as below:

*“I believe ethics and integrity are more important in Malaysia right now than they were previously. That, I believe, is even more necessary to address the deterioration of trust in organizations. I believe that people require more of that and find resources, sharing resources and equity. I believe that these are issues that must be addressed.”(R1)*

The ethical leadership constructs should emphasize fairness and moral values in decision-making, while also considering the organization's impact. This infers that open communication with employees must build a structure for guaranteeing employees' work and add to the organization's accomplishment.

*“Open communication should be established with employees to ensure employee work and how it contributes to the organization's success.” (R3)*

*“Leaders must care about the well-being of their employees and become approachable.” (R7)*

*“As a manager, they should think positive and this positive approach should be visible through their actions.” (R9)*

Similarly, Pircher and Peus stated that leaders can shape followers' perceptions of ethical value congruence, and eventually, stimulate followers' intrinsic desire to accept their ethical influences by balancing personal behaviours with moral management (Pircher & Peus, 2020).

#### **4.18.1 Integrity**

Integrity is conduct that depicts consistency of actions, values, methods, measures, principles, expectations and outcomes that suggests a deep commitment to doing the right thing for the right reason, regardless of the circumstances (Ete et al., 2021). Integrity is the state of being morally trustworthy, honest, fully integrated and whole, true to oneself, and/or acting in accordance with one's statements (Rosmi & Syamsir, 2020). Integrity reflects the ability of the individual in performing assigned tasks (Choi et al., 2020). Leadership integrity is a perceived driver of follower performance behaviours because of trust in the leader (Peng & Wei, 2019).

According to all respondents, integrity is an essential value in a leader. Furthermore, transparency is closely associated with integrity, with the sharing of organizational information viewed as an act of transparency, accountability, and obligation. Furthermore, by sharing more information, the company may regain its employees' trust and implies that a honest leader

could influence employee job satisfaction, as revealed by three former workers below.

*“.....I believe that integrity is essential in addressing trust in the company, as we need confidence... I believe in employees who genuinely care about them.” (R3)*

*“Leaders must respect and motivate employees, take pride in their work, and enjoy with co-workers. Effective leader’s integrity should have the ability to motivate staff and employees in order to achieve a positive outcome in the work atmosphere. They must strategically plans and implement ways that will help employees feel as though they are part of the team organization and matter in the company.” (R4)*

*“Leaders must allow employees to participate in decision makings; Effective leader’s integrity also allows employees to participate in making decisions as a group. A leader’s behaviour has a direct impact on an employee’s satisfaction, which eventually leads to job commitment. When employees are dissatisfied with their jobs, they may leave the organization, which harms the organization. So leaders must use their authority in the right way and must be ethical and do the right thing.” (R5)*

Ethical leadership is considered necessary because together with a leader's integrity, it promotes effective interaction between leaders and their followers, as supported by the findings that a leader's integrity positively affects employees and is very important for fostering employees' right to be heard (Peng & Wei, 2020).

#### 4.18.2 Ethical Guidance

Former workers interviewed for this study established that ethical leadership from a leader could impact employee job satisfaction in a manufacturing company. Organizations adopt ethical codes to help members understand the difference between right and wrong and apply that understanding to their decisions and actions. They are generally intended to identify the company's expectations of employees and provide guidance on dealing with some of the more common ethical issues in doing business (Treviño et al., 2000). This is as revealed by two former workers as below:

*“A good ethical culture in an organization will provide direction and guidance in a variety of areas in order to develop employees who are united, harmonious, and ethical.”* During my time working at this company, however, there has been no absolute, appropriate, or applicable ethics guidance or standard.” (R7)

*“It emphasizes the importance of a relevant code of ethics for employees to use as guidance, and it encourages them to practise good work ethics in order to improve their performance.”* As a result, efforts to improve employee satisfaction will no longer be focused solely on compensation and reward systems, but will also include a focus on work ethics.” (R10)

Former workers interviewed for this study established that ethical leadership from a leader could impact employee job satisfaction in a manufacturing company.

#### **4.18.3 Fairness**

Former workers interviewed for this study agreed that a leader's fairness influences employee job satisfaction in a manufacturing company. Employees are more willing to cooperate and share in organizational contexts when satisfied, affectively committed and when their contributions are valued and recognized in reciprocity (Cugueró-Escofet et al., 2019). This is as revealed by three former workers as below:

*“Company must invest in managers' coaching skills to help them become better arbiters of fairness on a daily basis.”(R1)*

*“Managers' knowledge of laws, expectations, incentives, improvements, and decisions varied, and some were misunderstood, indicating that they have a lot of work ahead of them.”(R7)*

*“If the knowledge is not conveyed in a way that we as workers understand, the goal has not been met, and as we can see, this can lead us as workers becoming dissatisfied and uninterested in pursuing a career in this company, which has a negative impact on results.”(R10)*

The interviews with the former workers support this relationship. Furthermore, leaders' warmth and competence indirectly impact employees' intentions to leave through job satisfaction and organizational commitment (Bufquin et al., 2018).

#### **4.18.4 People Orientation**

Former workers interviewed for this study agreed that a people-oriented leader's behaviour influences employee job satisfaction in a manufacturing company. Ethical leaders are trustworthy, fair, and people oriented and

provide ethical guidance. Interviews with former workers support this relationship (Kalshoven, Den Hartog, & de Hoogh, 2011). This is as revealed by two former workers as below:

*“A manager must be people-oriented, demonstrating concern and care for his or her employees and taking an interest in their well-being.” (R1)*

*“Values become embedded in people's minds and may influence the manager's response to change.” (R7)*

People orientation is an aspect of ethical leadership. This aspect of ethical leadership demonstrates genuine concern, respect, and support for employees to ensure that their goals are met.

#### **4.18.5 Concern for Sustainability**

Former workers interviewed for this study agreed that a leader's involvement in sustainability in the company is one of the key success factors for the company's sustainable development. According to them, managers provide resources and influence organizational culture and company decision-making processes through commitment and leadership. The interviews with the former workers support these findings that concern for sustainability refers to ecological orientation, which incorporates how leaders focus on sustainability issues, ensure the advancement of different individuals in the environment, consider the effect of their activities beyond their responsibility and their workgroup, and demonstrate concern for the welfare of society (Zhao & Zhou, 2019). This is as revealed by two former workers as below:

*“Managers must be concerned about their employees and dedicated to their jobs.” (R3)*

*“Sustainability concerns may foster a positive employee sense of pride and optimism toward the organization.” (R6)*

This relationship is supported by interviews with former employees who believe that workplace plays a role in promoting sustainable behaviour among employees (Rezapouraghdam et al., 2019).

#### **4.18.6 Role Clarification**

According to the former workers interviewed for this study, employee job satisfaction in a manufacturing company is influenced by a leader's role clarification. For example, the former workers pointed out that when an ethical leader explains performance goals and expectations, employees know what is expected from them and contribute to their goals. This relationship is supported by interviews with former employees who believe that clarity in the role will help to increase job satisfaction (Thangavelu, 2017). This is as revealed by two former workers as below:

*“Role conflict, which is the simultaneous performance of different and incompatible roles, causes work-related stress for employees, and managers must handle this carefully.” (R2)*

*“Role conflict, which is the simultaneous performance of different and incompatible roles, causes work-related stress for employees.” (R9)*

This relationship is consistent with the findings of the interviews with former workers that leaders should encourage ethical leadership behaviours and limit passive leadership behaviours. This can be done by encouraging employees to participate in leader's decision-making by giving their opinions (Vullinghs et al., 2020).

#### **4.18.7 Power Sharing**

Former workers interviewed for this study agreed that a leader's power sharing influences employee job satisfaction and this relationship is supported by the interviews with the former workers. Power sharing will increase the employees self-confidence and their job satisfaction (Ali et al., 2020). This is as revealed by two former workers as below:

*“Power sharing can develop followers confident and give more satisfaction.”(R4)*

*“Managers must be willing to share power, listen to employees, demonstrate respect and concern for employee concerns, and engage in open and transparent communication.” (R8)*

Power sharing allows followers more control and makes them less dependent on their leaders. This relationship is consistent with the interviews with the former workers that power-sharing allows members to share ideas, information, and suggestions, identify problems, and propose solutions through formal or informal channels (Zheng et al., 2019).

#### **4.19 Theme 4 - The Role of Leaders**

The interview codes revealed the fourth theme, which is the role of leaders. A leader's role is critical in any business, and any disagreement between leaders and employees must be kept to a minimum. In addition, improved information and power-sharing is one way to accomplish this (Kim et al., 2018).

Leaders, who are their managers themselves, emerged as the theme from the interviews. One way to achieve this is through improved

information and power sharing. In summary, the interviews suggest that leaders play a role in influencing employee job satisfaction. The interview findings reveal that leaders influence employee job satisfaction. Former workers' responses in the interviews indicate that any sharing of company information needs the leader's approval, as stated by three of the former workers as follows:

*“We as employees will feel valued, and empowered at our company and willing to go the extra mile to support our customers and co-workers, by delivering incredible results for the business if all important information shared from time to time with us.....but this doesn't happen here.” (R6)*

*“Hmm....knowledge sharing is important, you know, because it creates a link between my company and me by transferring knowledge from my manager to the employees.” (R8)*

*“Knowledge sharing among individuals is a process that supports both individual and organizational learning.” (R10)*

When a department makes a majority of the organization's decisions, the person-in-charge or department manager wields significant power, and influences others by being a role model, persisting or motivating others towards the right decisions. (Leroy et al., 2018).

#### **4.20 Chapter Summary**

According to quantitative research findings, "Fairness, Power Sharing, Role Clarification, People Orientation, Integrity, Ethical Guidance, and Concern for Sustainability, are important for Job Satisfaction" in a manufacturing company because leaders have a powerful effect on employee satisfaction.

The better the leader's leadership behaviours, the better the employees' behaviour, and the more motivated the followers, which increases the contribution to the organization. The same can be said for qualitative research. Ten semi-structured interviews were conducted to examine how ethical leadership behaviours affect employee job satisfaction. Themes were developed using a thematic analysis approach using the interviewees' words. As a result, the following themes emerged concerning this goal: leadership style, employee's perception, leaders behaviours and ethical values and role of leaders.



## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

#### 5.0 Chapter Introduction

This section provides a summary of the research findings based on the study's objectives. The study's primary objective is to examine the significant relationship between ethical leadership behaviours and employee job satisfaction in a manufacturing company in Kulim Kedah. More specifically, seven independent variables, namely "Fairness, Power Sharing, Role Clarification, People Orientation, Integrity, Ethical Guidance and Concern for Sustainability", were hypothesized to affect employee job satisfaction positively. In light of the SET that supports the conceptual framework, the seven hypotheses were developed and statistically tested using Multiple Regression in SPSS Version 25. Collectively, this study succeeded in promoting the present understanding of the critical determinants of employee job satisfaction by answering the research questions.

#### 5.1 Findings

##### 5.1.1 Relationship between Fairness and Job Satisfaction

This study's findings reveal that fairness is positively and significantly related to employee satisfaction, and as assumed, the relationship is positively significant. Thus, H1 is supported, indicating that manufacturing industry employees treated fairly, will exhibit high job satisfaction.

Ethical leaders are supposed to make fair and objective decisions, be open, and righteous. Besides, ethical leaders are also expected to be honest, act correctly, and treat employees equally (Tu et al., 2017). Employees would

feel a reassuring, reasonable, and fair practice under ethical leadership to give them more security (Lee et al., 2020).

This study established the suitability of these leadership behaviours, and this is essential to gain employees' confidence and lead them towards greater satisfaction because of this direct effect. The statistical analyses reveals a significant relationship between Fairness and employee job satisfaction, with an acceptable coefficient. Furthermore, this result is in line with findings of the semi-structured interview as revealed by the former employee as below:

*“Company must invest in managers' coaching skills to help them become better mediators of fairness on a daily basis.”(R5)*

### **5.1.2 Relationship between Power Sharing and Job Satisfaction**

The findings of this study reveal that power-sharing has a significant relationship with employee job satisfaction. Thus, H2 is supported, indicating that a manufacturing industry leaders with high power sharing will exhibit high employee job satisfaction.

Ethical leaders should set a precedent by showing concern and care for others before coming to any conclusions, as leaders are a clear example of ethical conduct; they become the object of imitation and identity (Sari, 2019). More importantly, such imitation may be in the form of a presentation of their positive behaviours. Power sharing is an essential component of ethical leadership: encouragement, freedom to express diverse views, encouraging them to learn, paying attention to their thoughts and concerns and strengthening the capacity of employees to demonstrate different forms of behaviour, such as speaking out or showing initiatives. One study has

suggested that employees who see leaders showing power-sharing are more involved in social responsibility (Den-Hartog, 2009).

The statistical analyses reveals a significant relationship between Power Sharing and employee job satisfaction, with an acceptable coefficient. Furthermore, this result echoes the findings of the semi-structured interview. Power sharing was mentioned in the interview by a former worker as an essential attribute of a leader that can influence employee job satisfaction, as revealed below:

*“Managers must be willing to share power, listen to employees, exhibit respect and care about employee concerns, willingly engage in open and transparent communication.”(R7)*

### **5.1.3 Relationship between Role Clarification and Job Satisfaction**

This study reveals that role clarification is positively and significantly related to employee job satisfaction, and as assumed, the relationship is positively significant. Thus, H3 is supported and indicates that role clarification will exhibit high job satisfaction by clarifying the roles toward achieving responsibilities, expectations, and performance goals (Kalshoven, Den Hartog, & de Hoogh, 2011).

Employees tend to perform better when they understand what is expected of them in their roles. Therefore, it is critical for employers to clearly define their employees' roles and responsibilities, what aspects are important, how they will be evaluated, and how fulfilling the responsibilities will help the organization achieve its goals and success. The clarity of their role will improve their job satisfaction, and as a result, their job performance (Thangavelu & Sudhahar, 2017).

This study identified these leadership behaviours' suitability, essential for developing employees' confidence and making them happier because of this direct impact. The statistical analyses reveals a significant relationship between Role Clarification and employee job satisfaction, with an acceptable coefficient. A significant relationship is found between employee job satisfaction and the clarity of their job expectations, feedback provisions, and performance rating accuracy (Hossny & Mohamed, 2020). Furthermore, this result echoes the findings of the semi-structured interview. According to a former employee, role clarification is an important attribute of a leader and can influence employee job satisfaction:

*“Role conflict, which occurs when different and incompatible roles are played at the same time, causes work-related stress for employees, and managers must handle this carefully.”(R8)*

#### **5.1.4 Relationship between People Orientation and Job Satisfaction**

This study's findings reveal that people orientation is positively and significantly related to employee job satisfaction, and as assumed, the relationship is positively significant. Thus, H4 is supported and indicates that leaders people oriented to manufacturing industry employees will exhibit high job satisfaction.

Followers of an ethical leader are being cared for, given respect, and supported, and they are also described as extraordinary people orientation leaders (Metwally et al., 2019a). Ethical leaders combine ideas with their followers, participate during decision-making, get involved during performance appraisals, and convey their opinions (Asif et al., 2020).

By getting to know an employee through conversations and asking questions, leaders will better understand what the employee's career goals are. This study established the suitability of these leadership behaviours, and this is essential to gain employees' confidence and lead them towards better employee satisfaction. The statistical analyses reveals a significant relationship between people orientation and employee job satisfaction, with an acceptable coefficient. Furthermore, this result echoes the findings of the semi-structured interview. Furthermore, an interviewee stated that people-orientation is an important characteristic of a leader and can influence employee job satisfaction, as revealed below:

*“Managers must be people-oriented, demonstrating concern and care for their employees and taking an interest in their well-being.”(R3)*

#### **5.1.5 Relationship between Integrity and Job Satisfaction**

Employees in the manufacturing industry with high integrity would show high job satisfaction. Furthermore, they have integrity, a healthy regard for staff needs, and high degree of trust. (Shakeel et al., 2020). Besides, ethical leaders have a strategic role in practising and improving employees' ethical culture and actions (Ayaz et al., 2017). Thus, H5 is supported.

Integrity is conduct that depicts consistency of actions, values, methods, measures, principles, expectations and outcomes that suggests a deep commitment to doing the right thing for the right reason, regardless of the circumstances (Shakeel et al., 2020). According to the respondents, most of them have been with the company for more than two years. These employees would have had a solid understanding of the organization's

policies, procedures, and expectations if they had this level of service experience.

The relationship between integrity and leaders' trust refers to the continuity between an individual's values and actions. In addition, trust in leaders is focused on ethical leadership behaviours, such as trustworthiness and reliability, resulting in the expectation that employees would respond. There is always a rational reason to trust someone's integrity (Terblanche & Heyns, 2020). The SET can also explain the organizational consequences of ethical leadership. According to the SET, when ethical leaders treat themselves equally and equitably with employees, they exhibit ethical and civic actions favouring their company and avoid behaviour that can lead to adverse organizational outcomes (Wang et al., 2020b). Integrity is also strongly linked to the aspirations of the top management team and plant managers (Berta et al., 2020). Besides, honest leaders contribute positive results to foster followers' confidence in them (Engelbrecht et al., 2017).

The semi-structured interview analysis reveals the suitability of these leadership behaviours, and this is important to develop employees' confidence and make them happier because of this direct impact. Furthermore, the statistical analyses reveals a significant relationship between integrity and employee job satisfaction, with an acceptable coefficient. This result is in tandem with the findings of the semi-structured interview. According to a former employee, integrity is an essential characteristic of a leader, and it can influence employee job satisfaction, as stated below:

*“.....I believe that integrity is essential in addressing trust in the company, as we need confidence... and believe you now have employees who genuinely care about them.”*

### **5.1.6 Relationship between Ethical Guidance and Job Satisfaction**

The results of this study indicate that ethical guidance has a significant relationship with job satisfaction. Thus, H6 is supported. A manufacturing sector with high ethical guidance would have a high degree of job satisfaction. With ethical guidance, the leader clearly explains integrity-related codes of conduct, integrity behaviours expected from employees, provides integrity guidelines, ensures that employees follow codes of integrity and clarifies the likely consequences of possible unethical behaviour (Shakeel et al., 2020). Significantly, ethical leaders ensure that followers adopt ethical behaviours as their norm (Khair-Ishak et al., 2019).

Manufacturing industry employees with high ethical guidance will exhibit high job satisfaction, and the results are consistent with the findings of another study that ethical leaders prioritize principles and ethics as a guide for their followers, thereby conveying the importance of ethical standards and establishing ethics as one of their leadership themes (Trevino, 2006). To ensure ideal ethical principles, those who comply are rewarded, and those who disobey the laws are punished. Ethics can be a prolonged activity instead of a one-time case concerning the leader-follower relationship. Leaders need to express ethical principles as an inspiration to followers' (Lemoine et al., 2019).

It is essential to gain employees' confidence and lead them towards better employee satisfaction by training an employee on how to perform a

task using systems or tools to complete the assigned project. The statistical analyses reveals a significant relationship between ethical guidance and employee job satisfaction, with an acceptable coefficient. Furthermore, this result concurs with the findings of the semi-structured interview. The interview respondents stated that ethical guidance is an important attribute of a leader and can influence employee job satisfaction, as revealed by a former employee as follows:

*“A good ethical culture in an organization will provide direction and guidance in various areas to develop employees who are united, harmonious, and ethical. During my time working at this company, however, there has been no absolute, appropriate, or applicable ethics guidance or standard.”(R5)*

#### **5.1.7 Relationship between Concern for Sustainability and Job Satisfaction**

This study's findings reveal that concern for sustainability is positively and significantly related to employee job satisfaction, and as assumed, the relationship is positively significant. Thus, H7 is supported and indicates that sustainability concerns will lead to high job satisfaction. Concern for sustainability is all about how leaders solve sustainability problems, ensure situational growth by evaluating the effects of their decisions and demonstrating their commitment to the well-being of the people around them (Hui et al., 2019).

Leaders should have extensive awareness of ethics more than the organization does and must discuss their ethical principles and recommendations daily as part of their leadership agenda, explaining ethical

ideals and consistently disseminating the relevance of ethical standards to their followers (Rizwan et al., 2017).

Therefore, the study established the suitability of these leadership behaviours, which gained employees' confidence, and led them towards better employee satisfaction because of this direct effect. Furthermore, the statistical analyses reveals a significant relationship between concern for sustainability and employee job satisfaction, with an acceptable coefficient. Furthermore, this result is in tandem with the findings of the semi-structured interview, as revealed by a former employee as below:

*“Sustainability concerns may foster a positive employee sense of pride and optimism toward the organization.” (R7)*

## **5.2 Discussions**

This section discusses the study's findings in light of the underpinning theories. The subheadings of the discussion section are structured according to the research questions.

### **5.2.1 Discussions for Research Question One**

**Are there any significant relationships between people orientation, fairness, power sharing, concern for sustainability, ethical guidance, integrity and role clarification, and employee job satisfaction?**

In examining the relationships, it is found that ethical leadership behaviours significantly influence employee job satisfaction. As noted in previous literature, this finding is consistent in that ethical leaders emphasize their employees' proactivity and self-determination in terms of authorization rather than control (Moscato & Hopp, 2019). Moreover, ethical leaders formulate

ultimate goals that include the wisdom of enablement and inspire employees to be committed to these goals (Morais et al., 2018). Besides, leaders encourage and motivate their employees by providing clear guidance towards a worthy and concrete goal, while ethical leaders motivate employees, invoking passion for goal accomplishment and providing challenges and significance in their work (Maria & Dorinela, 2017). Hence, several studies have established a positive connection between ethical leadership and features related to employee outcomes that increase capability and self-efficiency (Qing et al., 2019b).

This study examined the association between ethical leadership behaviours and employee job satisfaction. Evidence shows a positive and significant relationship between ethical leadership behaviours and employee job satisfaction. Furthermore, the findings of this study show that all seven ethical leadership behaviours contribute to employee job satisfaction. "Fairness, Power Sharing, Role Clarification, People Orientation, Integrity, Ethical Guidance and Concern for Sustainability" have a significant relationship with job satisfaction.

Thus, all the hypotheses are supported. Prior research has shown how ethical leaders enhance employee satisfaction by encouraging goals and helping them to achieve those goals (Bennegren et al., 2019). These leaders also encourage employees' sense of competence, power, purpose, and self-determination through emotional connection, specifically those who have a perception of satisfaction with their work and are more effectively dedicated to the company that gives them this sense (Abbas & Kowang, 2020).

### **5.2.2 Discussions for Research Question Two**

**How can ethical leadership behaviours consisting of fairness, power sharing, role clarification, people orientation, integrity, ethical guidance and concern for sustainability influence employee job satisfaction?**

The semi-structured interview reveals that ethical leadership behaviours have a positive and significant effect on job satisfaction, and as assumed, the relationship is positively significant. This is supported, as indicated in past literature, that leaders can influence followers' attitudes towards the job (Qing et al., 2019c). Leaders with a high standard of ethical behaviours do so by demonstrating personal behaviour and sharing moral principles (Lumpkin & Achen, 2018).

First, ethical leaders are looked up to as role models among followers due to their trustworthiness, integrity, and attention to employee satisfaction (Babalola et al., 2018). They also provide opportunities and enrich job independence, and those who receive great respect, support and are more appreciative in sharing positive job satisfaction approaches. As a result, these characteristics make them more respected (Zhang et al., 2018).

Second, ethical leaders treat employees equally, and as a result, these behaviours and characteristics invoke belief and interest among employees and are identified as significant contributors to job satisfaction (Qing et al., 2019a).

Third, ethical leadership is considered as a continuous process of moralization by which followers give honourable to their leaders' behavioural (Fehr et al., 2020). Values similarity demonstrates the effect of the different ethical elements of leadership in the workplace. In this way, leaders

efficiently create values similar to employees by establishing or creating new values and encouraging job satisfaction (Lumpkin & Achen, 2018).

The findings of the interviews also reveal the role of ethical leadership behaviours in increasing employee job satisfaction. Many themes and sub-themes identified in Chapter Four were supported in the interview.

### **5.3 Implications**

There are several implications to consider. These implications, which include both practical and knowledge implications, are discussed.

#### **5.3.1 Practical Implications**

This research also has a number of practical implications. First, this study confirmed that ethical leadership behaviours is effective in enhancing employees' job satisfaction, which also suggests that ethical leadership behaviours is crucial in providing proper guideline by which employees feel more encouraged to involve in their work when they are satisfied.

Second, as this study demonstrates that ethical leadership behaviours has the direct effect on employees' job satisfaction, therefore, it is proposed that organizations and leaders should establish conditions through which they are able to enhance employees' job satisfaction. It is recommended that organizations identify ways to improve and build job satisfaction for employees and be included in the company plan to ensure continued satisfaction.

Third, as ethical leadership behaviours has positive influences on employees' job satisfaction, therefore, organizations need to promote moral behaviours for their leaders. For example, the findings of this study offer a

guideline to policy makers such as Human Resource Department's administrators, in developing ways to increase employee's job satisfaction. Organizations can hire and develop those leaders who have a sense of ethical conducts in their vision. The organizations can also invest in management training programs focusing on leaders to help overcome situations that arise in the workplace by strengthening analytical skills.

Another possible way to encourage ethical behaviours among leaders in the organizations can be through making it part of the in-role job requirement. When the display of such behaviours is formally rewardable or punishable, leaders will feel more obligated to perform them. Having ethical leadership in organizations is not an easy task because organizations need to provide education to their leaders about the worth of ethical behaviour in the organization to get positive organizational outcomes and at the same time help in increasing employees' job satisfaction. For example, leaders need to balance their team's workload and set practical and attainable goals. Neither of these tasks is easy, but they're crucial to success.

### **5.3.2 Knowledge Implications**

The conceptual framework of this study was based on previous research evidence and gaps identified in the literature. The SET was used to support the influence of ethical leadership behaviours on employee job satisfaction. The findings are explained by the fact that employees who perceive support from their leaders and who engage in positive social relationships may perceive higher levels of job satisfaction. Based on the outcomes of this study, several knowledge contributions of this study are identified. In addition, this study enriches the literature reviewed and contributes to

improving the daily activities of leaders in organizations. Literature was reviewed regarding the relationship between ethical leadership behaviours and job satisfaction. This study identified the gaps and further studies are suggested to clarify the relationship between ethical leadership behaviours and employee job satisfaction. This study also substantially enriches the understanding of how ethical leadership behaviours can affect employee job satisfaction. As the seven primary constructs in this study are multi-dimensional constructs, they will substantially contribute to leaders and employees in the organizations.

Furthermore, this study contributes by empirically examining the role of ethical leadership in employee job satisfaction in the manufacturing context, especially in Kulim Kedah. Even though several studies have examined the contribution of ethical leadership behaviours on job satisfaction, this study examined the combined efforts of the seven constructs of ethical leadership behaviours on employee job satisfaction. This is because, notwithstanding the prominence of human beings outline in various examinations, this viewpoint has frequently been ignored in analyzing the determinants of employee job satisfaction (Viseu et al., 2020).

#### **5.4 Limitations**

Although this study can significantly contribute to both academicians and practitioners, this study has a few limitations. First, this study focused on a specific manufacturing company, and there might be differences between this particular manufacturing and other manufacturing companies. Secondly, this study focused on a particular industry, i.e manufacturing, and there might be

some differences between industries, particularly how ethical leadership behaviours are perceived.

Thirdly, another limitation during data collection is that, the data for the current study was collected from a single manufacturing company and may not have the capacity to represent an entire population to achieved desired generalizability. Fourthly, this study focused on seven factors that influence employee job satisfaction, namely “Fairness, Power Sharing, Role Clarification, People Orientation, Integrity, Ethical Guidance and Concern for Sustainability. However, other factors can impact employee job satisfaction, such as compensation, working environment, and training and development.

### **5.5 Recommendations for Future Studies**

This research could drive the need for more research to be conducted. Employees in an organization are regarded as the company’s valuable asset. The satisfaction of these employees would determine the survival of the organization, especially during turbulent times. Firstly, the business practices and leadership behaviours can differ between a single manufacturing company and other companies. Hence, future studies can focus on replicating this study in other context and settings. Secondly, the study can be expanded to other manufacturing companies in Kulim to obtain a broader perspective of views, so that findings can be diversified.

Thirdly, future studies might need to investigate the effect of different elements, like compensation, pay satisfaction, promotion opportunities, administrative support services, fair policies and practices, job security, workplace safety, flexibility, nature of work, and product knowledge, in integration with other components that will improve the findings of this

study. Fourthly, future studies could use the longitudinal method to learn how employees from various organizations determine the strengths and improvements in ethical leadership.

Finally, future studies can compare ethical leadership behaviours between employees in different industries, such as education, logistics, banking, health and many more. An effort to expand this study to other industries will provide an avenue for further exploration into ethical leadership behaviours and how it has impacted employee job satisfaction. Limiting the focus to only one specific company and industry does not specify a whole and reliable study outcome.

## **5.6 Conclusion**

The purpose of this study is to analyze the influence of ethical leadership behaviours on employee job satisfaction. The study was conducted in a manufacturing company in Kulim Kedah. This study's findings affirm the research objectives by supporting the hypotheses, implying that ethical leadership behaviours are critical for ensuring employee job satisfaction. As a result, manufacturing companies should focus on improving ethical leadership behaviours that increase employee job satisfaction. This is because employees are very valuable assets.

This study successfully adds to the existing literature by investigating the impact of ethical leadership behaviours on job satisfaction. The two approaches to increasing the company's overall productivity are to increase the leader's behaviours and boost the employees' job satisfaction. Ethical leadership behaviours are the foundation of organizational behaviour and

have been proposed as one of the most effective ways to improve employee engagement and job satisfaction.

With such behavioural features, it is no surprise that leaders have great potential to get the most from their relationship with their employees by exhibiting ethical leadership behaviours (Metwally et al., 2019b). However, underlying all of these characteristics is ethical behaviour, and particularly, the leader's true motivation to be ethical, which is relevant to understanding ethical leadership and its positive outcomes (Brown et al., 2019). Ethical leaders uphold high ethical standards not only in their interactions with followers, but in virtually all aspects of their careers, and in turn, elicit a highly positive response from employees, including job satisfaction. Thus, living an ethical life is key to understanding ethical leadership effectiveness; it is by living this way that leaders can assure a peaceful workplace environment (Wang et al., 2019).

Thus, in situations where ethical leaders are consistent in word and deed, are trustworthy and people-oriented, employees are more likely to do their best on behalf of their organizations (Kalshoven, Den Hartog, & de Hoogh, 2011). Although this study is limited, hope it will provide a strong baseline for future research.

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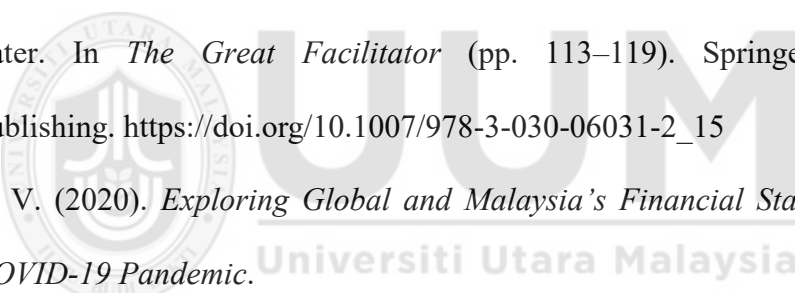
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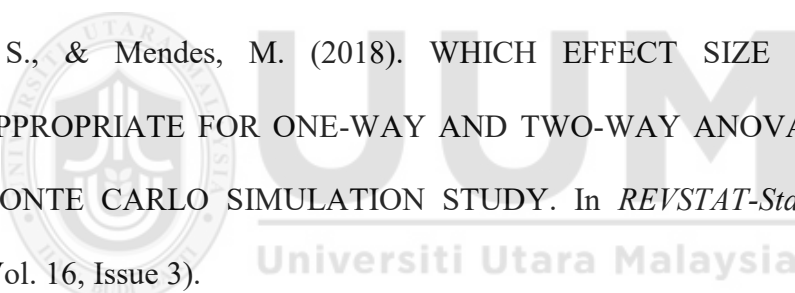
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## APPENDICES

### Appendix A (Quantitative)

#### Consent Cover Letter for Survey Research

#### Survey on the Ethical Leadership and Employee Job Satisfaction: A case of Manufacturing Company in Kulim Kedah

*Dear participants*

I am currently pursuing a postgraduate degree, Doctorate in Business Administration at Universiti Utara Malaysia. In partial fulfillment of this program's requirements, I am researching to investigate the Ethical Leadership and Employee Job Satisfaction in your current company.

I would be very grateful if you could support my research by filling out the survey questionnaire. If you can be involved in this research, please respond to the attached questionnaire. It will take you less than 15 minutes to complete the survey questions. There are no right or wrong answers, and all parts should be answered honestly. The survey contains three sections: Section A about demographic information, Section B about Ethical Leadership Behaviors, and Section C about Job Satisfaction. Please kindly return the completed questionnaire to your department clerk.

Your views are precious, and your response will be anonymous. The data from this study shall be kept strictly confidential and shall be used solely for academic research. If you need any clarification on this questionnaire, please feel free to contact me at 012-4541038 or email: [shemala.ramiah@gmail.com](mailto:shemala.ramiah@gmail.com)

Thank you for your cooperation and for the time taken to participate in this survey.

Sincerely,

Shemala Ramiah  
Othman Yeop Abdullah  
Graduate School of Business  
Universiti Utara Malaysia

## SECTION A: DEMOGRAPHIC INFORMATION

*a) Please tick (✓) **ONLY ONCE** in the appropriate boxes and fill-in the necessary details about yourself in the spaces provided.*

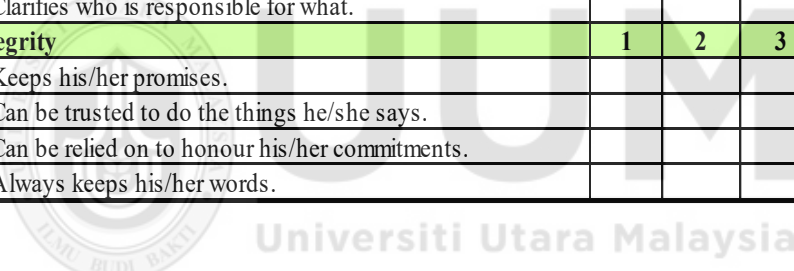
- 1) Gender:
  - Male
  - Female
  
- 2) What is your age?
  - < 20
  - 20-29
  - 30-39
  - 40-49
  - > 50
  
- 3) Your education level:
  - Secondary
  - Diploma
  - Bachelor Degree
  - Master Degree
  - Other qualifications
  
- 4) Position:
  - Executive
  - Non-Executive
  
- 5) Length of service in your current company:
  - < 1 year
  - 1-5 years
  - 6-10 years
  - >10 years
  
- 6) What is your total monthly income?
  - RM1000 - RM2000
  - RM2001 - RM3000
  - RM3001 - RM4000
  - RM4001 - RM5000
  - > RM5000

## SECTION B: ETHICAL LEADERSHIP BEHAVIORS

*Instruction: The following items concern your department manager. You should consider your department manager to be the person who you feel has the most control over your daily work activities. Please respond accordingly to the statements below regarding your department manager and tick (✓) ONLY ONCE for each statement.*

	Strongly disagree			Strongly agree	
	1	2	3	4	5
<b>People Orientation</b>					
1) Is interested in how I feel and how am I doing.					
2) Takes time for personal contact.					
3) Pays attention to my personal needs.					
4) Takes time to talk about work-related emotions.					
5) Is genuinely concerned about my personal development.					
6) Sympathizes with me when I have problems.					
7) Cares about his/her followers.					
<b>Fairness</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) Holds me accountable for problems over which I have no control.					
2) Holds me responsible for work that I gave no control over.					
3) Holds me responsible for things that are not my fault.					
4) Pursues his/her own success at the expense of others.					
5) Is focused mainly on reaching his/her own goals.					
6) Manipulates subordinates.					
<b>Power sharing</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) Allows subordinates to influence critical decisions.					
2) Does not allow others to participate in decision making.					
3) Seeks advice from subordinates concerning organizational strategy.					
4) Will reconsider decision on the basis of recommendations by those who report to him/her.					
5) Delegates challenging responsibilities to subordinates.					
6) Permits me to play a key role in setting my own performance goals.					
<b>Concern for sustainability</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) Would like to work in an environmentally friendly manner.					
2) Shows concern or sustainability issues.					
3) Stimulates recycling of items and materials in our department.					

	Strongly disagree			Strongly agree	
	1	2	3	4	5
<b>Ethical guidance</b>					
1) Clearly explains integrity related codes of conduct.					
2) Explains what is expected from employees in terms of behaving with integrity.					
3) Clarifies integrity guidelines.					
4) Ensures that employees follow codes of integrity.					
5) Clarifies the likely consequences of possible unethical behaviour by myself and my colleagues.					
6) Stimulates the discussion of integrity issues among employees.					
7) Compliments employees who behave according to the integrity guidelines.					
<b>Role clarification</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) Indicates what the performance expectations of each group member are.					
2) Explains what is expected of each group member.					
3) Explains what is expected of me and my colleagues.					
4) Clarifies priorities.					
5) Clarifies who is responsible for what.					
<b>Integrity</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) Keeps his/her promises.					
2) Can be trusted to do the things he/she says.					
3) Can be relied on to honour his/her commitments.					
4) Always keeps his/her words.					



## SECTION C: JOB SATISFACTION

*Instruction: Please respond accordingly to the statements below regarding your company.  
Please tick (✓) **ONLY ONCE** for each statement.*

	Not satisfied <span style="float: right;">Extremely satisfied</span>				
	1	2	3	4	5
<b>My company/organizations offers me:</b>					
1) The chance to work alone on the job.					
2) The chance to do different things from time to time.					
3) The chance to be “somebody” in the community.					
4) The chance to do things for other people.					
5) The chance to tell people what to do.					
6) The chance to try my own methods of doing the job.					
7) The chance to do something that makes use of my abilities.					
8) The chances for advancement on this job.					
9) Being able to keep busy all the time.					
10) The competence of my supervisor in making decisions.					
11) Being able to do things that don’t go against my conscience.					
12) The way my job provides for steady employment.					
13) The way company policies are put into practice.					
14) The way my boss handles his/her workers.					
15) The way my co-workers get along with each other.					
16) My pay and the amount of work I do.					
17) The freedom to use my own judgment.					
18) The working conditions and environment.					
19) The praise I get for doing a good job.					
20) The feeling of accomplishment I get from the job.					

Please state your comment/s (if any) of the items in the questionnaire.

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**Thank you for completing this questionnaire**

## Appendix B (Qualitative)

The following is an interview guide and interview transcript with former workers of the chosen company to find out the real reason for their resignations and their answers for the questions asked.

### INTERVIEW GUIDE

Number of interviewee	Date	Time	Category	Recorded?
				Y/N

Section: Introduction Key Components	Timing: Less than one hour	Done
<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Thank you</li> <li>• Your name</li> <li>• Purpose</li> <li>• Confidentiality</li> <li>• How interview will be conducted</li> </ul>	<p>I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.</p> <p>I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.</p> <p>All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.</p>	<input type="checkbox"/>

<p><b>Questions</b></p> <ul style="list-style-type: none"> <li>• Open-ended questions</li> <li>• Ask factual before opinion</li> <li>• Use probes as needed</li> </ul>	<ol style="list-style-type: none"> <li>1. How long did you worked in your previous company?</li> <li>2. Did you feel that you were equipped to do your job well in your previous company?</li> <li>3. How would you describe the culture of your previous company?</li> <li>4. Can you provide more information, such as specific examples?</li> <li>5. Did you have clear goals and objectives in your company</li> <li>6. In your opinion, what is the responsibility of a manager?</li> <li>7. What are the core ethical values that a good manager must have in general?</li> </ol>	
<p><b>Closing of Key Components:</b></p> <ul style="list-style-type: none"> <li>• Additional comments</li> <li>• Next steps</li> <li>• Thank you</li> </ul>	<p>Is there anything more you would like to add?</p> <p>I'll be analyzing the information you and others gave me and submitting a report to university.</p> <p>Thank you for your time.</p>	



**UUM**  
Universiti Utara Malaysia

## Interview Transcript 1

Interviewer : Shemala Ramiah

Interviewee : Former Worker 1 (Respondent 1)

Date and Time : 03<sup>rd</sup> January 2021 at 2pm

Location : Kulim, Kedah.

*Shemala Ramiah : I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah : How long did you worked in your previous company?*

*Respondent 1 : Actually, I worked in my previous company for more than 5 years*

*Shemala Ramiah : Did you feel that you were equipped to do your job well in your previous company?*

*Respondent 1 : Hmmm...sometime yes and sometime no, but most of the time I can say no.*

*Shemala Ramiah : How would you describe the culture of your previous company?*

*Respondent 1 : How to say that...smile....wait, let me think, I can say that there is a lack of team spirit in the office.*

- Shemala Ramiah* : Can you provide more information, such as specific examples?
- Respondent 1* : Oh...specific means I can say that..... when doing work , there is no cooperation and no good team work.
- Shemala Ramiah* : Did you have clear goals and objectives in your previous company?
- Respondent 1* : When I join got la....so long ready....there is a goal and objective pasted in the notice board as general, but not followe. Just for the viewing only.... Smile...
- Shemala Ramiah* : In your opinion, what is the responsibility of a manager?
- Respondent 1* : Well, I think a manager must be people-oriented, demonstrating concern and care for his or her employees and taking an interest in their well-being.
- Shemala Ramiah* : What are the core ethical values that a good manager must have in general?
- Respondent 1* : Hmm...good question. I believe ethics and integrity are more important in Malaysia right now than they were previously. That, I believe, is even more necessary to address the deterioration of trust in organizations. I believe that people require more of that and find resources, sharing resources and equity. I believe that these are issues that must be addressed.
- Respondent 1* : Besides, I think people need more of that on top of finding resource, resource sharing, equity and all that, I think those are something that need to pay attention to whether in reporting initiatives or in other areas.
- Shemala Ramiah* : Would you give some improvement ideas for your previous organization to perform better in future?
- Respondent 1* :.....Organizations should strive to hire ethical leader.
- Shemala Ramiah* : I would like to thank you for the valuable information shared. Is there anything more you would like to add?

*Respondent 1* : *Company must invest in managers' coaching skills to help them become better arbiters of fairness on a daily basis.*

*Shemala Ramiah* : *...Yes yes... I agree with you. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*

### **Interview Transcript 2**

**Interviewer** : Shemala Ramiah

**Interviewee** : Former Worker 2 (Respondent 2)

**Date and Time** : 09<sup>th</sup> January 2021 at 10am

**Location** : Kulim, Kedah.

*Shemala Ramiah* : *I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah* : *I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah* : *All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah* : *How long did you worked in your previous company?*

*Respondent 2* : *I worker in my previous company for 4 years and 1 month.*

*Shemala Ramiah* : *Did you feel that you were equipped to do your job*

*well in your previous company?*

*Respondent 2 : If you ask me, in terms of documentation and things is all acceptable but most of the time I will be scolded for no reason....hmmm..miscommunication.*

*Shemala Ramiah : How would you describe the culture of your previous company?*

*Respondent 2 : This is why it's no surprise that poor internal communication is an undeniable sign of a negative culture as I said just now.*

*Shemala Ramiah : Can you provide more information, such as specific examples?*

*Respondent 2 :Creating an atmosphere where internal communication is free flowing and easy is ideal for culture creation.*

*Respondent 2 : When speaking to one another becomes difficult, forced and un-enjoyable, this is where a problem arises.*

*Shemala Ramiah : Did you have clear goals and objectives in your previous company?*

*Respondent 2 : Yes, they have goal but I think that is to expand company business...I can't recall much actually about it...*

*Shemala Ramiah : In your opinion, what is the responsibility of a manager?*

*Respondent 2 : During the recruitment screening process, my manager should emphasize ethical skills as well as technical skills.*

*Shemala Ramiah : What are the core ethical values that a good manager must have in general?*

*Respondent 2 : My previous manager makes all the decision about scheduling and product delivery without asking our concern.*

*Shemala Ramiah : Would you give some improvement ideas for your previous organization to perform better in future?*

*Respondent 2 : As I said just now la. Role conflict, which is the simultaneous performance of different and incompatible roles, causes work-related stress for employees, and managers must handle this carefully.*

*Shemala Ramiah : I would like to thank you for the valuable information shared. Is there anything more you would like to add?*

*Respondent 2 : No...I think that's all.*

*Shemala Ramiah : Thank you for your time.*

### **Interview Transcript 3**

**Interviewer** : Shemala Ramiah

**Interviewee** : Former Worker 3 (Respondent 3)

**Date and Time** : 10<sup>th</sup> January 2021 at 7pm

**Location** : Kulim, Kedah.

*Shemala Ramiah : I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah : How long did you worked in your previous*

*company?*

*Respondent 3 : I worked for more than 5 years plus*  
*Shemala Ramiah : Did you feel that you were equipped to do your job well in your previous company?*

*Respondent 3 : Yes, ok la, donno what to comment actually.*  
*Shemala Ramiah : How would you describe the culture of your previous company?*

*Respondent 3 : Culture....if you ask me, company is good with salary on time, medical benefit, meal subsidy...smile..but people like top level are more autocratic...other all fine if you ask me you know..*

*Shemala Ramiah : Can you provide more information, such as specific examples?*

*Respondent 3 : Like soldier I think...donno how to describe la.*

*Shemala Ramiah : Did you have clear goals and objectives in your previous company?*

*Respondent 3 : Yes, when I newly join if not mistaken.*

*Shemala Ramiah : In your opinion, what is the responsibility of a manager?*

*Respondent 3 : Managers must be concerned about their employees and dedicated to their jobs.*

*Shemala Ramiah : What are the core ethical values that a good manager must have in general?*

*Respondent 3 :.....I believe that integrity is essential in addressing trust in the company, as we need confidence... I believe in employees who genuinely care about them.*

*Shemala Ramiah : Would you give some improvement ideas for your previous organization to perform better in future?*

*Respondent 3 : Open communication should be established with employees to ensure employee work and how it contributes to the organization's success.*

*Shemala Ramiah : I would like to thank you for the valuable information shared. Is there anything more you would like to add?*

*Respondent 3 :I believe that resumes, reference checks, background checks, and integrity tests can provide information on potential managers' ethical behaviour.*

*Respondent 3 : The CEO must check this in detail for the company's good reputation and success...*

*Shemala Ramiah : I agree with you. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*

#### **Interview Transcript 4**

**Interviewer** : Shemala Ramiah

**Interviewee** : Former Worker 4 (Respondent 4)

**Date and Time** : 16<sup>th</sup> January 2021 at 11.15am

**Location** : Kulim, Kedah.

*Shemala Ramiah : I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah : How long did you worked in your previous company?*

- Respondent 4* : I worked there for four years and it is a long period for me working in a not comfortable situation...
- Shemala Ramiah* : Did you feel that you were equipped to do your job well in your previous company?
- Respondent 4* : Job wise I think no problem, for me I go check all the work instruction in detail before carry out any job.
- Shemala Ramiah* : How would you describe the culture of your previous company?
- Respondent 4* : Leaders must respect and motivate employees, take pride in their work, and enjoy with co-workers. Effective leader's integrity should have the ability to motivate staff and employees in order to achieve a positive outcome in the work atmosphere. They must strategically plans and implement ways that will help employees feel as though they are part of the team organization and matter in the company.
- Shemala Ramiah* : Can you provide more information, such as specific examples?
- Respondent 4* : Effective leader's integrity should have the ability to motivate staff and employees in order to achieve a positive outcome in the work atmosphere.
- Shemala Ramiah* : Did you have clear goals and objectives in your previous company?
- Respondent 4* : Yes...but not sure if there is any latest version since I don't see it recently....hmmm
- Shemala Ramiah* : In your opinion, what is the responsibility of a manager?
- Respondent 4* : They must strategically plans and implement ways that will help employees feel as though they are part of the team organization and matter in the company
- Shemala Ramiah* : What are the core ethical values that a good manager must have in general?
- Respondent 4* : Manager must be open minded and accept their workers ideas and appreciate it.

*Respondent 4 : Some of my coworkers are intelligent, and they sometimes feel as if they have no input or say in how things are done, which can be especially problematic when skilled and capable members of a team are left feeling as if their knowledge and contributions are undervalued.*

*Shemala Ramiah : Would you give some improvement ideas for your previous organization to perform better in future?*

*Respondent 4 : Organizations should make certain that all managers participate in ethics training programmes.” This will provide managers with an opportunity to learn about and evaluate the impact of ethics on activities and organizational performance.*

*Shemala Ramiah : I would like to thank you for the valuable information shared. Is there anything more you would like to add?*

*Respondent 4 : In my opinion, power sharing can develop followers confident.*

*Shemala Ramiah : ...Yes yes... I agree with you. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*

### **Interview Transcript 5**

**Interviewer** : Shemala Ramiah

**Interviewee** : Former Worker 5 (Respondent 5)

**Date and Time** : 17<sup>th</sup> January 2021 at 1.30pm

**Location** : Kulim, Kedah.

*Shemala Ramiah : I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

- Shemala Ramiah* : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.
- Shemala Ramiah* : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.
- Shemala Ramiah* : How long did you worked in your previous company?
- Respondent 5* : Around 3 years plus I worked there.
- Shemala Ramiah* : Did you feel that you were equipped to do your job well in your previous company?
- Respondent 5* : Yes I think so, but I am having some difficulty to fit myself there and take long time to feel comfortable there....hmmm...im not sure what is the exact reason.
- Shemala Ramiah* : How would you describe the culture of your previous company?
- Respondent 5* : Culture wise, same like other company that I worked before and also working now....but I feel like more autocratic and control against the employees there.
- Shemala Ramiah* : Can you provide more information, such as specific examples?
- Respondent 5* : "Leaders must allow employees to participate in decision makings; Effective leader's integrity also allows employees to participate in making decisions as a group.
- Shemala Ramiah* : Did you have clear goals and objectives in your previous company?
- Respondent 5* : Yes...I have it there.But not sure it is the correct one or just for displaying....smile....no further comments...
- Shemala Ramiah* : In your opinion, what is the responsibility of a manager?

- Respondent 5* : *Managers should make decisions that promote and compensate employees who are not only good at what they do but also have good relationships with customers and coworkers.*
- Shemala Ramiah* : *What are the core ethical values that a good manager must have in general?*
- Respondent 5* : *A leader's behaviour has a direct impact on an employee's satisfaction, which eventually leads to job commitment. When employees are dissatisfied with their jobs, they may leave the organization, which harms the organization. So leaders must use their authority in the right way and must be ethical and do the right thing.*
- Shemala Ramiah* : *Would you give some improvement ideas for your previous organization to perform better in future?*
- Respondent 5* : *I think leaders must use their authority in the right way and must be ethical and do the right thing.*
- Shemala Ramiah* : *I would like to thank you for the valuable information shared. Is there anything more you would like to add?*
- Respondent 5* : *My manager's leadership frequently results in a lack of creative problem-solving solutions, which can ultimately harm the group's performance.*
- Shemala Ramiah* : *Thank you for your time. I'll be analyzing the information you gave me and submit report to university.*

### **Interview Transcript 6**

- Interviewer* : *Shemala Ramiah*
- Interviewee* : *Former Worker 6 (Respondent 6)*
- Date and Time* : *23<sup>rd</sup> January 2021 at 3pm*
- Location* : *Kulim, Kedah.*
- Shemala Ramiah* : *I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of*

*our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah : How long did you worked in your previous company?*

*Respondent 6 : I didn't work long there....just around two years only.*

*Shemala Ramiah : Did you feel that you were equipped to do your job well in your previous company?*

*Respondent 6 : Not so much, but can be acceptable. Nothing much to say actually.*

*Shemala Ramiah : How would you describe the culture of your previous company?*

*Respondent 6 : Give me some time to think....after few seconds...hmmm.... As employees will feel valued, and empowered at our company and willing to go the extra mile to support our customers and co-workers, by delivering incredible results for the business if all important information shared from time to time with us.....but this doesn't happen here.*

*Shemala Ramiah : Can you provide more information, such as specific examples?*

*Respondent 6 : No information sharing here and all must listen to managers and cannot give any valuable ideas...like one way communication.*

*Shemala Ramiah : Did you have clear goals and objectives in your previous company?*

- Respondent 6* : *Clear goals can only be seen at the notice board...not in daily life at my previous workplace.*
- Shemala Ramiah* : *In your opinion, what is the responsibility of a manager?*
- Respondent 6* : *Let me speak generally, not only for my previous company only, but in general... The CEO must serve as the organization's chief ethical officer and required in order to personally assess ethical risks in areas such as ethical guidance, monitoring the organization's adherence to ethical codes, monitoring the organization's ethics policy, and overseeing ethics training programmes.*
- Respondent 6* : *This is necessary in order to personally assess areas for ethical risks such as guidance on ethical issues, monitoring the organization's adherence to ethical codes, monitoring organization's ethics policy and overseeing ethics training programmes.*
- Respondent 6* : *But this is lack in the organization that I worked before and also working now.*
- Shemala Ramiah* : *What are the core ethical values that a good manager must have in general?*
- Respondent 6* : *I would say that sustainability concerns may foster a positive employee sense of pride and optimism toward the organization.*
- Shemala Ramiah* : *Would you give some improvement ideas for your previous organization to perform better in future?*
- Respondent 6* : *A good manager always want the business to success and sustain and not only gain profit by ignoring other important things.*
- Shemala Ramiah* : *I would like to thank you for the valuable information shared. Is there anything more you would like to add?*
- Respondent 6* : *Employees must be given first priority.... Employees first and others next...Smile...Am I correct?*
- Shemala Ramiah* : *...Yes yes... I agree with you. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*

### Interview Transcript 7

Interviewer : Shemala Ramiah

Interviewee : Former Worker 7 (Respondent 7)

Date and Time : 24<sup>th</sup> January 2021 at 9.30am

Location : Kulim, Kedah.

*Shemala Ramiah : I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah : How long did you worked in your previous company?*

*Respondent 7 : I worked there for more than 6 years. Actually it is my first employer too.*

*Shemala Ramiah : Did you feel that you were equipped to do your job well in your previous company?*

*Respondent 7 : Hmmm, there is no ethics guidance or standard that is absolute, appropriate and applicable in this company during my tenure working there.*

*Shemala Ramiah : How would you describe the culture of your previous company?*

- Respondent 7* : *The good ethical culture in an organization will provide direction and guidance in various areas in order to build united, harmonious and ethical employees but it cannot be found here in my previous company.*
- Shemala Ramiah* : *Can you provide more information, such as specific examples?*
- Respondent 7* : *A good ethical culture in an organization will provide direction and guidance in a variety of areas in order to develop employees who are united, harmonious, and ethical. During my time working at this company, however, there has been no absolute, appropriate, or applicable ethics guidance or standard.*
- Shemala Ramiah* : *Did you have clear goals and objectives in your previous company?*
- Respondent 7* : *Not really and no comments.... Smile...*
- Shemala Ramiah* : *In your opinion, what is the responsibility of a manager?*
- Respondent 7* : *Managers' knowledge of laws, expectations, incentives, improvements, and decisions varied, and some were misunderstood, indicating that they have a lot of work ahead of them.*
- Shemala Ramiah* : *What are the core ethical values that a good manager must have in general?*
- Respondent 7* : *Values become embedded in people's minds and may influence the manager's response to change. He must ensure that the workplace has a strong ethical culture (total quality management of ethics)*
- Shemala Ramiah* : *Would you give some improvement ideas for your previous organization to perform better in future?*
- Respondent 7* : *Leaders must care about the well-being of their employees and become approachable.*
- Shemala Ramiah* : *I would like to thank you for the valuable information*

*shared. Is there anything more you would like to add?*

*Respondent 7 : Hopefully improvement will be done soonest possible to remain the business....hopefully ya. And sorry if I talk to much.*

*Shemala Ramiah : No issue....., its ok. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*

### **Interview Transcript 8**

**Interviewer** : Shemala Ramiah

**Interviewee** : Former Worker 8 (Respondent 8)

**Date and Time** : 06<sup>th</sup> February 2021 at 10.45am

**Location** : Kulim, Kedah.

*Shemala Ramiah : I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah : How long did you worked in your previous company?*

- Respondent 8* : *Around 3 years 3 months....*
- Shemala Ramiah* : *Did you feel that you were equipped to do your job well in your previous company?*
- Respondent 8* : *Can say yes and also no....depends on the situation I can say.*
- Shemala Ramiah* : *How would you describe the culture of your previous company?*
- Respondent 8* : *Culture is ok with good team mates and friends in other departments...working hours also ok, but just need to support if there is any urgent orders or pending due to machine breakdown.*
- Shemala Ramiah* : *Can you provide more information, such as specific examples?*
- Respondent 8* : *Going to work and coming back home is normal, but if there is any urgent orders by customer, we as employees need to sacrifice our time to complete the orders and at that time, family commitment must go behind...means work first others next..something like that la...I donno how to describe it.*
- Shemala Ramiah* : *Did you have clear goals and objectives in your previous company?*
- Respondent 8* : *I have clear goals that is no pending in work and all delivery must reach customer within the committed time frame...no late delivery.*
- Shemala Ramiah* : *In your opinion, what is the responsibility of a manager?*
- Respondent 8* : *Hmm.... Managers must be willing to share power, listen to employees, demonstrate respect and concern for employee concerns, and engage in open and transparent communication.*
- Shemala Ramiah* : *What are the core ethical values that a good manager must have in general?*
- Respondent 8* : *Hmmm...About core ethical values....i think that the workplace values and norms should be in accordance with ethical issues, using a systematic approach to total quality management of ethics*

*Shemala Ramiah* : *Would you give some improvement ideas for your previous organization to perform better in future?*

*Respondent 8* : *Hmm....knowledge sharing is important, you know, because it creates a link between my company and me by transferring knowledge from my manager to the employees.*

*Shemala Ramiah* : *I would like to thank you for the valuable information shared. Is there anything more you would like to add?*

*Respondent 8* : *I would like to say that life is short, make I sweet with helping each other not only in workplace, but also in our family, neighbours and people surrounding us.*

*Shemala Ramiah* : *I agree with you. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*



**Interview Transcript 9**

UUM  
Universiti Utara Malaysia

*Interviewer* : *Shemala Ramiah*

*Interviewee* : *Former Worker 9 (Respondent 9)*

*Date and Time* : *07<sup>th</sup> February 2021 at 11am*

*Location* : *Kulim, Kedah.*

*Shemala Ramiah* : *I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

*Shemala Ramiah* : *I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.*

*Shemala Ramiah* : *All responses will be kept confidential. This means that your interview responses will only be used for*

*my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.*

*Shemala Ramiah : How long did you worked in your previous company?*

*Respondent 9 : 3 years and 1 month I worked there.*

*Shemala Ramiah : Did you feel that you were equipped to do your job well in your previous company?*

*Respondent 9 : Hmmm... I can say no in person, but yes where we csn find it stick at the notice board.*

*Respondent 9 : We can read and read whenever we want to refresh our knowledge.*

*Shemala Ramiah : How would you describe the culture of your previous company?*

*Respondent 9 : Culture is acceptable and very clean and good company I can say..I like the culture and I have many friends you know...smile...*

*Shemala Ramiah : Can you provide more information, such as specific examples?*

*Respondent 9 : I mean we work as a team and if we got an problem or need to take any emergency leave or anything elde, my friend will help to replace or do additional hours to complete it.We help each other all the time.*

*Shemala Ramiah : Did you have clear goals and objectives in your previous company?*

*Respondent 9 : Clear goals...yes I have. Do whatever job assigned to you...that's all la....*

*Shemala Ramiah : In your opinion, what is the responsibility of a manager?*

*Respondent 9 : As a manager, they should think positive and this positive approach should be visible through their actions.*

*Shemala Ramiah* : *What are the core ethical values that a good manager must have in general?*

*Respondent 9* : *I think they should have the total quality management approach to ethics can assist in determining the root cause of ethical behaviour and managing it appropriately.*

*Shemala Ramiah* : *Would you give some improvement ideas for your previous organization to perform better in future?*

*Respondent 9* : *I think that we should reduce stress in any situation to avoid negative mind set. Role conflict, which is different and incompatible roles at the same time, causes work related stress for the employees and this must be avoided for goodness.*

*Shemala Ramiah* : *I would like to thank you for the valuable information shared. Is there anything more you would like to add?*

*Respondent 9* : *No, that's all I think...Very tired answering your questions....just joking...don't take it serious please.*

*Shemala Ramiah* : *No problem, it is just sharing right. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*

### **Interview Transcript 10**

*Interviewer* : *Shemala Ramiah*

*Interviewee* : *Former Worker 10 (Respondent 10)*

*Date and Time* : *20<sup>th</sup> February 2021 at 1.45pm*

*Location* : *Kulim, Kedah.*

*Shemala Ramiah* : *I want to thank you for taking the time to meet with me today. My name is Shemala Ramiah from UUM persuing Doctor of Business Administration programme and I would like to talk to you about your experiences working in your previous company. Specifically, as one of the components of our overall program evaluation and are assessing program effectiveness in order to capture lessons that can be used in future interventions.*

- Shemala Ramiah* : I will be recording the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on recording, please be sure to speak up so that your comments will not be missed.
- Shemala Ramiah* : All responses will be kept confidential. This means that your interview responses will only be used for my dissertation and will ensure that any information include in our report does not identify you as the respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview at any time.
- Shemala Ramiah* : How long did you worked in your previous company?
- Respondent 10* : I work for 5 years at my previous company.
- Shemala Ramiah* : Did you feel that you were equipped to do your job well in your previous company?
- Respondent 10* : Yes, definitely. I don't have any issue working there actually but just sometimes I feel like I am not given opportunity or any new chance to speak out my concern...that's all, other things all ok.
- Shemala Ramiah* : How would you describe the culture of your previous company?
- Respondent 10* : Culture is where it build happiness and confident, and I think it is lack in my previous company...this is my opinion only.
- Shemala Ramiah* : Can you provide more information, such as specific examples?
- Respondent 10* : What I mean here is information or any important decision is not shared among us as employees and only decide by the managers without atleast ask our opinion because we are the one that is producing the products and not them.
- Shemala Ramiah* : Did you have clear goals and objectives in your previous company?
- Respondent 10* : I don't think so and all is up and down without proper code of ethics, you know?

- Shemala Ramiah* : *In your opinion, what is the responsibility of a manager?*
- Respondent 10* : *If the knowledge is not conveyed in a way that we as workers understand, the goal has not been met, and as we can see, this can lead us as workers becoming dissatisfied and uninterested in pursuing a career in this company, which has a negative impact on results.*
- Shemala Ramiah* : *What are the core ethical values that a good manager must have in general?*
- Respondent 10* : *Hmmm...I like your question. Knowledge sharing among individuals is a process that supports both individual and organizational learning.*
- Shemala Ramiah* : *Would you give some improvement ideas for your previous organization to perform better in future?*
- Respondent 10* : *As a result, leaders must create an ethically friendly work environment for all employees, communicate ethical issues, serve as role models, and put in place mechanisms to develop responsible employees.*
- Shemala Ramiah* : *I would like to thank you for the valuable information shared. Is there anything more you would like to add?*
- Respondent 10* : *It emphasizes the importance of a relevant code of ethics for employees to use as guidance, and it encourages them to practise good work ethics in order to improve their performance." As a result, efforts to improve employee satisfaction will no longer be focused solely on compensation and reward systems, but will also include a focus on work ethics.*
- Shemala Ramiah* : *...Yes yes... I agree with you. I'll be analyzing the information you gave me and submit report to university. Thank you for your time.*