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College of Business Administration

Master of Business Administrations

Master Dissertation

**THE EFFECT OF ETHICAL LEADERSHIP ON
ORGANIZATIONAL PERFORMANCE IN THE ENERGY SECTOR
IN THE SULTANATE OF OMAN: A MEDIATION TESTING.**

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fulfillment of the requirement for the degree of Master of
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Dissertation Approval

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Author's declaration

I am, **Hamed Hamood Al Jufaili**, hereby declare that my project entitled “**The effect of ethical leadership on Organizational Performance in the Energy Sector in the Sultanate of Oman: a mediation testing**” is my own project. The work has not previously been submitted for any other certificate from any university in the Sultanate of Oman or in any other university in the world. I also acknowledge that the source of the scientific content for this project has been identified and not submitted to any other degree. In addition, everything stated in this project reflects the researcher's opinions, which do not necessarily have to be adopted by another researcher.

Hamed Hamood Al Jufaili

Researcher,

Acknowledgments

First, I thank **ALLAH** for the successful completion of this project, and for providing me with skills, constant effort, and unremitting determination. I would also like to thank my **family** and **friends** for their support and encouragement to get to this point. I would like to thank my dear supervisor, **Dr. Khalid Dahleez**, for all the support and guidance he provided me in carrying out this project. I must also express my heartfelt thanks to my dear great **Mother** who supported me in prayer, education and assistance in this project. I also thank all the **academics** at Al Sharqiya University for their cooperation and guidance.

Regards,

Hamed Hamood Al Jufaili

Abstract

Ethical Leadership is a strategic leadership style for any organization that aims to effectively enhance employee performance and organizational performance. This research aims to examine the effect of ethical leadership on organizational performance in the Energy Sector in the Sultanate of Oman. It also examines the mediating roles of psychological empowerment, creativity climate, and innovative behavior.

The study followed a quantitative methodology and collected data through a survey questionnaire from a sample of 220 employees from various energy companies in Oman. Ten hypotheses were developed to evaluate the research model and tested using SPSS.

The findings support the positive & significant relationship between ethical leadership and organizational performance. Moreover, all other hypothesized mediating relationships were also supported.

The study recommends that organizations always view ethical leadership practices as a primary responsibility of organizations towards their employees to increase and enhance employee productivity, which will directly impact organizational performance.

Keywords: Ethical Leadership, Organizational Performance, Psychological Empowerment, Creativity Climate, and Innovative Behavior.

ملخص الدراسة

تُعتبر القيادة الأخلاقية أسلوب قيادة إستراتيجي يمكن للمؤسسات تبنيه بهدف تحسين فعالية أداء الموظفين والأداء التنظيمي. يهدف هذا البحث إلى دراسة تأثير القيادة الأخلاقية على الأداء التنظيمي في قطاع الطاقة في سلطنة عمان. كما يبحث في الأدوار الوسيطة للتمكين النفسي ، ومناخ الإبداع السائد في المؤسسات، والسلوك الابتكاري للموظفين.

اتبعت الدراسة منهجية كمية وجمعت البيانات من خلال استبيان من عينة مكونة من 220 موظفًا من مختلف شركات الطاقة في سلطنة عمان. تم تطوير عشر فرضيات لتقييم نموذج البحث واختبارها باستخدام برنامج التحليل الاحصائي .SPSS

أظهرت النتائج وجود علاقة طردية موجبة بين القيادة الأخلاقية والأداء التنظيمي. علاوة على ذلك ، دعمت النتائج جميع العلاقات المرتبطة بالمتغيرات الوسيطة الأخرى.

توصي الدراسة بأن تنظر المؤسسات دائمًا إلى ممارسات القيادة الأخلاقية على أنها مسؤولية أساسية للمنظمات تجاه موظفيها لزيادة إنتاجية الموظفين وتعزيزها ، مما سيؤثر بشكل مباشر على الأداء التنظيمي.

الكلمات الأساسية: ممارسات القيادة ، الأداء التنظيمي ، التمكين النفسي ، مناخ الإبداع والسلوك الابتكاري.

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Chapter one

Introduction

- INTRODUCTION
- BACKGROUND OF THE STUDY
- STATEMENT OF THE PROBLEM
- SIGNIFICANCE OF THE RESEARCH
- RESEARCH QUESTIONS
- RESEARCH OBJECTIVES
- SCOPE OF THE STUDY
- LIMITATIONS OF THE STUDY
- DEFINITION OF TERMS

1. Introduction

The energy sector in the sultanate of Oman is playing a very important role in terms of the economic derive and high contribution to the country income as the country has other resources besides the oil resources to put a special emphasis on economic diversification which is can be considered as an Oman mid-long term development strategy so this will create more jobs to Omanis youth as well as encouraging the foreign investment to the market and expand the private sector role on enhancing the economic and the GDP.

Nowadays, in any business practice and work environment, awareness of ethical leadership practices becomes very important for any organization. Especially at present with the current economic challenge as well as the state of the covid-19 pandemic in the world compared to the previous time (Aboramadan, 2021). To achieve the goals and objectives of the organization and business as a leader, you need to always consider ethical leadership practices when dealing with your employees. This is important for you as a leader or business owner to succeed and survive with the current market situation (Wu, Kwan, Yim, Chiu & He, 2015). Besides, ensure that your organization performs very well and is expected to be sustainable in the marketplace with higher performance.

The main responsibility of leaders in this regard is to ensure that their employees treated as human beings with the utmost respect and appreciation from their leaders. As the energy sector is one of the most dynamic sectors of the economy and is a very important sector for any oil-producing company in the world. Leadership practices, psychological empowerment, the climate of creativity, and innovative behavior are the main factors linked to each other, causing organizational performance and competition in the market strongly, and therefore this study will discuss more concerning one of the leadership styles which are ethical leadership practices and how they affect the relevant variables and employees of the energy sector in Oman, which is psychological empowerment, a climate of creativity and innovative behavior.

1.1 Background of the study

The energy sector in Oman is one of the important sectors that contribute to the development of the state and economic income through many organizations that facilitate these works in the public and private sectors. In recent years, the economic sector has been negatively affected by global oil prices, and the COVID-19 pandemic as a normal situation like other sectors was affected by the same reason. As one factor, leadership style or ethical leadership practices can help and support the economic sector to emerge and recover from the economic impact.

According to previous studies in this regard such as the study of Walumbwa, Mayer, Wang, Wang, Workman & Christensen (2011) and the study of Shin, Sung, Choi & Kim

(2015), there is an existing finding that supports the association between ethical leadership and employee performance and its impact on the organization. Moreover, by looking at some other variables that mediate this relationship, such as psychological empowerment, creativity climate, and innovative behavior. Accordingly, this paper was conducted to reveal the relationship between leadership practices and organizational performance.

1.2 Statement of the Problem

The energy sector is playing an increasing role in the Omani economy, and interest in it has emerged in Oman's five-year development strategies and plans, intending to reduce dependence on oil as a major source of income, as well as optimize the use of available natural resources, which is what the strategy of the future vision of the Omani economy aims at (Oman energy challenge, 2020). Therefore, there are many challenges faced by the energy sector during the Corona pandemic. In addition, the countries of the Gulf Cooperation Council are facing a double shock due to the outbreak of the emerging Corona Virus (Covid-19) pandemic and the collapse of oil prices.

The oil sector is managed under the supervision of the Ministry of Oil, Gas, and Minerals. The ministry supervises and follows up activities related to the sector in the areas of oil agreements, exploration, development, and production, as well as the areas of refining and marketing of crude oil and distribution of petroleum products, in addition to marketing the oil concession areas. The ministry also implements the goals and policies set for the sector in the strategies of the five-year development plans in Oman in cooperation with government agencies and private sector companies operating in the sector and related fields. A relationship between this sector and the rest of the economic sectors, during which goods and services resulting from other economic sectors that used in the oil sector.

The number of workers in the oil companies operating in the Sultanate during the year was about 19,012 individuals, of whom about 15,982 were from the national workforce and about 3030 were from the expatriate workforce. Moreover, an increase in the number of Omani employees by about 7% compared to 2018, bearing in mind that these figures do not include workers in contracting and service companies operating in the oil and gas sector.

Due to the economic and financial challenges which are facing the organizations in the energy sector internally and globally, the energy sector employees in Oman are must be treated with full respect and high-value ethics leadership style by their leaders, since this sector is very significant to the country economy to enhance this industry to reach the high level of the improvement and the sustainability. Therefore, the study is carried out to evaluate the organizational performance because of the ethical leadership practices;

moreover, the above-mentioned points on the statement of the problem of this paper can be observed as follows:

"To examine the effects of the ethical leadership practices on the Organizational Performance in the Energy Sector in the Sultanate of Oman."

1.3 Significance of the Research

The main significance of this study is providing the interest to the Energy sector organizations in understanding the importance of the value ethics and ethical leadership practices and its impact on enhancing the employee and organizational performance, by considering the mediating role of the Psychological Empowerment, Creativity Climate, and Innovative Behavior, and it will also help to understand the relationship between organizational performance and the ethical leadership practices, in this research we observed that the link between the employee performance while the leader in providing the full support to the employee in such as the empowerment, proper environment to work which will help for the employee creativity as well as the innovation behavior in the energy sector in the sultanate of Oman.

1.4 Research Questions

The research is directed by the following research questions:

1.4.1 Is there any effect of ethical leadership on the organizational performance in the energy sector in the sultanate of Oman?

1.4.2 Does Psychological Empowerment mediate the relationship between ethical leadership and organizational performance?

1.4.3 Does Creativity Climate mediate the relationship between ethical leadership and organizational performance?

1.4.4 Does employee Innovative Behavior mediate the relationship between ethical leadership and organizational performance?

1.5 Research Objectives

The objective of the study is to examine the "The effect of the ethical leadership practices on the Organizational Performance in the Energy Sector in the Sultanate of Oman: The Mediating Role of the Psychological Empowerment, Creativity Climate, and Innovative Behavior". However, and to be specific, the following are the objectives:

- To examine the effect of Ethical leadership on Organizational Performance.

- To examine the mediating role of Psychological Empowerment between Ethical leadership and Organizational Performance.
- To examine the mediating role of Creativity Climate between Ethical leadership and Organizational Performance.
- To examine the mediating role of employee Innovative Behavior between Ethical leadership and Organizational Performance.

1.6 Scope of the study

The study scope is to find out the effect of ethical leadership practices on Organizational Performance. Accordingly, I am expecting this study to support the students in the future so it will be easy for them to refer to the research paper to collect some figures and facts, even the research outcome might support and help the energy sector organizations to factors of the ethical leadership practices and its impact on the employees and the organizational performance.

1.7 Limitation of the study

To compete for this research there were some limitations were faced and encountered. The limitations are challengeable to prepare the study at a suitable level.

- This study is covering only the energy sector employees in the sultanate of Oman, and due to this limited resource, the survey will not include other sectors so there will be a few limitations and time issues on collecting the data.
- Some of the employees in some of the energy sector organizations in Oman are dealing with the survey and the questioners officially and considering the participating in the research is declaring for some confidential information's.
- One of the major limitations of the study was the limited information available, which is required to complete this study such as some figures, related books, facts, and publications, which are, will help and support any researchers in getting the accurate analysis.

1.8 Definition of Terms

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Chapter Two

Literature Review

2. Literature Review

There are many studies had been conducted on this subject, which is seeking to determine the impact of ethical leadership practices on organizational performance and some other studies might be in progress for future references?

Where Wang, Feng & Lawton (2017) signified that authentic leadership positively affects organizational performance and organizational citizenship behavior, as well as the psychological empowerment, is significantly mediating the relationship between authentic leadership, organizational performance, and organizational citizenship behavior as these results are according to data collected from teachers of 12 different universities and colleges in Gujranwala.

Yang (2014) found the effect of transformational leadership on organizational citizenship behavior is to be significant and positive .and the moderating effect of psychological empowerment on organizational citizenship behavior was found significant, based on standard questionnaires were collected from 319 employees of different five stars hotels. It is evident from the previous narrative that many studies dealt with the relationship between the independent and dependent variables of the study. I find that Celik, Dedeoglu, & Inanir (2015) study examined the impact of work ethics on both organizational justice and job satisfaction, and it showed a statistically significant effect of the independent variable on the dependent variables, while the study of Khademfar & Amiri (2013) dealt with the role of organizational integrity in the relationship with ethical leadership behavior and organizational justice and the Miao, Newman, Yu & Xu (2013) study examined the relationship between two styles of leadership, which are ethical and transformational leadership and organizational justice, moral climate, and organizational citizenship behavior, while other studies dealing with the relationship of both moral leadership and organizational justice.

As independent variables, their impact on several organizational variables, such as job stress, employee confidence, and participation in work, such as the study of Moura, Orgambidez & Jesus (2015) find the relationship of moral leadership with different organizational variables.

Sabir, Iqbal, Rehman, Shah & Yameen (2012) emphasizes that organizational justice is the result of ethical leadership, as the steps that the leader chooses to determine the ethical dimensions and values of the organization are the actions and behaviors that he practices, whether in his personal or professional life or his dealings with others, they are translated from his actions in practice, they appear in ethical behaviors when he does what is right, fair and morally good. Perhaps the most obvious ethical behaviors among workers are issues related to justice in decision-making, and when distributing rewards or directing punishments. Thapa (2019) emphasized that when she saw that the ethical rule is

represented in all the allocation procedures, which must comply with the prevailing moral values and standards.

What distinguishes most of the great leaders and the most admirable leaders are the ones who have principles and deep belief in the values they hold. The study of Wang, Feng & Lawton (2017) believes that interactive justice is a type of organizational justice that predicts ethical behavior at work. It is the clearest and perceptive type of Purc & Lagun (2019) as mentioned by that the link between interactive justice and ethical leadership is based on the characteristics and personal qualities of the leader that his subordinates consider normatively appropriate. Equality and dignity. Thus, these perceptions serve as the hallmark of interactive justice, which is mainly concerned with the justice to which employees are exposed during personal exchanges between leaders and their subordinates. Achieving the well-being of their employees will make employees more confident in their organizations.

The researcher believes that the availability of the ethical climate within the organization is a valid indicator of the quality of organizational life inside it because of its effects on achieving the efficiency and effectiveness of using the available resources through the employee's sense of organizational justice and its reflection on his job satisfaction, his belonging to the organization and his commitment to achieving its goals. All of its decisions, actions, and behaviors are fair. The application of justice and the values of integrity and impartiality in the organization is one of the basic requirements for forming positive behaviors and attitudes among its employees.

2.1 Ethical Leadership

The ethical leadership variable is very important in any sector. Therefore, the energy sector is affected by this variable through the company itself. Therefore, ethical leadership is important to building the sector and employees' adherence to ethical leadership that will prevent them from making any ethical mistake.

According to Thapa (2019) showed that ethical leadership was positively related to team creativity and average of members' creativity but was negatively related to dispersion of member creativity, this was based on a survey study participated by around 230 members of 44 knowledge work team from Chinese organizations.

But according to Bello (2012) in the study which had been conducted to examine the relationship between ethical leadership with the positive employee which were used for 845 working adults across multiple organizations, the result suggested that ethical leadership is related to both psychological well-being and job satisfaction in employees, but the processes are different. While the employee voice mediated the relationship between ethical leadership and psychological well-being as well. Dealing with diverse cultures, values and trends make the concept of ethics one of the most important and

sensitive topics in contemporary organizations, as it includes all aspects of the organization and its operations.

The study of Rizwan, Zeeshan & Mahmood (2017) showed that leadership is characterized by ethics to achieve the benefit of all individuals in the organization and society, and ethical leadership can be described as an attempt to spread justice. It shows respect for the distinctive characteristics of others, in addition to honesty, trust, sincerity, purity, democratic decision-making, participatory support, and empathy. Thus, creating Ethical leaders are a intrinsic motivation for themselves and extrinsic motivation for their followers using indicators of organizational spirituality.

The study of Shin, Sung, Choi, & Kim (2015) indicated that Ethical leadership is part of the prevailing culture in the organization, where the effects of the actions of leaders can affect the stakeholders associated with the organization (employees, customers, suppliers) are considered, where the ethical organization (honesty/justice/fairness) is characterized during its dealings with everyone, and then the most important reasons for creating an ethical culture is (creating trust with stakeholders, improving the company's image, creating a positive environment affecting innovation, making the right choices to achieve sustainability).

While Purc & Lagun (2019) showed the role of ethical leadership in enhancing organizational trust. It became clear to the researcher the role played by ethical leadership in promoting positive behaviors and reducing negative behaviors at work, as it turned out among the previous studies, they affect several variables, which confirms their importance.

Values, standards, and ethical beliefs are considered among the organizational ethics, which represent the cornerstone for stakeholders to interact with each other. So, creating a work environment with a culture of transparency has a positive impact on both your employees and businesses. So ethical leadership is important to ensure that data in the energy sector is available to anyone who needs it. Moreover, that they make honest decisions. Furthermore, managers dealing with their employees based on trust and integrity contribute to enhancing their levels of loyalty and devotion towards the energy sector. The launch of the Code of Conduct will serve as a fabric that will link the sector's success stories through a system of ethical practices that will ensure that energy and petroleum are among the best companies in our industry. In addition, this important step will define rules that guide our behavior principles that underpin our culture and the practices that we share with the world and through which the world will value us, especially as it defines our shared commitment, the way we work together and with others and what we expect of all employees. Therefore, Ethical leadership means acting according to your moral principles every day in your work life and the decision-making process, and quite simply. it means doing the right thing. Moreover, Ethical leadership means sticking to your ethical principles, while being aware of the complexity of some

ethical issues, being considerate of employees' differing points of view, and resolving conflicts that may arise. Ethical lapses can have dire consequences, ranging from the loss of a company's reputation to its complete collapse. Even if not operating at a corporate level, your business is still subject to these risks. So, after investigations and scrutiny of many corporate scandals over the years, it became clear that these mistakes could have been avoided if ethical leadership had been in place and if managers had questioned the wrongdoers or prevented mistakes from happening before things got worse.

2.2 Psychological empowerment

The concept of empowerment is one of the concepts that have been widely used in the workplace in the past years. In addition, one of the reasons for the spread of this concept is to view it as a critical element to increase organizational effectiveness. In addition, the concept of empowerment is no different from other modern administrative concepts, as the literature is replete with many different definitions and interpretations; Some see empowerment as delegating authority, distributing decision-making power to lower-ranking employees, and facilitating employee access to information. In addition, empowerment is delegating authority to employees, and exchanging information between the various levels of the organization. They consider empowerment as sharing information, knowledge, rewards, and power to the front-line employees in the organization. Similarly, empowerment is the exchange of information and employee participation in team building and organizational structures. This type of empowerment is considered it is the mechanical approach. However, Psychological empowerment is a motivational construct that manifests in four cognitive dimensions: meaning, competence, autonomy, and influence. The meaning includes the value and meaning of the work role requirements and its evaluation according to the criteria of personal values of the individual. The meaning includes matching the requirements of a role Work, beliefs, and behaviors. Self-efficacy or efficiency means the belief of the individual in his ability to perform work skillfully. As for autonomy, it means the individual feeling of owning the initiative and organizing procedures. Influence means the degree of an individual influence on the strategic, managerial, and operational outcomes of the business. Thus, according to empowerment, a psychological state through an active orientation to work, the individual feeling and desire to be able to shape the work role and organizational context. The psychological empowerment is a motivational construct that manifests in four cognitive dimensions: meaning, competence, autonomy, and influence. The study problem is an attempt to identify the relationship between psychological empowerment, organizational commitment, and work integration in insurance companies in the energy sector, which may contribute to the development of a work environment that takes into account the importance of psychological empowerment and its role in achieving positive work-related results. Thus, work to enhance employees' perceptions of psychological empowerment. Therefore, these variables aim at a solution. Does psychological empowerment contribute to predicting both organizational

commitment and work integration among workers in the energy sector? Empowerment aims to achieve the disclosure of the nature of the relationship between psychological empowerment, organizational commitment, and work integration among workers in insurance sector companies in the sector Own - the place of study. Knowing the extent to which psychological empowerment contributes to predicting organizational commitment and work integration among workers in energy sector companies in Oman.

The study of Yukl, Mahsud, Hassan & Prussia (2013) indicated that ethical leadership and empowering leadership have a positive association with leader-member exchange relations. The research suggests that the managers in both sectors private and public organizations can use ethical and empowering behaviors to create quality social exchange relationships that are associated with positive organizational outcomes. And According to the study of Zhu, Sun & Leung (2014) psychological empowerment is an underlying influence mechanism through which ethical leadership affects followers, this is based on the data collected from 335 organizational employees from over 13 various industries the finding shows that psychological empowerment in term of competence, impact, meaning, and self-determination, mediated the effects of ethical leadership on the followers 'moral identity.

2.3 Climate for Creativity

In the global innovation economy, the demand for intellectual property is increasing at an accelerating pace, becoming more and more complex. However, AI has the potential to revolutionize the services of intellectual property offices around the world, which will help them meet the challenges posed by the increasing demand. Therefore, the energy sector leads the cooperation between intellectual property offices in this field and develops artificial intelligence tools that help in managing intellectual property and providing services (Agrell, 2007). In addition, The research development and innovation centers included in a solar energy project contribute to encouraging knowledge in energy and innovative sustainability technologies, supporting the authority sustainability plans, raising its global efficiency in the renewable energy sector, and building national capacities. Offering out-of-court options makes alternative dispute resolution avenues, such as mediation and arbitration, a tool that empowers parties to intellectual property disputes by strengthening their control over the dispute resolution process. This consensual nature of the settlement process mitigates antagonism and allows the parties to settle disputes less aggressively. The mentioned advantages of the energy sector contribute to the development of intellectual property assets and their optimal use in the economy. To some extent, they help ease the burden on national court systems. Therefore, Creative thinking is one of the most important patterns of modern thinking. It is based on unleashing mental abilities and innovative energies without any restrictions, and is characterized by many characteristics, including comprehensiveness, simplicity, strength, and influence; Where it is considered one of the creative activities that result in

a radical and clear change for the better, and its results are based on the introduction of reasons, scrutiny and scrutiny, critical thinking, and objectivity, and focuses directly on the issue of research to find the best possible solutions to problems, and strives for development, progress, and prosperity, and keeps pace with the latest findings. To it, the human mind is a novelty and seeks to add to it and develop it (Abbey, 2003).

2.4 Employee Innovative Behavior

Behavior innovation and its significant impact on the energy sector. Naturally, the individual cannot carry out his tasks without others, which highlights the role of teamwork values, the first of which is good faith. When we know that our colleagues are committed to the same values, we become more accepting of them. The acceptance as a value means that we listen to each other and accept the opinions of others, and acceptance results in another value, which is the turnout, meaning that we work together to accept ourselves. So, the work becomes support, that is, we show our affection and support for each other during our cooperation and joint work, and here also the necessity of returning to good faith appears. So, we can by overcoming all obstacles that may face us and accept new individuals.

In addition, it is my responsibility to become familiar with the principles of ethical and business conduct for energy sector employees, including all policies and procedures referred to in the principles, while understanding my obligations as described in this document. I assure you that these Principles of Ethical and Business Conduct for Industry Employees cover our policies and the behavior expected of us concerning, among others ethical decision-making, diversity and freedom from discrimination, harassment and disrespectful behavior, health and safety, alcohol and substance abuse, violence in the workplace, and conflict Interests, corruption, entertainment, activities political and conglomerate activities, friendships with competitors and suppliers, commitment to protect industry assets, the confidentiality of our and customer information, use of tools and technologies Communications, including social media, fair dealing obligations, fair dealing with employment, accurate record-keeping, attendance. In addition, financial reporting is accurate, insider trading, protection of personal information, and special requirements are necessary when carrying out business. Therefore, they create a work environment in which employees aspire to, and feel the highest ethical and professional standards employees are comfortable with when confronted with questionable behaviors (Alex, 2009). According to Miao, Newman, Yu & Xu (2013) found a positive relationship the individual innovative work behavior was positive to both individual perceptions of ethical leadership and group ethical leadership, while individual intrinsic motivation mediated the two relationships, as per a questionnaire rated by 302 employees from 34 work units of two companies in the mainland of China.

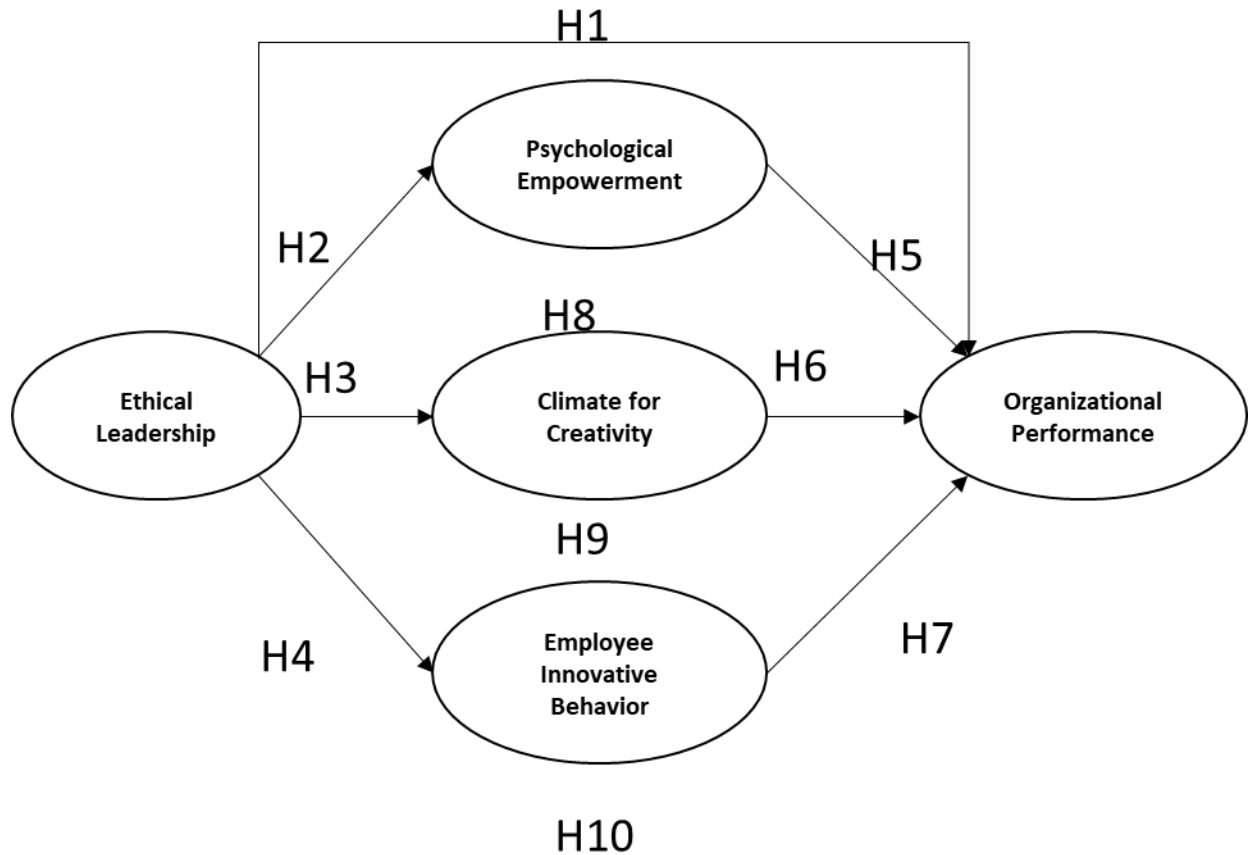
2.5 Organizational Performance

Organizational performance variable affects the energy sector. Therefore, the organizational performance of the sector is to prove its identity and mission that reveals its activity and effectiveness. The value dimension has become one of the most important pillars of success on which strategic plans are based, because of its great role in activating the administrative process and improving work productivity to ensure the growth of the organization and the achievement of its goals. That is why many scientific studies, past and present, have focused on the importance of organizational and personal values in organizations and their impact on job performance and work efficiency. Views differed on defining the concept of values according to the differences in cultures and the strategic objectives of the institutions. The value issue is thorny and there is much legislation. Francis Woodcock pointed out that values are beliefs about what is good or bad and what is important or unimportant. Joint agreements between members of the organization about what is desirable or undesirable in the place of work environment, so that these values guide behavior of workers within different organizational conditions, and these values include equality between workers, attention to time management, attention to performance, respect for others. Therefore, the importance of organizational performance in preparing the individual to choose behavior that enhances his compatibility with others, which creates a kind of harmony in work teams, improves effective administrative communication, and reduces conflicts that affect the achievement of loyalty and the hoped success. The conflict between the duality of personal and organizational values leads to the emergence of administrative and moral corruption, which negatively affects the goals of the organization and impedes its progress.

The issue of values is one of the most important modern administrative trends and it is not new to our local society, especially since its creed and culture adopt many of the values and principles that are part of its formation. Nevertheless, the vision of the Kingdom of Saudi Arabia 2030 contributed to the clarity of organizational values that achieve its future vision and strategic objectives.

Accordingly, the Ministry of Education has set its values that serve the vision, which are institutional work, initiative, transparency, innovation, excellence, competition, and justice, which means that the more the organizational value engagement expands, the more the return will have a significant and beneficial impact that ensures the improvement of the level of job performance to achieve the desired sustainability and prosperity (Emerald, 2021).

Figure 2.1



2.6 Conceptual Framework

The above diagram is presenting the conceptual framework and the relationship between the main variables in this research paper which is including ethical leadership, organizational performance, and the other three mediators which are psychological empowerment, climate for creativity, and employee innovation behavior which is in the middle side of the conceptual framework, the framework is showing how the organizational performance is affected by the other variables such as the psychological empowerment, climate for creativity and employee innovation behavior and how the organizational performance is directly effect and depends by the ethical leadership.

2.7 Research Hypotheses

To accomplish and to be aligned with the study objectives below is the hypothesis:

H1: Ethical leadership affects significantly organizational performance.

H2. Ethical leadership affects significantly psychological empowerment.

H3. Ethical leadership affects significantly the climate for creativity.

H4. Ethical leadership affects significantly innovative employee behavior.

H5. Psychological empowerment affects significantly organizational performance.

H6. Climate for creativity affects significantly organizational performance.

H7. Employee Innovative Behavior affects significantly organizational performance.

H8: Psychological Empowerment mediates the relationship between ethical leadership and organizational performance.

H9: Climate for creativity mediates the relationship between ethical leadership and organizational performance.

H10: Innovative Employee Behavior mediates the relationship between ethical leadership and organizational performance.

2.8 Summary of empirical research:

SR N	Study	Measure	Number of Items	Items	Variable (ID &D)
1	The Impact of Perceived Ethical Leadership and Organizational Culture on Job Satisfaction with the Mediating Role of Organizational Commitment in Private Educational Sector of Islamabad, Pakistan	(Çelik, Dedeoglu & Inanir, 2015) (Lund, 2003) (Çelik, Dedeoglu & Inanir, 2015) (Droussiotis & Austin, 2007)	9 8 6 8		<ul style="list-style-type: none"> Ethical Leadership (ID) Organizational Culture (ID) Job Satisfaction (D)
2	IMPACT OF CORPORATE ETHICAL VAULUES ON ETHICALLEADERSHIP AND EMPLOYEE PERFORMNCE	Cronbach's Alpha	3		<ul style="list-style-type: none"> corporate ethical values (independent variable), ethical leadership (mediating variable)

					<ul style="list-style-type: none"> Employee performance (dependent variable).
3	Customer orientation and firm performance: The joint moderating effects of ethical leadership and competitive intensity	<p>(Narver & Slater, 1990)</p> <p>(Eisenbeiss (2012; Kalshoven et al., 2011)</p> <p>Kalshoven et al., 2011)</p> <p>(Eisenbeiss (2012)</p> <p>(Jaworski & Kohli, 1993)</p> <p>(Li & Zhang, 2007)</p> <p>(Jaworski & Kohli, 1993).</p>	<p>6</p> <p>4</p> <p>5</p> <p>4</p> <p>5</p> <p>7</p> <p>4</p>		<ul style="list-style-type: none"> Customer orientation (ID)
4	The Impact of Authentic, Ethical, Transformational Leadership on Leader Effectiveness	<p>Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008)</p> <p>Brown, Treviño and Harrison (2005).</p> <p>Carless, Wearing, and Mann (2000)</p>	<p>16</p> <p>10</p> <p>7</p>	<p>1. self-awareness,</p> <p>2. relational transparency, in</p> <p>3. eternalized</p> <p>4. moral perspective.</p> <p>5. Balanced processing.</p> <p>1) vision,</p> <p>2) their ability to develop</p> <p>3) their staff, their ability to lead in a supportive fashion,</p>	<ul style="list-style-type: none"> Authentic Leadership(ID) Ethical Leadership(ID) Transformational

		Ehrhart and Klein's (2001)	6	<p>4) the effectiveness in empower others,</p> <p>5) innovative thinking,</p> <p>6) propensity to lead by example, and</p> <p>7) ability to be seen as being highly competent which translates into being respected by their followers.</p> <p>1) a subordinate's willingness to work at a high level of performance for the leader, and agreement that they would</p> <p>2) enjoy working for,</p> <p>3) get along with,</p> <p>4) admire the , and</p> <p>5) find their work styles compatible with the leader.</p> <p>6) assesses whether that they have similar ideals as the leader.</p>	<p>Leadership (MV)</p> <ul style="list-style-type: none"> Leadership Effectiveness (D)
5	Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: the mediating role of psychological empowerment	<p>Brown et al. (2005)</p> <p>Spreitzer (1995b).</p> <p>Meyer et al. (1993)</p>	<p>10</p> <p>12</p> <p>6</p>	<ul style="list-style-type: none"> using 5-point Likert type scale ranging from strongly agree to strongly disagree. A five-point Likert scale rated all items where 5 is for "strongly agree" and 1 is for "strongly disagree". 5-point Likert scale Where ("1 = strongly disagree") 	<ul style="list-style-type: none"> Ethical leadership Psychological empowerment Affective commitment

		al.'s (1983)	3	<p>and ("5 = strongly agree").</p> <ul style="list-style-type: none"> 5-point Likert type scale (where 5 shows "strongly agree" and 1 shows "strongly disagree"). 	<ul style="list-style-type: none"> job satisfaction
6	The relationship between ethical leadership and unethical pro-organizational behavior: Linear or curvilinear effects?	<p>Brown et al. (2005).</p> <p>Umphress et al. (2010)</p> <p>Shamir et al. (1998).</p>	<p>10</p> <p>6</p> <p>7</p>	<ul style="list-style-type: none"> 5-point Likert scale (where 1 = strongly disagree and 5 = strongly agree). 5-point Likert scale (where 1 = strongly disagree and 5 = strongly agree). 5-point Likert scale (where 1 = strongly disagree and 5 = strongly agree). 	<ul style="list-style-type: none"> Ethical Leadership (ID) Unethical pro-organizational behavior (UPB) (D) Identification with Supervisor (Cat V)
7	Top management ethical leadership and firm performance: Mediating role of ethical and procedural justice climate	Brown et al.'s (2005)	5	<ol style="list-style-type: none"> "I discuss business ethics or values with employees" "I set an example of how to do things the right way in terms of ethics" "I conduct my personal life in an ethical manner" "I take into account the best interests of employees in making decisions" "I define success not just by the results but also the process through which they were achieved." 	<ul style="list-style-type: none"> Top Management Ethical Leadership (Top Management) Ethical Climate (Employees in Subgroup A) Procedural Justice Climate (Employees in Subgroup B)

		Treviño et al. 1998; Victor and Cullen 1988)	3	<p>1. “Employees in our company are expected to adhere to ethical rules and procedures prescribed by the company”.</p> <p>2. “Employees in our company are expected to comply with the law and Professional standards over and above any considerations”.</p> <p>3. “Employees in our company decide for themselves What is ethically right.”</p> <p>1. in accordance with clear rules and Standards,</p> <p>2. Based on consistent procedures.</p> <p>3. Free of biased views and personal interests.’</p>	<ul style="list-style-type: none"> Firm-Level OCB (Employees in Subgroup A)
		(Ehrhart 2004; Walumbwa et al. 2010)	3	<p>1. “I help others with their work when they have been absent”.</p>	
		(Ehrhart 2004; Mayer et al. 2009; Walumbwa et al. 2010)	4	<p>2. “I willingly give my time to help others who have work-related problems”.</p> <p>3. “I do not complain about the company outside”</p> <p>4. “I comply with company rules and regulations even when no one is watching.”</p>	

8	Does public service motivation always lead to organizational commitment? Examining the moderating roles of intrinsic motivation and ethical leadership.	<p>back translation (Brislin, 1970)</p> <p>Perry's (1996)</p> <p>Grant (2008)</p> <p>Yukl, Mahsud, Hassan and Prussia (2013)</p>	<p>6</p> <p>5</p> <p>4</p>	<p>6. I would be happy to spend the rest of my career with my organization.</p> <p>7. I really feel as if my organizations' problems are my own.</p> <p>8. I feel like part of the family in my organization.</p> <p>9. I feel emotionally attached to my organization.</p> <p>10. My organization has a great deal of personal meaning for me.</p> <p>11. I feel a strong sense of belonging to my organization.</p> <p>12. Meaningful public service is very important to me.</p> <p>13. I am often reminded by daily events about how dependent we are on one another.</p> <p>14. . Making a difference in society means more to me than personal achievements.</p> <p>15. am prepared to make sacrifices for the good of society.</p> <p>16. I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.</p> <p>17. Why are you motivated to do your work?</p> <p>18. 1. Because I enjoy the work itself.</p> <p>19. 2. Because it's fun.</p> <p>20. 3. Because I find the work engaging.</p> <p>21. 4. Because I enjoy it.</p>	<ul style="list-style-type: none"> • Affective commitment • Public service motivation • Intrinsic motivation • ethical leadership behavior
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		Brayfield and Rothe (1951)	10	<p>22. 1. My supervisor shows a strong concern for ethical and moral values.</p> <p>23. 2. My supervisor communicates clear ethical standards for members.</p> <p>24. 3. My supervisor sets an example of ethical behavior in his/her decisions/actions.</p> <p>25. 4. My supervisor is honest and can be trusted to tell the truth.</p> <p>26. 5. My supervisor keeps his/her actions consistent with his/her stated values (walks the talk).</p> <p>27. 6. My supervisor can be trusted to carry out promises and commitments.</p> <p>28. 7. My supervisor insists on doing what is ethical even when it is not easy.</p> <p>29. 8. My supervisor regards honesty and integrity as important personal values.</p> <p>30. 9. My supervisor opposes the use of unethical practices to increase performance.</p> <p>31. 10. My supervisor holds members accountable for using ethical practices in their work.</p>	<ul style="list-style-type: none"> • Job Satisfaction
			5		

				<p>32. 1. I feel satisfied with my present job.</p> <p>33. 2. Most days I am enthusiastic about my work.</p> <p>34. 3. Each day seems like it will never end. (R)</p> <p>35. 4. I feel real enjoyment in my work.</p> <p>36. 5. I consider my job rather unpleasant. (R)</p>	
9	The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance	<p>Brown et al. (2005)</p> <p>Babakus et al. (2003).</p> <p>Karatepe and Uludag (Brown et al. (2005)</p>	<p>10</p> <p>4</p>		<ul style="list-style-type: none"> • ethical leadership • job satisfaction • employee turnover • competitive performance
10	Relationship Between Ethical Leadership, Organizational Commitment and Job Satisfaction at Hotel Organizations	<p>Brown et al. (2005)</p> <p>Mowday et al. (1979)</p>	10	<p>37. My manager conducts his/her personal life in an ethical manner.</p> <p>38. My manager defines success not just by results but also the way that they are obtained.</p> <p>39. My manager listens to what employees have to say.</p> <p>40. My manager disciplines employees who violate ethical standards.</p> <p>41. My manager makes fair and balanced decisions.</p> <p>42. When making decisions, my manager asks, "what is the right thing to do?"</p> <p>43. My manager can be trusted.</p>	<ul style="list-style-type: none"> • Ethical leadership

		Weiss (1967)	6	<p>44. Discusses business ethics or values with employees</p> <p>45. My manager sets an example of how to do things the right way in terms of ethics.</p> <p>46. My manager has the best interests of employees in mind.</p> <p>47. I talk up this organization to my friends as a great organization to work for.</p> <p>48. I would accept most any type of job assignment in order to keep working for this organization.</p> <p>49. I find that my values and the organization's values are very similar.</p> <p>50. I am proud to tell others that I am part of this organization.</p> <p>51. This organization really inspires the very best in me in the way of job performance</p> <p>52. For me this is the best of all possible organizations for which to work.</p> <p>53. I am satisfied with my job at all points.</p> <p>54. I like working here in general sense.</p>	<ul style="list-style-type: none"> • Organizational commitment • Job satisfaction
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11	CEO ethical leadership and corporate social responsibility: A moderated mediation model.	Brown et al. (2005).	10	<ol style="list-style-type: none"> 1. Conducts personal life in an ethical manner. 2. Defines success not just by results but also the way that they are obtained. 3. Listens to what employees have to say. 4. Disciplines employees who violate ethical standards. 5. Makes fair and balanced decisions. 6. Can be trusted. 7. Discusses business ethics or values with employees. 8. Sets an example of how to do things the right way in terms of ethics. 9. Has the best interests of employees in mind. 10. When making decisions, asks "what is the right thing to do?" <p>Top managers of our company regularly show that they really care about ethics.</p> <ol style="list-style-type: none"> 2. Top managers of our company represent high ethical Standards. 3. Top managers of our company guide decision-making in an ethical direction. 4. Management in our company disciplines unethical Behavior when it occurs. 5. Employees in our company accept organizational 	<ul style="list-style-type: none"> • CEO ethical leadership • Organizational ethical culture.

		Turker (2009)	17	<p>rules and procedures regarding ethical behavior.</p> <p>6. Organizational rules and procedures regarding ethical behavior serve only to maintain our company's public image (R).</p> <p>7. Penalties for unethical behavior are strictly enforced in our company.</p> <p>8. Ethical behavior is a norm in our company.</p> <p>9. Ethical behavior is rewarded in our company.</p> <p>1. Our company always pays its taxes on a regular and continuing basis.</p> <p>2. Our company complies with the legal regulations Completely and promptly.</p> <p>3. Our company participates to the activities which aim to protect and improve the quality of the natural environment.</p> <p>4. Our company implements special programs to minimize its negative impact on the natural Environment.</p> <p>5. Our company makes investment to create a better life for the future generations.</p> <p>6. Our company targets a sustainable growth which considers to the future generations.</p>	<ul style="list-style-type: none"> • Corporate social responsibility
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				<p>7. Our company supports the non-governmental organizations</p> <p>Working in the problematic areas.</p> <p>8. Our company contributes to the campaigns and projects that promote the well-being of the society.</p> <p>9. Our company protects consumer rights beyond the legal requirements.</p> <p>10. Our company provides full and accurate information about its products or services to its customers.</p> <p>11. Customer satisfaction is highly important for our company.</p> <p>12. Our company encourages its employees to participate to the voluntarily activities.</p> <p>13. Our company policies encourage the employees to Develop their skills and careers.</p> <p>14. The management of our company primarily concerns with employees' needs and wants.</p> <p>15. Our company implements flexible policies to provide a good work and life balance for its employees.</p> <p>16. The managerial decisions related with the employees are usually fair.</p> <p>17. Our company supports employees who want to acquire additional education.</p>	
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12	An improved measure of ethical leadership.	<p>Craig and Gustafson (1998)</p> <p>Brown et al. (2005)</p> <p>Barbuto and Wheeler (2006)</p> <p>Walumbwa et al. (2008)</p>	<p>31</p> <p>10</p> <p>5</p> <p>4</p>	<ol style="list-style-type: none"> 1. Shows a strong concern for ethical and moral Values. 2. Communicates clear ethical standards for members. 3. Sets an example of ethical behavior in his/her decisions and actions. 4. Is honest and can be trusted to tell the truth. 5. Keeps his/her actions consistent with his/her stated values (“walks the talk”). 6. Is fair and unbiased when assigning tasks to members. 7. Can be trusted to carry out promises and commitments. 8. Insists on doing what is fair and ethical even when it is not easy. 9. Acknowledges mistakes and takes responsibility for them. 10. Regards honesty and integrity as important personal values. 11. Sets an example of dedication and self-sacrifice 12. Opposes the use of unethical practices to increase Performance. 13. Is fair and objective when evaluating member performance and providing rewards. 14. Puts the needs of others above his/her own self-interest. 	<ul style="list-style-type: none"> • Perceived Leader Integrity • Ethical Leadership • Servant Leadership • Authentic Leadership
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				15. Holds members accountable for using ethical Practices in their work.	
13	A meta-analytic review of ethical leadership outcomes and moderators.	Brown et al. (2005)	10	one-dimensional measure	<ul style="list-style-type: none"> The Ethical Leadership
14	Does ethical leadership lead to happy workers? A study on the impact of ethical leadership, subjective well-being, and	Brown et al. (2005)	9	<ol style="list-style-type: none"> Listens to what employees have to say Disciplines employees who violate ethical standards 	<ul style="list-style-type: none"> Ethical leadership

	<p>life happiness in the Chinese culture.</p>	<p>al. (1982) and Valentine et al. (2006)</p> <p>Lyubomirsky and Lepper (1999)</p> <p>Walumbwa et al. (2011)</p>	<p>4</p> <p>4</p> <p>5</p>	<p>3. Conducts his/her personal life in an ethical manner</p> <p>4. Has the best interests of employees in mind</p> <p>5. Can be trusted</p> <p>6. Discusses business ethics or values with employees</p> <p>7. Sets an example of how to do things the right way in terms of ethics</p> <p>8. Defines success not only by the results but also the way they are obtained</p> <p>9. When making decisions, asks “what is the right thing to do?”</p> <p>1. In general, I don’t like my job</p> <p>2. like working where I do</p> <p>3. I am comfortable in my job</p> <p>4. I am satisfied with my job</p> <p>1. In general, I consider myself very happy at work</p> <p>2. Compared to most of my other colleagues, I consider myself more happy</p> <p>3. Some colleagues are generally very happy at work. They enjoy work regardless of what is going on.</p> <p>To what extend does this characterization describe you?</p> <p>4. Some colleagues are generally not very happy at work. Although they are not depressed, they never</p> <p>Seem as happy as they might be. To what extend does this characterization describe you?</p> <p>1. In most ways my life is close to my ideal</p>	<ul style="list-style-type: none"> • Job satisfaction • Employee well-being
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				<p>2. The conditions of my life are excellent</p> <p>3. I am satisfied with my life</p> <p>4. So far I have gotten the important things I want in life</p> <p>5. If I could live my life over again, I would change almost nothing</p>	<ul style="list-style-type: none"> • Life satisfaction
15	Impact of ethical leadership on creativity: the role of psychological empowerment	<p>Brown et al. (2005)</p> <p>Spritzer (1995)</p> <p>George and Zhou (2001).</p>	<p>10</p> <p>12</p> <p>13</p>	<ul style="list-style-type: none"> • Sample items include 'my supervisor disciplines employees who violate ethical standards', and 'my supervisor discusses business ethics or values with employees'. • Sample items include 'I am confident about my ability to do my job' and 'I can decide on my own how to go about doing my work.' • A sample item is 'Suggests new ways to achieve goals or objectives.' 	<ul style="list-style-type: none"> • ethical leadership • psychological empowerment • creativity , leaders

16	The relationship between ethical leadership and core job characteristics.	<p>Brown et al.'s (2005)</p> <p>Brown and Leigh's (1996)</p> <p>Williams and Anderson's (1991)</p> <p>Williams and Anderson (1991)</p> <p>Williams and Anderson (1991)</p>	<p>10</p> <p>5</p> <p>7</p>	<ul style="list-style-type: none"> • such as “my supervisor. . .defines success not just be the results but also by the way they are obtained” and “disciplines employees who violate ethical standards” • Used two items from the revised form of the Job Diagnostic Survey (Idaszak & Draszgow, 1987, see Hackman & Oldham, 1974) to measure task significance, and two items to measure autonomy. • A sample item includes, “When there is a job to be done, I devote all my energy to getting it done” • A sample item includes, “Helps others who have been absent” 	<ul style="list-style-type: none"> • Ethical leadership • Job characteristics • Effort • Citizenship behaviors • Task performance
17	The impact of ethical leadership on leadership effectiveness among SMEs in Malaysia.	Brown et al. (2005)	10	<ul style="list-style-type: none"> • Not founded 	<ul style="list-style-type: none"> • Ethical leadership • Leadership effectiveness

18	The impact of ethical leadership and leadership effectiveness on employees' turnover intention: The mediating role of work related stress	<p>Brown et al, (2005)</p> <p>Keller (1984)</p> <p>Keller (1984)</p> <p>Gaither (1999)</p>	<p>10</p> <p>4</p> <p>6</p> <p>4</p>	<p>1. Discusses business ethics or values with employees.</p> <p>2. Defines success not just by results but also by the way that they are obtained.</p> <p>3. Sets an example of how to do things the right way in terms of ethics.</p> <p>4. Listens to what employees have to say</p> <p>5. Makes fair and balanced decisions</p> <p>6. Has the best interest of employees in mind</p> <p>7. Can be trusted.</p> <p>8. Conducts his/her personal life in an ethical man.</p> <p>9. Disciplines employees who violate ethical standards.</p> <p>10. when making decision asks (what is the right thing to do).</p> <p>1. My manager is effective in meeting organizational requirements.</p> <p>2. My manager is effective in representing me to higher authority.</p> <p>3. My manager leads a group that is effective</p> <p>4. My manager is effective in meeting my job-related needs.</p> <p>1. Feel used up after work.</p> <p>2. I worry about problems after work.</p> <p>3. I find it difficult to unwind after work.</p> <p>4. Frequently experience work-related stress and tensions.</p> <p>5. I regard my job as very strenuous and demanding.</p> <p>6. I feel exhausted after work.</p>	<ul style="list-style-type: none"> • Ethical Leadership • Leader effectiveness • Work related stress • Turnover intention
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				<ol style="list-style-type: none">1. I probably look for a new job in the next year.2. I often think about quitting.3. I will likely actively look for a new job in the next year.	
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Chapter Three

Research Methodology

- Research Methodology
- Research Procedures
- Data Analysis Methods

3 Research Methodology

3.1 Introduction

The survey had been designed to help on investigating the relationship of all variables in this research, as the dependent variable was the organizational performance and ethical leadership was the independent variable, while the Creativity Climate and the Innovative Behavior and Psychological Empowerment were the mediations variables. The targeted population for this study was the 500 employees of the energy sector organizations in the sultanate of Oman. The participants on this targeted population were around 220 employees of a population of 500 employees from different levels of employees in different positions from junior to senior level to the top executive officers as well. The primary data had been gathered and collected through the online survey questionnaire, which is been targeted and distributed to some employees in the energy sector in the sultanate of Oman. The response rate is around 44% ($220/500*100$) of the targeted population, I preferred to distribute and use the questionnaire to provide the data from the respondents is to ensure that the data is collected with a standard format and all participants are getting the same questions, the questionnaire has consisted in five parts. Part one is about exploring the personal details and the population demographic. Were part two of the leadership practices and Psychological Empowerment? Part 3 is the innovative behavior. Part four-creativity climate. Finally, Part five Organizational performances. The questionnaire was designed by using 7 points liker scale (1 strongly agree) and (7 strongly Disagree).

3.2 Research Procedures

Pre-testing for the questionnaire had been done before the final distribution to the participants, as this is an important practice to find out and check if there is an error or defect in the research questionnaire design and context. The testing questionnaire had been distributed to some expert academic lecturers at the universities as a judgment to get their feedback on the pilot pre-questionnaire distributed as well as my research supervisor who also had given me some comments and advice before the final approval on distributing the questionnaire.

3.3 Data Analysis Methods

As a critical process and practice to ensure that, the collected data is well analyzed and well manageable. Statistical software called SSPS had been used for analyzing the entered data. The data analysis was including, descriptive analysis, T-testing, means, Correlation, ANOVA test, and regression and Co-efficient, plus cross tabulation form to explore the relationship between all different variables which is had been tested in the research study. Then the data had been reflected on figures and tables.

3.4 Demographic of Respondents

3.4.1 Gender of Respondents

The objective of the study is to examine the "The effect of the ethical leadership on the Organizational Performance in the Energy Sector in the Sultanate of Oman: The Mediating Role of the Psychological Empowerment, Creativity Climate, and Innovative Behavior".

The study investigates to treasure out the respondent's gender with the assumption that variety in gender may not influence suppositions. Since out of 220 workers of distinctive assignment male respondents were the Table 4.1.1 appears as male were 183 and female respondents were 37. Figure 4.1.1 demonstrates that the most elevated respondents were male which comes to 83% and the most reduced respondents were female which comes to 17%.

Table 4.1.1 Gender Respondents

Gender	No. of Respondents	Total Population	Formula for Calculation	Percentage (%)
Male	183	220	$183/220=0.83$	83%
Female	37	220	$37/220=0.17$	17%

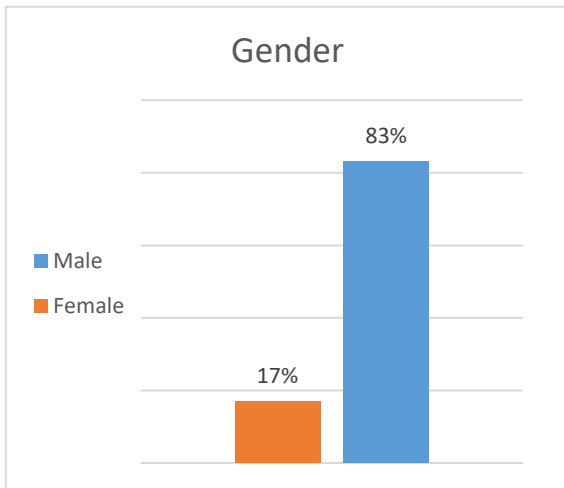


Figure 4.1.1 Gender Respondents

3.4.2 Marital Status

This study is seeking to find out the marital status of the respondents with the assumption that variety in marital status might not affect respondents' supposition. As shown in Table 4.1.2 there are distinctive designation single, married and other respondents were a number of 61 single, married respondents were 157 and a number of two other respondents. Figure 4.1.2 demonstrates the most elevated rate were married respondents reach 71% where the slightest were other, which come to 1%.

Table 4.1.2 Martial Status

Gender	No. of Respondents	Total Population	Formula for Calculation	Percentage (%)
Single	61	220	$61/220=0.28$	28%
Married	157	220	$157/220=0.71$	71%
Other	2	220	$2/220=0.01$	1%

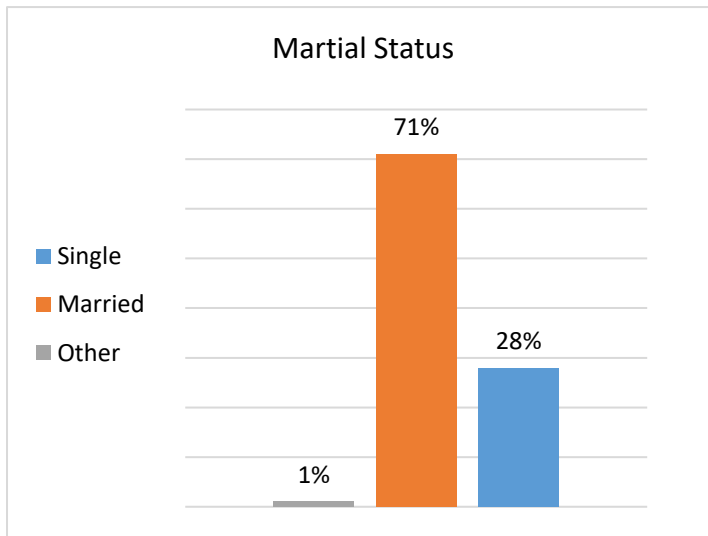


Figure 4.1.2 Marital Status

3.4.3 Educational Level

The study moreover examined whether the educational level of the respondents influenced their opinions in any way within the results of the study. Table 4.1.3 shows that most of the respondents were holders of a bachelor's degree, with a rate of 45%. Whereas the rate of diploma holders was 29%. Whereas there were similar reactions between a PhD degrees or over and a master's degree holders were 13.5%. The rate of PhD degrees or over was 12%. Those with high school diplomas or less come to 0.5%, which is the most reduced rate within the reactions as appeared in Figure

4.1.3.

Table 4.1.3 Educational Level

Educational Level	No. of Respondents	Total Population	Formula for Calculation	Percentage (%)
BHD or Above	1	220	$1/220=0.05$	0.5%
Master	30	220	$30/220=0.135$	13.5%
Bachelor	99	220	$99/220=0.45$	45%
Diploma	63	220	$63/220=0.29$	29%

High School or Less	27	220	$27/220=0.12$	12%
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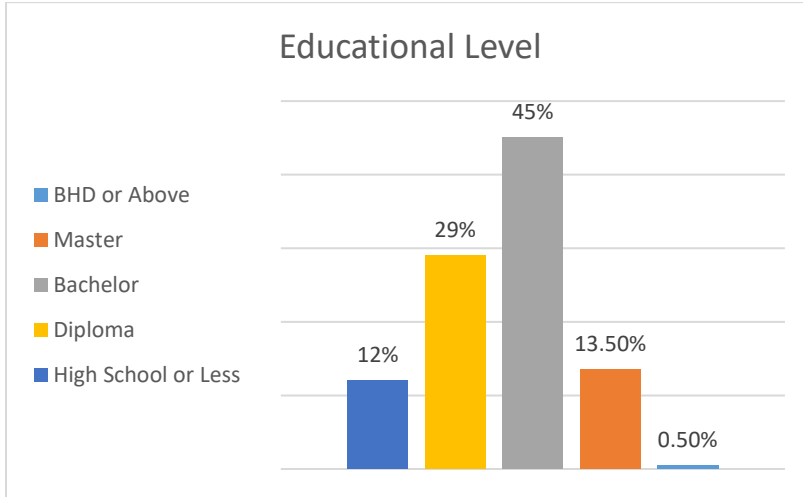


Figure 4.1.3 Educational Level

3.4.4 Age Group

The study further would like to find out if the age groups of the respondents influenced the study's results. Table 4.4 demonstrates that most of the respondents at 68% were aged from 25 a long time to 35 a long time. Moreover, the table shows that less of the respondents at 1% were aged over 45 a long time. The aged from 36 a long time to underneath than 45 a long time come to 22% and the aged less than 25 a long time were 9.5%.

Table 4.1.4 Age Group

Age Group	No. of Respondents	Total Population	Formula for Calculation	Percentage (%)
Less than 25 years	21	220	$21/220=0.095$	9.5%
From 25 to 35 years	150	220	$150/220=0.68$	68%
From 36 to below than 45 years	48	220	$48/220=0.22$	22%
More than 45 years	1	220	$1/220=0.005$	0.5%

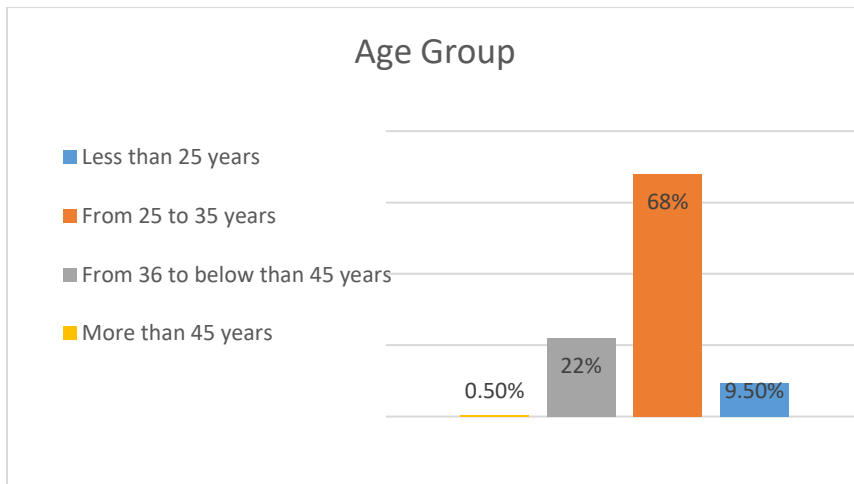


Figure 4.1.4 Age Group

3.4.5 Experience Year

With an assumption that experience year seems to influence the conclusions of the respondents, I think the study will discover out the best administration position levels of the five respondents as it were. Figure 4.1.5 appears that most of the respondents were of officer's level position at 48%. Senior officer respondents were at 27%, principal officer respondents were at 13% and executive management respondents were at as it were 4%. From Figure 4.1.5, it has been watched amid information collection that the worker preparing unequivocally influenced all the official respondents.

Table 4.1.5 Experience Year

Experience Year	No. of Respondents	Total Population	Formula for Calculation	Percentage (%)
less than 1 year	24	220	$24/220=0.11$	11%
1 year - less than 5 years	44	220	$44/220=0.20$	20%
5 years - less than 10 years	69	220	$69/220=0.31$	31%
more than 10 years	83	220	$83/220=0.38$	38%

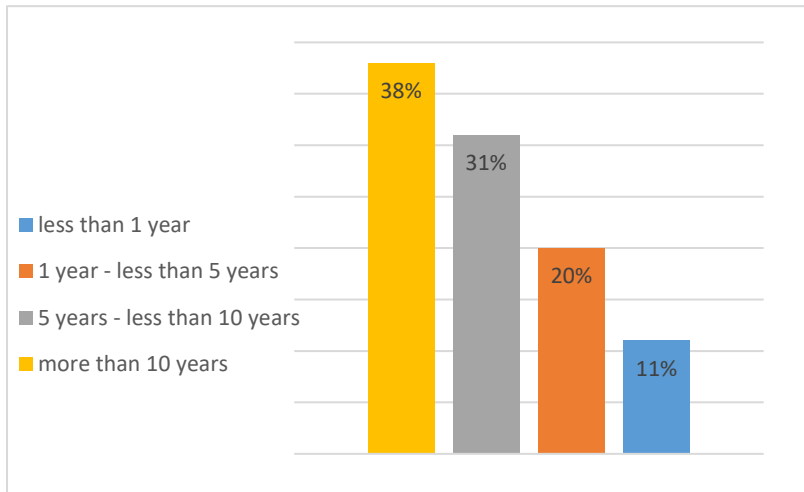


Figure 4.1.5 Experience Year

3.4.6 Current Job

The study went ahead to discover out if those who have diverse job could influence the study result. Table 4.1.6 appears that 0.5% respondents were general manager and assistant general manager. The result appears that there were similar respondents between manager/assistant manager and administrator respondent. There were 14.5% were a manager and assistant manager. There were 14% of administrator respondents and 11% of HOD. There were too 35% of technician and engineer. Moreover, there were 25% of other respondents. From Figure 4.1.6, the most elevated respondents were technicians and engineers, and the least were general managers and assistant general managers.

Table 4.1.6 Current Job

Current Job	No. of Respondents	Total Population	Formula for Calculation	Percentage (%)
General Manager /Assistant General Manager	1	220	$1/220=0.005$	0.5%
Manager /Assistant Manager	32	220	$32/220=0.145$	14.5%
Administrator	31	220	$31/220=0.14$	14%

HOD	24	220	24/220=0.11	11%
Technician/ Engineer	77	220	24/220=0.35	35%
Other	55	220	24/220=0.25	25%

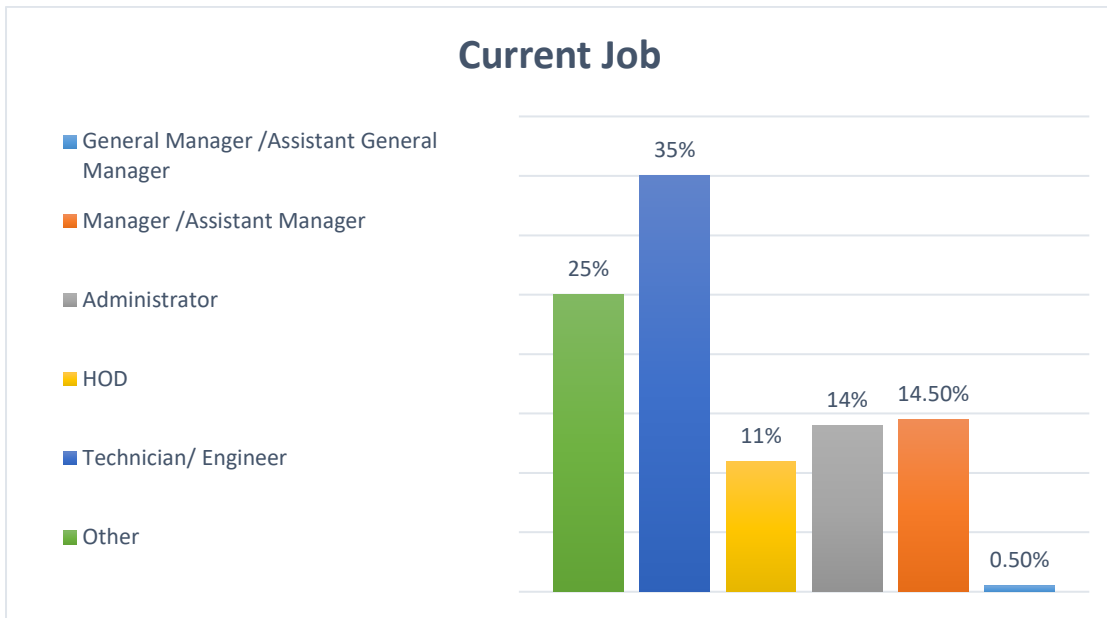


Figure 4.1.6 Current Job

3.5 Measurement:

In this study I used the questionnaire method to measure the variables related to the research paper which is ethical leadership, Psychological Empowerment, Creativity climate, Innovative behavior and the Organizational performance with seven –Likert scale from "1= totally disagree to 7= strongly agree".

To determine the degree of approval, the seven-point Likert tool can be used because it is common in this type of study. To determine the cell length, the range (7-1 = 6) was calculated, then divided by the number of resolution cells to get the correct cell length, i.e. (6/7 = 0.86) and then this value was added to the lowest value in the resolution (the correct one); Specifies the upper bound for this cell. Thus, the length of the cells became as shown in the following table:

Table: Approval Scale

Cell Length	Degree of Approval
6.14 – 7	Strongly Agree
5.28 – less than 6.14	Agree
4.42 – less than 5.28	Somewhat Agree
3.57 – less than 4.42	Neutral
2.72 – less than 3.57	Somewhat Disagree
1.86 – less than 2.72	Disagree
1 – less than 1.86	Strongly Disagree

3.5.1 Ethical leadership:

The ethical leadership was measured by using a 10 items scale developed by (Brown et al., 2005) and the all items related to this scale was answered by 7-point scales and one of the example question from those items is “My Manager can be trusted?”

3.5.2 Organizational performance:

The organizational performance was measured by using 8 items scale which are developed by Arend (2013) and the all items related to this scale was answered by 7-point scale and one of the example question from those items is “Our Firm achieves better growth in Sales than its competitors?”

3.5.3 Psychological Empowerment:

The psychological empowerment was measured by using 12 items scale which are developed by Spreitzer’s (1995) thus the all items related to this scale was answered by 7-point scale and one of the example question from those items is “The work I do is meaningful to me?”

3.5.4 Innovative behavior:

The innovative behavior was measured by using 9 items scale which are developed by Janssen (2000) and the all items related to this scale was answered by 7-point scale and one of the example question from those items is “I try to Create new ideas for difficult issues”.

3.5.5 Creativity climate:

The creativity climate was measured by using five items scale that are developed by Kim and Yoon (2015). Moreover, the all items related to this scale was answered by 7-point

scale and one of the example question from those items is “This organization publicly recognizes those who are creative”.

3.6 Reliability and Validity Analysis of Used Scale

3.6.1 Reliability

To measure the reliability of this study questionnaire was confirmed by applying Alpha Cronbach reliability coefficient to an exploratory sample of 30 employees from the energy sector companies in Sultanate of Oman. Table 3.4 shows the value of Alpha Cronbach's Coefficient for applying the resolution.

Table 3.4 Alpha Cronbach's Coefficient

Variables	Items	Alpha Cronbach's Coefficient
Ethical leadership	10	0.94
Psychological Empowerment	12	0.903
Creativity Climate	5	0.941
Employee Innovative Behavior	9	0.953
Organizational Performance	8	0.949

The above table shown the reliability of each variable in the study through the questionnaires and which was measured by applying the Alpha Cronbach’s coefficient by using the statistical software called (SPSS) which is a Statically Package for the Social Sciences Software. As mentioned on the above table, the Ethical leadership has a value of 0.94 of Cronbach alpha and psychological empowerment has a value of 0.903 of Cronbach alpha, while the creativity climate scale has 0.941 of Cronbach alpha and Employee Innovative Behavior has 0.953 Cronbach alpha. The Organizational Performance scale has 0.949 Cronbach alpha. Accordingly, the value scale of the all variables Cronbach alpha has more than 0.9, which is supporting the scale of reliability.

3.6.2 Validity

Validity of the tool means the tool measures what it was prepared to measure only and does not measure anything else. The validity of the questionnaire content in this study was verified according to the following detail:

The questionnaire, which consisted of 61 items in its initial form, was presented to 13 arbitrators of faculty members and educators in colleges, universities, and various educational institutions. They asked to judge the appropriateness of the questionnaire's axes, the degree of clarity of each of the questionnaire's phrases, as well as the integrity of the linguistic formulation of the questionnaire's phrases.

In light of the opinions of the arbitrators on the prepared questionnaire, some phrases were deleted, others were merged, and the wording of some of the phrases shown in the appendix was modified, and thus the questionnaire in its final form consisted of 39 items.

Chapter Four

Finding and Analysis

- Demographic of Respondents
- Gender of Respondents
- Research Analysis
- Descriptive Statistics

4.1 Finding and Analysis

4.2 Research Analysis

4.2.1 Descriptive Statistics

To ensure the normal distribution of the data in the resolution, the Kolmogorov-Smirnov tests and the Shapiro-Wilk test were used, as shown in the following table:

Table 4.2.1.1 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Mean	.053	220	.200*	.974	220	.000

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The results of the above table show the normal distribution of the data by the Kolmogorov-Smirnova and Shapiro-Wilk test to calculate the value of the statistical significance level of the questionnaire. It is considered a standard for judging statistical significance. Where the value of the statistical significance level in the two tests was greater than the significance level $\alpha = 0.05$, which indicates that the data follow a normal distribution (Gay, Mills, & Airasian, 2006). Because the two tests are more stringent in revealing the distribution, other methods can be used to check the moderation. They are measures of central tendency represented in calculating the mode, the median, and the arithmetic mean. It is also possible to verify the condition of moderation by calculating the values of skewness and oblateness. These values are closer to zero, so the data has a normal distribution. To find out the extent to which these requirements were met, measures of central tendency and measures of dispersion were extracted for the study variables.

Table 4.2.1.2 Measures of Central Tendency and Dispersion of the Resolution

Mean	5.4807
Median	5.4886
Mode	7.00
Std. Deviation	.92983
Variance	.865
Skewness	-.487-
Std. Error of Skewness	.164
Kurtosis	.075
Std. Error of Kurtosis	.327
Range	4.41

The table indicates the measures of the central tendency of the resolution, as the arithmetic mean value reached 5.48, the median value was 5.48, and the mode value was 7.00, and all these values were close, and the value of skewness was -0.487, and the value of flatness was 0.075, where the two values were close to zero, and these indicators are sufficient to judge that the data is close in their spread to a normal distribution, and they are graphically represented. It is clear from the following figure that the data is distributed almost symmetrically on both sides of the arithmetic mean, which has a value of 5.48, so the data is close to a normal distribution.

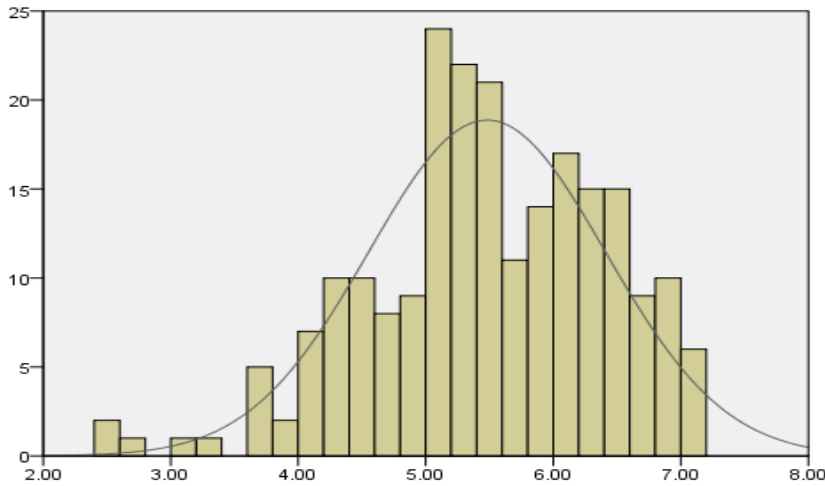


Figure 4.2.1 Distribution of the averages of the study sample's responses to the questionnaire

4.2.2 Inferential Statistics

To determine the degree of approval, the seven-point Likert tool can be used because it's common in this type of study. To determine the cell length, the range ($7-1 = 6$) was calculated, then divided by the number of resolution cells to get the correct cell length, i.e. ($6/7 = 0.86$), and then this value was added to the lowest value in the resolution (the correct one); Specifies the upper bound for this cell. Thus, the length of the cells became as shown in the following table:

Table 4.2.2 Approval Scale

Cell Length	Degree of Approval
6.14 – 7	Strongly Agree
5.28 – less than 6.14	Agree
4.42 – less than 5.28	Somewhat Agree
3.57 – less than 4.42	Neutral
2.72 – less than 3.57	Somewhat Disagree
1.86 – less than 2.72	Disagree
1 – less than 1.86	Strongly Disagree

4.2.3 T - test Analysis

H: There is an insignificant relationship between the ethical leadership practice and the organizational performance.

H: Alternative hypothesis is significant.

Table 4.2.3 One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Ethical Leadership	56.251	219	.000	5.12591	4.9463	5.3055
Organizational Performance	103.702	219	.000	5.92335	5.8108	6.0359

Interpretation: If calculated value is greater than tabulated value then null hypothesis is rejected. In this test, calculated value is 56.251 where tabulated value at 0.05 significant levels with 219 degrees of freedom is 1.972. This test shows that the calculated value is greater than tabulated value. Thus, it can be observed that there is sufficient evidence to reject null hypothesis. Therefore, there are significant relationship between the ethical leadership practice and the organizational performance.

4.2.4 Correlation Analysis:

Table 4.2.4 Correlation

Correlations

	Gender	Mstatus	Educ	Age	Exp	Jobs	EL	PE	EIB	CC	OP
Gender	1										
Mstatus	-.133*	1									
Educ	.051	.258**	1								
Age	-.104	.420**	.245**	1							
Exp	-.067	.464**	.303**	.642**	1						
Jobs	.045	-.202**	-.393**	-.365**	-.465**	1					
EL	.007	-.006	.190**	.002	.080	-.197**	1				
PE	-.074	.053	.174**	.166*	.189**	-.293**	.463*	1			
EIB	-.196**	.032	.127	.053	.165*	-.162*	.288*	.687*	1		
CC	-.010	.052	.220**	.001	.059	-.149*	.644*	.512*	.433*	1	
OP	-.057	.051	.243**	.047	.112	-.108	.503*	.420*	.478*	.753*	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

EL= Ethical Leadership, **PE**=Psychological Empowerment. **CC**= Creativity Climate, **EIB**= Employee Innovative Behavior. **OP**= Organizational Performance.

Interpretation:

This correlation table exhibits the direction and strength among variables. It was found that there exists a positive moderate correlation between the ethical leadership and the psychological empowerment to the extent of 46.3 % (.463**). There is also a positive relationship between the ethical leadership and employee innovative behavior where $r=0.288^{**}$, the above correlation table shows also the correlation between the ethical leadership and creativity climate where $r= 0.644^{**}$, while there is a positive relationship between the ethical leadership and the organizational performance where $r=0.503^{**}$.

4.2.5 Regression analysis:

Regression analysis is a statistical tool and method it is used to analyze the data collected in order to determine the strength of the relationship between the variables in the study as well as to determine the independent variables. The SPSS software program has been used to understand the relationship between the all variables (dependent and independent variables) as well to explain the relationship between the variables and mediating variables of this study.

4.2.6 Regression between Ethical leadership and Organizational Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.249	1.27545

a. Predictors: (Constant), EthcLead

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.923	1	119.923	73.718	.000 ^b
	Residual	354.636	218	1.627		

Total	474.559	219			
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a. Dependent Variable: OrgPerf

b. Predictors: (Constant), EthcLead

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2.331	.338		6.897	.000	1.665	2.997
Ethical Leadership	.547	.064	.503	8.586	.000	.422	.673

a. Dependent Variable: Organizational Performance

Through the above table, this shows the relationship between ethical leadership and Organizational Performance. Where the value of Beta = .503, and the value of t = 8.586. Which is can be considered as a positive relationship Because of the value of lower bound = 0.422 which upper is 0.673 it indicates a significant value, moreover, due to the same signs of Lower Bound and Upper Bound it indicates that there is positive relationship between ethical leadership and Organizational Performance. This is conforming and supporting the H1.

While the adjusted R Square value showed us that the Ethical leadership explained that 24.9% of version in Organizational Performance.

4.2.7 Regression between Ethical leadership and Psychological Empowerment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463 ^a	.214	.211	.75262

a. Predictors: (Constant), Ethical Leadership

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.708	1	33.708	59.509	.000 ^b
	Residual	123.484	218	.566		
	Total	157.192	219			

a. Dependent Variable: Psychological Empowerment

b. Predictors: (Constant), Ethical Leadership

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.435	.199		22.240	.000	4.042	4.829
	Ethical Leadership	.290	.038	.463	7.714	.000	.216	.364

a. Dependent Variable: Psychological Empowerment

The above table shows the relationship between ethical leadership and psychological empowerment. Where the value of Beta = .463 which is 46.3 %, and the value of t = 7.714. which is a positive and that value indicates the a good of the relationship, because of the value of lower bound = 0.216 which upper is 0.364 it indicates a significant value, thus and due to the same signs of lower and upper it indicates that there is positive relationship between ethical leadership psychological empowerment. We can confirm the accepts of the hypothesis H2 which related to this relationship.

Accordingly, the adjusted R Square value showed us that the Ethical leadership explained that 21.1% of version in Psychological Empowerment.

4.2.8 Regression Analyses for Ethical leadership and Climate for creativity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 ^a	.415	.413	1.20828

a. Predictors: (Constant), Ethical Leadership

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	226.030	1	226.030	154.821	.000 ^b
	Residual	318.267	218	1.460		
	Total	544.297	219			

a. Dependent Variable: Climate for creativity

b. Predictors: (Constant), Ethical Leadership

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.113	.320		3.475	.001	.482	1.744
	Ethical Lead	.752	.060	.644	12.443	.000	.633	.871

The above table shows the relationship between Ethical Leadership and Climate for creativity and ethical leadership. Where the value of Beta = .644 and the value of t = 12.443. Which is a positive relationship and that value shows the a good of the relationship, because of the value of lower bound = 0.633 which upper is 0.871, moreover, due to the same signs of lower and Upper it indicates that there is positive relationship

between Ethical Leadership and Climate for creativity. Due to the above indicates, we can confirm the accepted hypothesis H3 that is related to this relationship.

Accordingly, the adjusted R Square value showed us that the Ethical leadership explained that 41.3 % of version in Climate for creativity.

4.2.9 Regression Analyses for Ethical leadership and Employee Innovative Behavior

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288 ^a	.083	.079	.95998

a. Predictors: (Constant), Ethical leadership

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.236	1	18.236	19.788	.000 ^b
	Residual	200.902	218	.922		
	Total	219.138	219			

a. Dependent Variable: Employee Innovative Behaviour

b. Predictors: (Constant), Ethical leadership

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound

1	(Constant)	4.782	.254		18.798	.000	4.281	5.283
	Ethical leadership	.213	.048	.288	4.448	.000	.119	.308

a. Dependent Variable: Employee Innovative Behavior

The above table shows the relationship between ethical leadership and Employee Innovative Behavior. Where the value of Beta = .288 and the value of t = 4.448. Which can be considered as a positive and that value indicates the good of the relationship, but generally, it is a positive relationship. Because of the value of lower bound = 0.119 which upper is 0.308 it indicates a significant value, furthermore, due to the same signs of lower and Upper it indicates that there is positive relationship between ethical leadership and Employee Innovative Behavior. Accordingly, this means acceptance of the hypothesis H4 related to this relationship.

The adjusted R Square value showed us that the Ethical leadership explained that 7.9 % of version in Employee Innovative Behavior.

4.2.10 Regression Analyses for Psychological Empowerment and Organizational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420 ^a	.176	.173	1.33905

a. Predictors: (Constant), Psychological Empowerment

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	83.674	1	83.674	46.666	.000 ^b

Residual	390.885	218	1.793		
Total	474.559	219			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Psychological Empowerment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.816	.639		1.277	.203	-.444	2.075
	Psychological Empowerment	.730	.107	.420	6.831	.000	.519	.940

A. Dependent Variable: Organizational Performance

Through the above table, shows the relationship between Organizational Performance and Psychological Empowerment. Where the value of Beta = .420 and the value of t = 6.831. It can be regarded as a positive and the value indicates a good of the relationship, but it is a positive relationship. Because of the value of lower bound = 0.519 which upper is 0.940, moreover, due to the same signs of lower and Upper it indicates that there is positive relationship between Organizational Performance and psychological empowerment. Through this, we can confirm the acceptance of the hypothesis H5 related to this relationship.

The adjusted R Square value showed us that the Psychological Empowerment explained that 17.3 % of version in Organizational Performance.

4.2.11 Regression Analyses for Creativity Climate and Organizational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 ^a	.568	.566	.97029

a. Predictors: (Constant), Creativity Climate

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	269.319	1	269.319	286.061	.000 ^b
	Residual	205.241	218	.941		
	Total	474.559	219			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Creativity Climate

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.645	.217		7.592	.000	1.218	2.072
	Creativity Climate	.703	.042	.753	16.913	.000	.621	.785

a. Dependent Variable: Organizational Performance

The above table shows the relationship between Creativity Climate and Organizational Performance. Where the value of Beta = .753, and the value of t = 16.913. It is a positive and

that value indicates the good and the positively of the relationship. While the value of lower bound = 0.621 which upper is 0.785, accordingly due to the above it indicates that there is positive relationship between Creativity Climate and Organizational Performance. Thus, we can confirm the accepts of the hypothesis **No. H6**.

The adjusted R Square value showed us that the Creativity Climate explained that 56.6 % of version in Organizational Performance.

4.2.12 Regression Analyses for Employee Innovative Behavior and Organizational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 ^a	.229	.225	1.29582

a. Predictors: (Constant), Employee Innovative Behavior

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.507	1	108.507	64.621	.000 ^b
	Residual	366.052	218	1.679		
	Total	474.559	219			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Innovative Behavior

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.003	.522		1.921	.056	-.026	2.031
	Employee Innovative Behavior	.704	.088	.478	8.039	.000	.531	.876 876

a. Dependent Variable: Organizational Performance

The above table shows the relationship between Employee Innovative and Organizational Performance. Where the value of Beta = .478, and the value of t = 8.039. It is can be considered as a positive relationship due to the value of lower bound = 0.531 which upper is 0.876. Moreover, due to the above indicates that there is positive relationship between employee Innovative Behavior and Organizational Performance. Accordingly, we can confirm the acceptance of the hypothesis **H7** related to this relationship.

4.2.13 Mediation Analysis.

H. #	Hypothesis	Standardized indirect effect	LLCI	ULCI	Result
H8	EL→PE→OP	0.11	0.429	0.1962	Accepted
H9	EL→CC→OP	0.4732	0.3733	0.5776	Accepted
H10	EL→EIB →OP	0.1048	0.0503	0.1697	Accepted

EL= Ethical Leadership, PE=Psychological Empowerment. CC= Creativity Climate, EIB= Employee Innovative Behavior. OP= Organizational Performance.

The above table shows the summary of the hypotheses 8,9,10 which as a result all of them are accepted.

4.2.14 Co-efficient

Table 4.2.7 Co-efficient

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1 (Constant)	.750	.573		1.309	.192
Organizational Performance	.739	.096	.463	7.714	.000

a. Dependent Variable: Leadership Practice

Interpretation:

The above table called the regression table. It provides the result of constant and coefficient of determination. Coefficient is the slope of regression line and it explains that 1-unit change in independent variable will bring how much change in dependent variable. The regression line is $Y=0.750 + 0.739 X$. The coefficient of determination R^2 explains how much variation in the dependent variable (organizational performance) is explained by the independent variable (leadership practice).

In case of leadership practice (X): The regression results interpret the value of coefficient 0.739 that indicates 1% change independent variable (leadership practice) can result in 73.9% change in dependent variable (organizational performance) if X, and X, remains constant. Thus, if leadership practice is increased by 1%, this will result in 73.9% increase in organizational performance. This relationship is positive and significant between leadership practice and organizational performance. That means the regression analysis is shows that leadership practice is a major predictor of organizational performance.

Chapter Five
Results and Discussions
Conclusion & Recommendation

Results and Discussions

5.1 Introduction

In this part of the study, the investigator will discuss the most significant correlations in the study and then recap what was deliberated. Where we will discuss the association between the different variables in this learning in detail and in a more complete way, understanding the receipt and rejection of the hypotheses that were initially developed, understanding the context of the data, and comparing those results with previous studies. We will also discuss the theoretical implications of this study. Therefore, good proposals in technical and practical way for this study, the most significant bounds and practical problems to the study, and the most important future rules for those who wish to complete the study with different viewpoints.

5.2 Discussion

The main objective of this study is to confirm the “The effect of the ethical leadership practices on the Organizational Performance in the Energy Sector in the Sultanate of Oman: The Mediating role of the Psychological Empowerment, Creativity Climate and Innovative Behavior”. By plotting, the suitable answers to a number of investigations and meaningful the relationship between Ethical leadership and organizational performance in light of the company of mediating variables, which is the psychological empowerment, climate for creativity, innovative employee behavior. In this study, 220 responses are taking from staffs of the energy sector in Sultanate of Oman from different Organizations. In addition, 10 hypotheses were established and developed for this study, where the first proposed hypothesis was (H1), which shows that ethical leadership affects significantly organizational performance, which is an independent variable. Is positively and meaningfully job performance, which categorized as a dependent variable and this study helps its acceptance. As the Ethical, leadership has an important impact on organizational performance within the energy sector, which is a major reason for increasing ethical output in the energy sector in the Sultanate of Oman. Therefore, the organization leadership in instruction to be able to growth ethical of its employees by increasing organizational performance. As for the second future hypotheses (H2), the goal was to examine a positive and significant link between ethical leadership and psychological empowerment, which was ethical leadership, affects significantly psychological empowerment. The employee feels more motivated and supported due to the presence of ethical leadership and thus, they will give their best, which will defiantly will be reflected

to their performance as well as the organizational performance. As the leaders in the energy sector in the Sultanate of Oman trust their employees and then this leads to the employers trust in his leaders, which leads to more of psychological empowerment in the work place, in addition to that, it gives good performance to the employees while he feels that the organization is empower them on the role and responsibilities. However, the hypothesis (H5) was accepted, which is "there is a positive and significant relationship between Psychological empowerment affects significantly organizational performance." Where the results indicate that there is a relationship between the employee's Psychological empowerment and increasing or decreasing organizational performance, thus, the organizational performance is linked if the employee is given the empowerment, Also, hypothesis (H8) which is the Psychological Empowerment mediates the relationship between ethical leadership and organizational performance. The hypotheses were accepted and it is related to the previous hypothesis (H2) which is "Ethical leadership affects significantly psychological empowerment ". Where psychological empowerment and Ethical leadership is linked to the existence of organizational performance as a mediator between this relationship, meaning that it has an important and positive impact. (H7) This indicates that the more the employee innovative behavior will lead to positive organizational. In addition to accepting (H3) hypotheses, as there is a positive and important relationship between Ethical leadership affects significantly climate for creativity. Whenever there is Ethical leadership practice. Accordingly, it will affect the organizational performance positively. However, the hypothesis (H9) was accepted, as there is mediator relationship between climates for creativity mediates the relationship between ethical leadership and organizational performance. This means that there is effect of this variable on organizational performance in the presence of ethical leadership for the energy sector employees in the Sultanate of Oman. Hypothesis (H6), which means "there is a positive affects relationship between Climates for creativity significantly organizational performance ", was also accepted. Where the (H10) which is was accepted and it was supporting positively that, the Innovative Employee Behavior mediates the relationship between ethical leadership and organizational performance.

Below we will discuss briefly about each hypothesis in this study:

5.2.1 Ethical leadership affects significantly organizational performance.

The outcome of this research study is supporting the above hypothesis and the significant relationship between the ethical leadership and the organizational performance as well as with the pervious literatures in this regards, as the ethical leadership practices are always improving and enhancing the organizational performance as it gives the employee the encouragements for more productivity.as there is a previous study is discussing the Top management ethical leadership and firm performance: Mediating role of ethical and procedural justice climate for (Shin, 2015). & the previous study of the effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance supporting the above relationship and the hypothesis (Kim, 2011). In other

words, previous studies have established the hypothesis that was developed in this study, which is supporting that there is a relationship between overall ethical leadership and organizational performance. This means that the stronger association with the ethical leader, the better the suppleness and organize performance, which is caused by the communication between the leader and ethical of employees to serve the goals and organizational performance. The staffs also need a kind of feeling of ease in the work location and setting goals for each person in the organization, which will reappearance to the achievement of employees and achieve high organizational performance due to active communication with the leader, which in turn gives the employee incentive and towards making the best bold choices that innovation and regeneration (Beaudoin et al., 2015).

5.2.2 Ethical leadership affects significantly psychological empowerment.

The study and the through the statically numbers is proving the above relationship on this hypothesis as well as there are some studies are supporting the same such a study called Impact of ethical leadership on creativity: the role of psychological empowerment (Javed, 2017). This shows a positive relationship between the ethical leadership and psychological empowerment. Through the exceeding hypothesis, I try to emphasize on its awareness, its importance and its relationship with other variables in the preceding works. Thus, our study suggested the necessity of triggering the innovative employee behavior in the energy sector in the Sultanate of Oman in order to increase ethical leadership and psychological empowerment, as the relationship between them is great and big. Therefore, ethical leadership and organizational performance show a positive correlation. In addition, previous studies have established the hypothesis that was developed in this study, which is that there is a relationship between overall ethical leadership and significantly psychological empowerment. This means that the stronger association with the ethical leader, the better the suppleness and organize performance, which is caused by the communication between ethical of employees to serve the goals and psychological empowerment. The operates also need a kind of feeling of ease in the psychological empowerment and setting goals for each person in the sector, which will reappearance to the achievement of employees and achieve high ethical due to active communication with the psychological empowerment, which in turn gives the employee psychological empowerment and towards making the best bold choices that psychological empowerment and regeneration.

5.2.3 Ethical leadership affects significantly climate for creativity.

The analysis shows the positive relationship between the ethical leadership and the climate for the creativity which is one of the important key factors reflecting with a positive organizational performance as there are some of the previous studies as well supporting this hypothesis such as the study of R&D work climate and innovation in semiconductors (Abbey, 2003).and according to (Agrell, 2007) in his study said the energy sector leads the cooperation between intellectual property offices in this field, and develops artificial intelligence tools that help in managing intellectual property and providing services. In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall ethical leadership and climate for creativity. According to Brown and Trevino the activeness of ethical leadership is a function of observational learning. Brown and his colleagues believe that dyadic connections between ethical leaders and their followers is the one of the important sources of learning information Researchers mostly emphasized ethical leadership on integrity and honesty, and ethical leaders have seen as fair and principled decision-makers According to Jen-Wei et al., a leader with ethical values treats employees fairly and considers their needs. Boost Employee attitudes and behavior, ethical leadership is meaningful impact.

Lawton and Paez pointed out that ethical leader. So, both the moral person in terms of individual virtues such as honesty, creative and integrity, and the moral boss such as setting an example and interactive ethical standards.

5.2.4 Ethical leadership affects significantly innovative employee behavior.

The outcomes of the above relationship analyses have supported the relationship and the hypotheses have been accepted. While the previous study in this regards such as positively Personal Values and Innovative behavior of Employees (Purc, 2019).is also confirming the relationship for the positive personal value as a part from ethics and the employee innovative behavior. In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall ethical leadership and innovative employee behavior. That ethical leadership relates not only to the leader's traits and ethical behavior, but also to value-based management. For example, setting ethical standards through communication and rewards. In addition, suggested that

ethical leadership is the process of organizing individuals and directing organizational resources in a manner consistent and consistent with societal rules and standards, and between the correct and incorrect behavioral patterns of individuals. It has seen that ethical leadership has a direct positive impact on the innovative employee behavior in an organization; the higher the moral leadership, the higher the moral climate. This is consistent with the research that demonstrated that ethical leadership is positively and significantly affected by the ethical climate (Shaw, 2008, 42).

5.2.5 Psychological empowerment affects significantly organizational performance.

In this relationship between Psychological, empowerment mediates the relationship between organizational performances. There is little nonfiction focusing on the hypotheses in this study. Through the exceeding hypothesis, I try to emphasis on its perception, its importance and its relationship with other variables in the preceding literature. The previous study of (Moura, 2015). Psychological Empowerment and Work Engagement as Predictors of Work Satisfaction have supported the relationship between the psychological empowerment and the work satisfaction that is leading to the organizational performance, as the hypothesis of this relationship have been accepted and supported in this research. In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall psychological empowerment and organizational performance. Study (Ranjbar and Gorji, 2013): entitled “The relationship between psychological empowerment and organizational citizenship behavior”, where the two researchers studied the relationship between the two variables in a sample of 211F in the purification company in Iran. Alternatively, Organizational Citizenship by Spitzer, and concluded with results that the rate of organizational citizenship behavior increased. Suitable climate to achieve them. Also, A study (Arefen et al., 2015) Entitled: “The Effect of Empowerment.” Psychology in the relationship between high performance systems and citizenship behavior Organizational”, the study aimed to find out the relationship between performance systems higher work and organizational citizenship behavior through the mediating variable represented in psychological empowerment, and the sample was 421in Bangladesh; she was a worker in three large institutions. The results are as follows: a higher rate of both feelings of psychological empowerment. And organizational

citizenship behavior among employees, a positive relationship. Overall, higher, the presence of psychological performance and empowerment systems. There is a positive correlation between organizational citizenship behavior and high performance systems, as well as the existence of an impact of psychological empowerment in the relationship between systems high performance and organizational citizenship behavior, and it is noted in these results of the researcher's study of the impact of psychological empowerment on the relationship between the variables of high performance and organizational citizenship behavior, and not on the latter directly. The product of a positive high-performance systems relationship with organizational citizenship behavior is positively affected by the level of workers' sense of psychological empowerment.

5.2.6 Climate for creativity affects significantly organizational performance.

From the analysis show climate for creativity affects significantly in organizational performance. Therefore, according to the table that analyzed effect of two variables on the energy sector. The general level of organizational climate is high, while the average arithmetic of responses of the study sample members about the axes of organizational climate, its dimensions, and its expressions in general. It is a high level and there is a high level of regulatory climate in the energy company. Therefore, organizational climate represents internal work environment with various variables, characteristics and interactions. Which the climate plays organizational role is significant in fixing the ethical and functional behavior of working individuals in terms of shaping, modifying and changing values habits, attitudes and behavior. In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall Climate for creativity and organizational performance. So, A study (Nystrom et al, 2002: 221-227), which focused on identifying the relationship between the organizational climate and the application of technical innovation. The researchers believed that technical innovation occurs through the organizational environment, through the decisions taken by managers. The researchers concluded that organizational size and resources are related to a relationship positive innovation. Also, a study (Montes et al, 2004: 167-180), which dealt with the relationship between organizational climate and workers' sense of management's support for innovation, which was conducted on a sample of 311 workers in 80 departments working in the financial

field. The study concluded that the organizational climate, which is characterized by support, cohesion and self-acceptance, helps and constitutes a positive in the process of renewal and innovation. The study also indicated that the organizational climate is positively affected by innovation and creativity.

5.2.7 Employee Innovative Behavior affects significantly organizational performance.

The relationship between employee Innovative behavior affects significantly organizational performance. So, functional empowerment and creative behavior stems from reciprocal relationship between employees. Consequently, if it is organization employees as such as t management's views are linked to it as a single organizational system resulting from and this relationship consists in opening field of empowerment in its maximization with the workers and their interaction with the administration levels of the organizational structure of organization and participation of its employees in the decision-making process. In addition, increased empowerment of working managers increases their capacity for workers, and thus encourages them to activate their behaviors creative work and all of this positively affects the effectiveness of the organization. In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall Employee Innovative behavior and organizational performance. Career creativity is a major goal of any institution or organization, as it strengthens and supports the organization It builds for it a promising future that distinguishes it from other institutions, and creativity does not come unless it is available an employee has a work environment that suits him and promotes his style for the better so that he can be creative and show his abilities and skills. It meets the needs of the organization and increases its efficiency. For the first study: "Al-Haqbani, 7991", entitled "Organizational variables at the level of administrative creativity." in the security services, and it aims to determine the extent of the impact of organizational and institutional changes on creativity career and identifying the level of job creativity among employees. The second study: "Al-Anqari, 6007" entitled "The Relationship of Leadership Creative Behaviour to Creativity." Administrative Subordinates", which aims to change the behavior of administrators and to identify the extent of the relationship between the employee and the official and the nature of the work environment between

them. The third study: "Al-Amri, 6006", entitled "Technological innovation in the industrial facility." the factors of its success or its concealment: which determine the causes of strength and weakness, success and failure through Technological creativity, and the impact of technical and organizational factors on job creativity.

5.2.8 Psychological Empowerment mediates the relationship between ethical leadership and organizational performance.

The level of psychological support as a mediating variable had a significant impact on the relationship between leadership analytics and behavioral deviations for workers within the service directorates' subject of the study results of the statistical analysis were managed by existence of a correlation relationship. It is positive between it and the research variables, as it turned out that the workers such as energy are available for their lives in numbers transformational leadership is largely the cities of their counterparts. Intellectual arousal is far from other dimensions of transformational leadership. At the time when the results were in his hand to high level of psychological empowerment among older workers compared to their younger counterparts. In addition, the age variable was more related to the dimension of ethical independence of energy. The numbers of psychological empowerment. This indicates to the number of people who are multiplied by long-term drugs. In addition, the number of people who are multiplied by various drugs is more likely to be empowered. Their shame because of the ability to influence the course of things within the Directorate. The results also showed that there is a correlation between the dam variable and the sedative deviations within the work environment. Moreover, the age variable was more related to the dimension of deviations in dealing with individuals. Dimensions of behavioral deviations for workers within the work environment, which indicates that older workers are more an appetite for negative behaviors in dealing with individuals within the work environment. In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall psychological empowerment and organizational performance.

5.2.9 Climate for creativity mediates the relationship between ethical leadership and organizational performance.

In this relationship between Climates for creativity mediates the relationship between ethical leadership and organizational performance. There is little nonfiction focusing on

the hypotheses in this study. Through the exceeding hypothesis, I try to emphasis on its perception, its importance and its relationship with other variables in the preceding works. Our study recommended the necessity of activating the Climate for creativity in the energy sector in the Sultanate of Oman in order to increase ethical leadership and organizational performance, as the relationship between them is countless. Ethical leadership and organizational performance show a positive correlation. Adopting Climate for creativity model helps improve performance, when the degree of ethical leadership is high, it helps to improve adaptive organizational performance, thus enhancing enterprise keenness and enhancing employee creativeness. This study believes that organizations must promote a good ethical leadership model in order to maximize the effectiveness of organizational performance (LU, 1986). This means that the outcomes of our research were reliable with the previous study (OI, 2005), which shows that Climate for creativity has a positive impact on improving employee organizational performance. Ethical leadership was positively correlated with employee voice creativity at the individual level and team performance at the team level (MARIN, 1997). There are indirect relationship between ethical leadership and employee Climate for creativity via team voice such that the relationships were stronger when performance pressure was high (JU, 1995). In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall ethical leadership and organizational performance in climate for creativity. This means that the stronger the association with the leader, the better the suppleness and organize performance, which is caused by the communication between the leader and employees to serve the goals and climate for creativity for employee and organization. The operates also need a kind of feeling of creative in the work and setting goals for each person in the organization, which will reappearance to the achievement of employees and achieve high climate for creativity and organizational performance due to active communication with the leader, which in turn gives the employee climate for creativity, ethical, organizational and towards making the best bold choices that ethical and creative.

5.2.10 Innovative Employee Behavior mediates the relationship Between ethical leadership and organizational performance.

In this relationship between innovative Employee behavior mediates the relationship between ethical leadership and organizational performance. There is little nonfiction focusing on the hypotheses in this study. Through the exceeding hypothesis, I try to emphasis on its perception, its importance and its relationship with other variables in the preceding literature .our study recommended the necessity of activating the innovative employee behavior in the energy sector in the Sultanate of Oman in order to increase ethical leadership and organizational performance, as the relationship between them is great. Ethical leadership and organizational performance show a positive correlation. Adopting an innovative Employee behavior model helps improve performance, when the degree of ethical leadership is high, it helps to improve adaptive organizational performance, thus enhancing enterprise keenness and enhancing employee creativeness. This study believes that organizations must promote a good ethical leadership model in order to maximize the effectiveness of organizational performance (Spector, 1986). This means that the outcomes of our research were reliable with the previous study (Sekaran, 2005), which shows that Innovative Employee behavior has a positive impact on improving employee organizational performance. Ethical leadership was positively correlated with employee voice behavior at the individual level and team performance at the team level (Simonin, 1997). There is indirect relationship between l ethical leadership and employee behavior innovation via team voice such that the relationships were stronger when performance pressure was high (Spreitzer, 1995). In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between overall ethical leadership and organizational performance. This means that it is in association with the leader, the better the suppleness and organizes performance, which is caused by the communication between the leader and employees

to serve the goals and Innovative Employee behavior of organization. The staff also need a kind of feeling of ease in the work location and setting goals for each person in the organization, which will reappearance to the achievement of employees and achieve high organizational performance due to active communication with the leader, which in turn gives the employee incentive and towards making the best bold choices that innovation and regeneration.

Conclusion & Recommendation

5.3 Introduction

In this chapter, the researcher discusses the summary of the theses conclusion. The chapter is focusing on the most significant findings of the study as well as its relationship the reality with the energy sector where the study had been applied. The main result, which had been obtained from the literature, reviews the data that collected and analyzed through the SPSS Software program will be covered. In addition, the researcher will cover and discuss the recommendation, which should be applied, on the employees of the energy sector in the sultanate of Oman. As well, as will highlight the theoretical implication, the practical and administrative implications. Then finally I displays and highlight the most important constraints that faced during the study included some suggestion for future research.

5.4 Conclusion

The researcher in this study aimed to find out how the ethical leadership affected organizational performance in the energy sector in the sultanate of Oman and how the mediating variable, which is the psychological empowerment, innovative behavior and climate for creativity, contributed in this study. The Ethical leadership was positively correlated with organizational performance and correlated with psychological empowerment and the other variables related in the study. From my understanding from the result developed survey questionnaire distributed, that the there is an impact on the ethical leadership with the organizational performance, the questionnaire was designed

and prepared based on the variables and the hypotheses of this study, 220 samples questionnaire had been collected and analyzed by using the SPSS software program.

The all ten hypotheses in this study have been accepted and all reasons for accepting the hypotheses were discussed separately with some previous studies, which are supporting the relationship of each hypothesis.

Leaders can contribute to develop the creative abilities of their subordinates by encouraging them to solve problems, address them, and openly present their solutions to them. The individual's notification by the administration of the importance of the role he plays in the administrative process and the provision of opportunities for him to grow and ambition and build relationships with them based on respect and appreciation. All of these are motivating factors that push the individual to more effort, giving and creativity.

As leadership, practice in the energy sector provides a motivational system that helps influence the behavior of workers to achieve goals and enrich work, which contributes to increasing workers' productivity and raising their level of efficiency. All of this helps in developing work methods and reducing errors and problems and is reflected in a work environment that encourages creativity and innovation. It was a great learning period while writing this paper on the effects of leadership practices on organizational performance in the energy sector. Statistical methods were applied, and the study questions were interpreted through the collected data.

The significant strong relationship between the training program and employee performance it's also identified. The study revealed that there was a significant relationship between a leadership practice and an organizational performance. This study contributed to a small but sophisticated research literature on the effects of ethical leadership practices on organizational performance in the energy sector in the sultanate of Oman. The results of the study indicated that ethical leadership practice was greater influence than organizational performance.

Recommendation

5.5 Theoretical Implication

This study has contained many contributions in the field of the ethical leadership and contributed in progression of the organizational performance in addition with role of the psychological empowerment, innovative behavior and climate for creativity. Definitely, the study will be positively contributing to fill the scientific and the scientific research gap, which is related to literature through the result of this study. The study proven that there is a direct impact of ethical leadership on the organizational performance. The hypotheses of this study had been developed for testing. The researcher also has tested the effect of the ethical leadership on the organizational performance. As well as the researcher have tested the mediating variables on the organizational performance and the results of the all hypotheses were positive and in line with the previous studies in this regards which is proving the hypotheses were conducted in the energy sector in the sultanate of Oman.

5.6 Managerial and Practical Implications

Based on the obtained result from this study, its prove that the study have several benefits and other administrative effects. As the ethical leadership, practices will enhance the organizational performance if it is applied with the value ethics to encourage the employee to show his best on the performance, which will defiantly will influence the organizational performance positively. As the energy sector in the sultanate of Oman is giving the top priority to the leaders to deal with their employees ethically in order to contribute on enhancing the organizational performance and supporting the economic through this sector. The study is suggesting that, the leaders in the energy sectors organizations they must deal with their surrounds ethically and by providing them the psychological empowerment, innovative behavior and climate for creativity as a mediating variables which will lead to a positive performance and encouragement to them to enhance the productivity as well raising the productivity level of the organizations and the energy industry.

5.7 Limitations and future directions

The researcher has contained a clear methodology to the research which is been helped the researcher with a strong self-confidence during the research journey starting from the

first step until the obtaining the final analyses and result which supporting the hypotheses applied in the research. The most important limitations in this study are as follows:

- This study is covering only the energy sector employees in the sultanate of Oman, and due to this limited resource, the survey will not include other sectors so there will be a few limitations and time issues on collecting the data.
- Some of the employees in some of the energy sector organizations in Oman deal with the survey and the questioners officially and considering the participating in the research declare for some confidential information's.
- One of the major limitations of the study was the limited information available which is required to complete this study such as some figures, related books, facts and publications which is will help and support any researchers on getting the accurate analysis.

I do recommend to carry out such studies to contains all the private and government sector over the sultanate of Oman, as well due to the significant of this topic which the impact of ethical leadership on the organizational performance.

5.8 Recommendation

The current study was conducted to investigate the effect of the ethical leadership practices on organizational performance in the energy sector in the Sultanate of Oman. Considering the findings of the study, there are a set of recommendations.

- I. The study recommends encouraging employees to accept the idea of empowerment and the importance of the role it plays in the success of the work of the energy sector in the Sultanate of Oman, which adopts the (work teams) method on a large scale.
- II. The study also recommends the use of awareness and guidance programs and modern methods of human resource management, with the opportunity for all employees in the energy sector in the decision-making process. This helps to bring the administration closer to the employees, encourage them and support them, and instill a spirit of enthusiasm in them. Whether it is implemented by promoting the idea of expressing an opinion or through consultation, or by providing the opportunity for employees to object. Alternatively, through

employees making decisions on their own regarding the work they do, which increases their motivation and flexibility to respond to sudden changes.

- III. The study also recommends paying attention to employees in the energy sector and promoting the development of workers and their belief in their abilities by emphasizing their creative abilities and providing them with sufficient freedom and independence to innovate and determine the appropriate methods for performing their work and encouraging self-monitoring of performance. This enhances the confidence of employees in themselves and their abilities, which is reflected positively on their performance and makes them compete in the development of unfamiliar ways and methods of work.
- IV. The study recommends creating an atmosphere conducive to implementing the concept of employee empowerment by deepening the concept of employees' participation in decisions related to their work, adopting a teamwork style, and providing a system of motivation. Providing modern and effective means of communication that allow the exchange of information in a timely manner. In addition, work to reduce administrative levels and seek to remove obstacles that limit empowerment. Moreover, work to create a cultural and organizational environment that encourages creativity, innovation and renewal, and accepts and seeks change.

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Appendix

الدكتور:

المحترم

تحية طيبة،،،، وبعد

الموضوع/طلب تحكيم استبانة

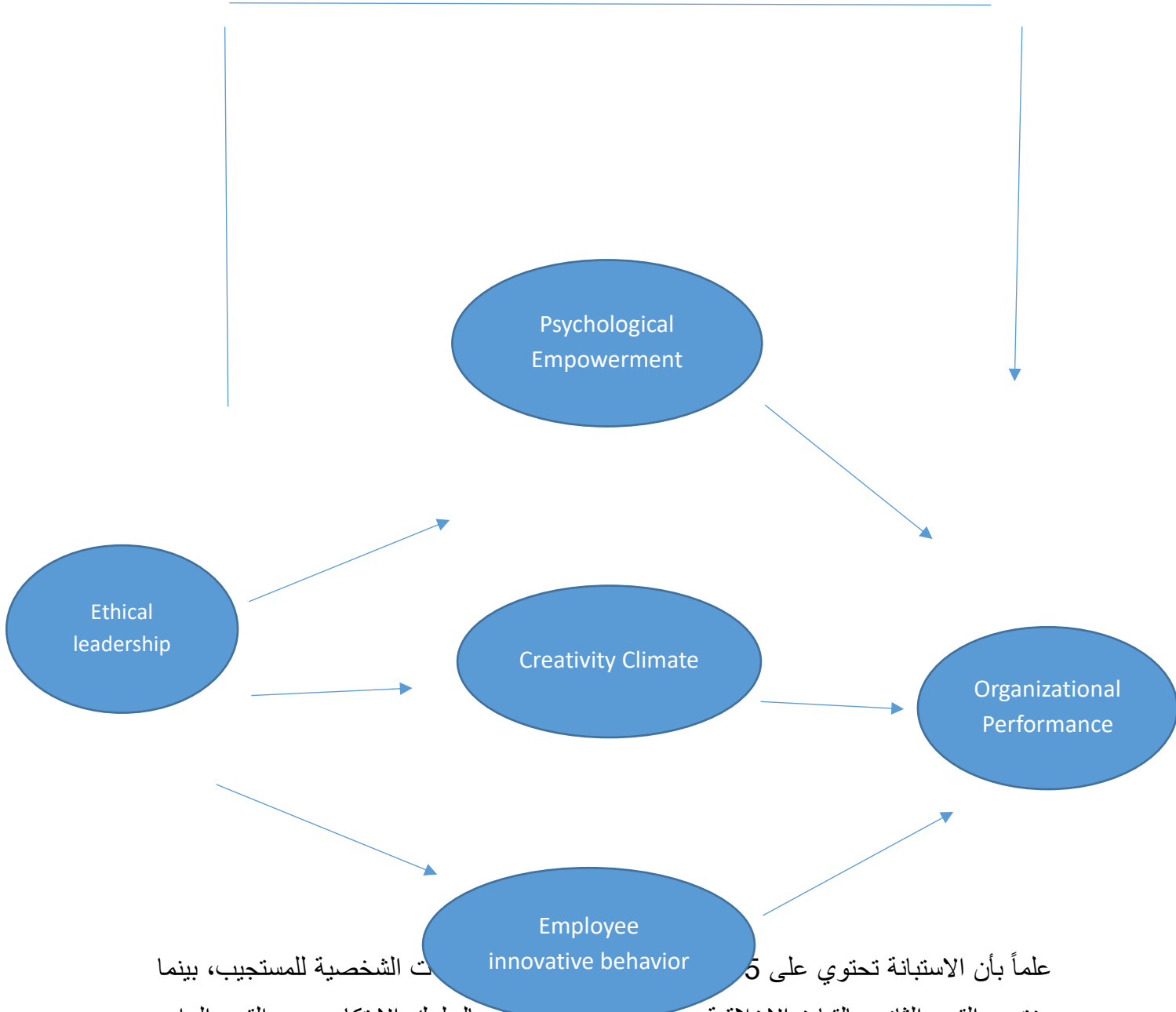
يطيب للباحث أن يتقدم إليكم بجزيل الشكر على عطاؤكم الدائم في دعم الطلبة دائماً، لرفد تطور التعليم الأكاديمي على وجه العموم والبحث العلمي على وجه الخصوص، ويسر الباحث دعوتكم لتحكيم استبانة لدراسة تأثير القيادة الأخلاقية على الأداء المؤسسي للشركات العاملة في قطاع الطاقة في سلطنة عمان: الدور الوسيط للتمكين النفسي ومناخ الإبداع وسلوك الابتكاري، علماً بأن الدراسة بنيت على الأهداف التالية:

- التعرف على درجة ممارسة القيادات للسلوك الأخلاقي والدعم النفسي للعاملين في قطاع الطاقة في سلطنة عمان.
- التعرف على الأداء المؤسسي للشركات العاملة في قطاع الطاقة في سلطنة عمان.
- قياس المناخ الإبداعي للشركات العاملة في قطاع الطاقة في سلطنة عمان.
- التعرف على مدى ممارسة العاملين للسلوك الابتكاري.
- فحص العلاقة بين القيادة الأخلاقية والأداء المؤسسي.
- اختبار الدور الوسيط للتمكين النفسي للعاملين، ومناخ الإبداع، والسلوك الابتكاري للموظف على العلاقة بين القيادة الأخلاقية والأداء المؤسسي.

وتأتي الاستبانة لتحقيق الفرضيات التالية:

- يوجد علاقة بين القيادة الأخلاقية والأداء المؤسسي.

- يوجد علاقة بين القيادة الأخلاقية والسلوك الابتكاري.
- يوجد علاقة بين القيادة الأخلاقية والتمكين النفسي.
- يوجد علاقة بين القيادة الأخلاقية ومناخ الإبداع الإداري.
- يوجد علاقة بين مناخ الإبداع الإداري والأداء المؤسسي.
- يوجد علاقة بين التمكين النفسي والأداء المؤسسي.
- يوجد علاقة بين السلوك الابتكاري والأداء المؤسسي.



علماء بأن الاستبانة تحتوي على 5 فصول، الفصل الأول يتحدث عن الشخصية للمستجيب، بينما يختص القسم الثاني بالقيادة الأخلاقية، وأختص القسم الثالث بالسلوك الابتكاري، والقسم الرابع بملائمة المناخ الإبداعي، كما أختص القسم الخامس بالأداء المؤسسي.

ولذلك يرجى منكم التكرم بدراسة فقرات الاستبانة وأبعادها من حيث تحقيقها لأهداف الدراسة وانتماء الفقرات لأبعاد الاستبانة ومدى مناسبة الفقرات من حيث الصياغة اللغوية، وإجراء التعديل على الفقرات التي تحتاج إلى تعديل أو الإشارة إلى التعديل المراد، أو اقتراح ما ترونه مناسباً.

شاكرين ومثمنين لكم جميل تعاونكم،

*ملاحظة: مرفق الاستبانة باللغتين العربية والإنجليزية

الباحث/ حمد بن حمود الجفيلي

To Whom It May Concern

This Questionnaire about The impact of the leadership practices on the Organizational Performance in the Energy Sector in the Sultanate of Oman:

The Mediating role of the Psychological Empowerment, Creativity Climate and Innovative Behavior

kindly take 10 minutes from your valuable time and try your best to answer the questions honestly, it's a strictest confidential and does not required from you to provide any personal information, your support on participating on this questionnaire will be highly appreciated.

Kind regards,

Hamed Al Jufaili

Researcher

استبيان

تأثير القيادة الأخلاقية على الأداء المؤسسي للشركات العاملة في قطاع الطاقة في سلطنة عمان: الدور الوسيط للتمكين النفسي ومناخ الإبداع وسلوك الابتكاري

أخي المشارك / أختي المشاركة تحية طيبة وبعد

يعتبر هذا الاستبيان ضمن متطلبات أطروحة الماجستير في إدارة الأعمال من جامعة الشرقية، حيث تجري بحث بعنوان: تأثير القيادة الأخلاقية على الأداء المؤسسي للشركات العاملة في قطاع الطاقة في سلطنة عمان: الدور الوسيط للتمكين النفسي ومناخ الإبداع وسلوك الابتكاري. لا توجد هناك إجابات صحيحة أو خاطئة ما دمت تفعل ذلك بكل أمانة، حيث سوف يتم التعامل مع إجاباتك على هذا الاستبيان بمنتهى من السرية. سيتم تحليل نتيجة الاستطلاع للأغراض الأكاديمية والعلمية فقط. ستساهم ردودك بشكل فعال جداً في هذا البحث الأكاديمي. لا تستغرق مشاركتك في هذا الاستبيان أكثر من 10 دقائق فقط، ونتقدم لك بالشكر الجزيل على تعاونك في إجراء هذه الدراسة.

القسم الأول: البيانات الشخصية

1. الجنس	<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
2. الحالة الاجتماعية	<input type="checkbox"/> أعزب	<input type="checkbox"/> متزوج <input type="checkbox"/> مطلق
3. المستوى التعليمي	<input type="checkbox"/> دكتوراه أو أعلى	<input type="checkbox"/> ماجستير <input type="checkbox"/> ثانوية عامة فأقل
4. العمر	<input type="checkbox"/> أقل من 25 عام	<input type="checkbox"/> من 25 إلى أقل من 35 عام
5. سنوات الخبرة في المؤسسة	<input type="checkbox"/> أقل من سنة	<input type="checkbox"/> من سنة إلى أقل من خمس سنوات
6. عدد الوظائف التي شغلتها في المؤسسة	<input type="checkbox"/> ثلاث وظائف فقط	<input type="checkbox"/> أكثر من ثلاث وظائف
7. الوظيفة الحالية	<input type="checkbox"/> مدير عام / مساعد مدير عام	<input type="checkbox"/> مدير / مساعد مدير إداري
	<input type="checkbox"/> رئيس قسم	<input type="checkbox"/> فني/ مهندس
		<input type="checkbox"/> غير ذلك.....

القسم الثاني: تصف العناصر التالية القيادة الأخلاقية، يرجى الإشارة إلى مدى موافقتك على العبارة التالية من خلال تدوير الرقم المناسب على مقياس التصنيف المقدم. 7 موافق بشدة، 1-غير موافق بشدة.

البند	1	7
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A. القيادة الأخلاقية: (Brown et al., 2005)

7	←					1	البند
7	6	5	4	3	2	1	1. يمارس مديري في العمل حياته بطريقة أخلاقية.
7	6	5	4	3	2	1	2. يحدد مديري النجاح في العمل ليس فقط وفق النتائج وإنما أيضا وفق الوسائل.
7	6	5	4	3	2	1	3. يستمع مديري إلى ما يقوله الموظفون.
7	6	5	4	3	2	1	4. يؤنب ويحاسب مديري الموظفين الذين يخترقون المعايير الأخلاقية.
7	6	5	4	3	2	1	5. يتخذ مديري قرارات منزهة وعادلة.
7	6	5	4	3	2	1	6. يمكن الوثوق في مديري في العمل.
7	6	5	4	3	2	1	7. يناقش مديري قيم وأخلاقيات العمل مع الموظفين.
7	6	5	4	3	2	1	8. يقدم مديري مثلا لكيفية أداء الأعمال بالطريقة السليمة وفق أخلاقيات العمل.
7	6	5	4	3	2	1	9. يراعي مديري مصالح الموظفين على أكمل وجه.
7	6	5	4	3	2	1	10. عند اتخاذ القرارات ، يسأل مديري "ما هو الشيء الصحيح الذي ينبغي عمله؟"

7	←					1	#	البند
أولاً: وضوح أهمية ومغزى العمل								
7	6	5	4	3	2	1	1.	عملي في المؤسسة ذو أهمية كبيرة بالنسبة لي.
7	6	5	4	3	2	1	2.	مهام ونشاطات عملي ذات معنى شخصي لي.
7	6	5	4	3	2	1	3.	أعتقد أن عملي الذي أؤديه ذو مغزى وله أهداف واضحة.
ثانياً: الأهلية والكفاءة								
7	6	5	4	3	2	1	4.	أثق في قدراتي على أداء عملي.
7	6	5	4	3	2	1	5.	أنا متأكد من نفسي ومن مقدرتي على أداء نشاطات عملي.
7	6	5	4	3	2	1	6.	أتمتع بالمهارات اللازمة للقيام بعملي بشكل متقن وجيد.
ثالثاً: الاستقلالية الذاتية في العمل								
7	6	5	4	3	2	1	7.	تتوافر لدي الاستقلالية الكاملة في تحديد كيفية أداء عملي .
7	6	5	4	3	2	1	8.	أستطيع أن أقرر بنفسني كيفية التخطيط لأداء عملي.
7	6	5	4	3	2	1	9.	لدي مساحة اعتبارية من الاستقلالية والحرية لكيفية أداء عملي.
رابعاً: التأثير								
7	6	5	4	3	2	1	10.	لدي الأثر الكبير لما يحصل داخل القسم الذي أعمل به.
7	6	5	4	3	2	1	11.	أتمتع بقدر كبير من التحكم حول ما يحدث في القسم الذي أعمل به.
7	6	5	4	3	2	1	12.	أتمتع بتأثير هام جدا ومحوري حول ما يحدث في القسم الذي أعمل به.

7	←	1	البند
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القسم الثالث: تصف العناصر التالية السلوك الإبتكاري، يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم: 7-موافق بشدة، 1-غير موافق بشدة.

B. السلوك الإبتكاري Innovative Behavior

7	6	5	4	3	2	1	1. أسعى لإيجاد أفكار جديدة للقضايا المعقدة.
7	6	5	4	3	2	1	2. أبحث عن أساليب وتقنيات وآليات عمل جديدة.
7	6	5	4	3	2	1	3. أسعى لإيجاد حلول جوهرية (أصيلة) لمشكلات العمل.
7	6	5	4	3	2	1	4. أسعى لحشد الدعم للأفكار المبتكرة.
7	6	5	4	3	2	1	5. أسعى للحصول على الموافقة لتجسيد الأفكار المبتكرة على أرض الواقع.
7	6	5	4	3	2	1	6. أسعى إلى تحفيز الأشخاص المهمين في المؤسسة وجعلهم أكثر حماسة لتقبل الفكرة والموافقة عليها.
7	6	5	4	3	2	1	7. أسعى إلى تحويل الأفكار المبتكرة إلى تطبيقات مفيدة.
7	6	5	4	3	2	1	8. أسعى إلى إدخال ودمج الأفكار المبتكرة في بيئة العمل بطريقة منهجية.
7	6	5	4	3	2	1	9. أقوم بتقييم الفوائد والمنافع المرجوة من تطبيق الأفكار المبتكرة.

القسم الرابع: تصف العناصر التالية ملاءمة المناخ الإبداعي، يرجى توضيح إلى أي مدى توافق على البيان التالي من خلال اختيار الدرجة وفق المقياس: 7-موافق بشدة، 1-غير موافق بشدة.

C. المناخ الإبداعي: (2015 Kim and Yoon)

7	6	5	4	3	2	1	1. تسخر الشركة موارد كافية للإبتكار والتطوير.
7	6	5	4	3	2	1	2. يمكن وصف هذه الشركة بالمرونة والقدرة المستمرة على التكيف مع التغييرات.
7	6	5	4	3	2	1	3. تتيح الشركة للعاملين حل مشاكل العمل باستخدام طرق وآليات متعددة.
7	6	5	4	3	2	1	4. يشجع نظام الحوافز لدى الشركة على تطوير واستحداث أفكار جديدة.
7	6	5	4	3	2	1	5. تقدر الشركة بشكل صريح الموظفين المبدعين والمبتكرين.

القسم الخامس: تصف العناصر التالية الأداء المؤسسي - بالنسبة إلى المنافسين ، كيف تقارن أداء الشركة الحالي من حيث ، يرجى الإشارة إلى مدى موافقتك على البيان التالي من خلال اختيار الدرجة وفق مقياس Likert : 7-موافق بشدة، 1-غير موافق بشدة.

D. أداء الشركة : Organizational Performance

7	6	5	4	3	2	1	1. تحقق الشركة لدينا عائد على الأصول وزيادة الأرباح بشكل أفضل من منافسيها.
7	6	5	4	3	2	1	2. تحقق الشركة لدينا النمو والزيادة في المبيعات بشكل أفضل من منافسيها.
7	6	5	4	3	2	1	3. تحقق الشركة لدينا زيادة في الحصة السوقية أفضل من منافسيها.
7	6	5	4	3	2	1	4. تعمل الشركة لدينا على تحسين جودة المنتجات أو الخدمات أو البرامج أفضل من منافسيها.
7	6	5	4	3	2	1	5. تعمل الشركة على تطوير منتجات أو خدمات أو برامج جديدة أفضل من منافسيها.
7	6	5	4	3	2	1	6. لدى شركتنا القدرة على جذب والاحتفاظ بالموظفين الأساسيين وذوي الخبرة أفضل من منافسيها.
7	6	5	4	3	2	1	7. تحقق شركتنا مستويات من رضا العملاء والزبائن أفضل من منافسيها .
7	6	5	4	3	2	1	8. تشهد الشركة تحسن في الموقف التنافسي مقارنة مع منافسيها.

Ethical Leadership (Brown et al., 2005)

1. My manager conducts his/her personal life in an ethical manner مديرى فى العمل حىاته بطرىقة أخلاقىة
2. My manager defines success not just by results but also the way that they are obtained ىحدد مدىرى النىاح فى العمل لىس فقط وفق النىانج وإنما أىضا وفق الوسائل
3. My manager listens to what employees have to say. ىستمع مدىرى إلى ما بقوله الموظفین
4. My manager disciplines employees who violate ethical standards. یؤنب وىحاسب مدىرى الموظفین الذین یخترقون المعاییر الأخلاقىة
5. My manager makes fair and balanced decisions. یتخذ مدىرى قرارات متزنة وعادلةة
6. My manager can be trusted. یمكن الوثوق فى مدىرى فى العمل
7. My manager discusses business ethics or values with employees. یناقش مدىرى قىم وأخلاقىات العمل مع الموظفین
8. My manager sets an example of how to do things the right way in terms of ethics. یقدم مدىرى مثالا لكىفىة أداء الأعمال بالطرىقة السلمیة وفق أخلاقىات العمل
9. My manager has the best interests of employees in mind. یراعى مدىرى مصالح الموظفین على أكمل وجه
10. When making decisions, my manager asks, "What is the right thing to do?" عند اتخاذه القرارات ، ىسأل مدىرى "ما هو الشىء الصحىح الذى ینبغى عمله؟"

#	البند	1	2	3	4	5	6	7
أولا: وضوح أهمية ومغزى العمل								
.1	The work I do is meaningful to me. عملى فى المؤسسة ذو أهمية كبرىة بالنسبة لى	1	2	3	4	5	6	7
.2	My job activities are personally meaningful to me. مهام ونشاطات عملى ذات معنى شخصى لى	1	2	3	4	5	6	7

#	البند	1	2	3	4	5	6	7
.3	The work I do is meaningful to me. أعتقد أن عملي الذي أؤديه ذو مغزى وله أهداف واضحة	1	2	3	4	5	6	7
ثانياً: الأهلية والكفاءة								
.4	I am confident about my ability to do my job. أثق في قدراتي على أداء عملي	1	2	3	4	5	6	7
.5	I am self-assured about my capabilities to perform my work activities. أنا متأكد من نفسي ومن مقدرتي على أداء نشاطات عملي	1	2	3	4	5	6	7
.6	I have mastered the skills necessary for my job. أتمتع بالمهارات اللازمة للقيام بعملي بشكل متقن وجيد	1	2	3	4	5	6	7
ثالثاً: الاستقلالية الذاتية في العمل								
.7	I have significant autonomy in determining how I do my job. تتوافر لدي الاستقلالية الكاملة في تحديد كيفية أداء عملي	1	2	3	4	5	6	7
.8	I can decide on my own how to go about doing my work. أستطيع أن أقرر بنفسني كيفية التخطيط لأداء عملي	1	2	3	4	5	6	7
.9	I have considerable opportunity for independence and freedom in how I do my job. لدي مساحة اعتبارية من الاستقلالية والحرية لكيفية أداء عملي	1	2	3	4	5	6	7
رابعاً: التأثير								
.10	My impact on what happens in my department is large. لدي الأثر الكبير لما يحصل داخل القسم الذي أعمل به	1	2	3	4	5	6	7
.11	I have a great deal of control over what happens in my department. أتمتع بقدر كبير من التحكم حول ما يحدث في القسم الذي أعمل به	1	2	3	4	5	6	7
.12	I have significant influence over what happens in my department. أتمتع بتأثير هام جداً ومحوري حول ما يحدث في القسم الذي أعمل به	1	2	3	4	5	6	7

Innovative Work Behavior السلوك الابتكاري في العمل 9 عناصر

<p>I try to Create new ideas for difficult issues; أسعى لإيجاد أفكار جديدة للقضايا المعقدة</p>
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I search out new working methods, techniques, or instruments; أبحث عن أساليب وتقنيات وآليات عمل جديدة
I try to generate original solutions for problems أسعى لإيجاد حلول جوهرية (أصيلة) لمشكلات العمل
I try to mobilize support for innovative ideas أسعى لحشد الدعم للأفكار المبتكرة
I acquire approval for innovative ideas أسعى للحصول على الموافقة لتجسيد الأفكار المبتكرة على أرض الواقع
I try making important organizational members enthusiastic for innovative ideas; أسعى إلى تحفيز الأشخاص المهمين في المؤسسة وجعلهم أكثر حماسة لتقبل الفكرة والموافقة عليها
I try transforming innovative ideas into useful applications; أسعى إلى تحويل الأفكار المبتكرة إلى تطبيقات مفيدة
I introduce innovative ideas into the work environment in a systematic way; أسعى إلى إدخال ودمج الأفكار المبتكرة في بيئة العمل بطريقة منهجية
I evaluate the utility of innovative ideas أقوم بتقييم الفوائد والمنافع المرجوة من تطبيق الأفكار المبتكرة

Climate for Creativity Kim and Yoon (2015).

There are adequate resources devoted to innovation in this organization. تسخر الشركة موارد كافية للابتكار والتطوير
This organization can be described as flexible and continually adapting to change يمكن وصف هذه الشركة بالمرونة والقدرة المستمرة على التكيف مع التغييرات
Around here, people are allowed to try solving the same problems in different ways. تتيح الشركة للعاملين حل مشاكل العمل باستخدام طرق وآليات متعددة

The reward system here encourages employees' creative idea development.

يشجع نظام الحوافز لدى الشركة على تطوير واستحداث أفكار جديدة

This organization publicly recognizes those who are creative

تقدر الشركة بشكل صريح الموظفين المبدعين والمبتكرين

الشركة Business Performance

Relative to rivals, how would you compare the firm's current performance in terms of: [5-point Likert scale; 1 = worse, 2 = a little worse, 3 = the same, 4 = a little better, 5 = better]

بالنسبة إلى المنافسين ، كيف تقارن أداء الشركة الحالي من حيث: مقياس Likert ذو 5 نقاط ؛ 1 = أسوأ ، 2 = أسوأ قليلاً ، 3 = نفس الشيء ، 4 = أفضل قليلاً ، 5 = أفضل

1.	<p>Our Firm gets better return on Assets and Profit compared to its competitors</p> <p>تحقق الشركة لدينا عائد على الأصول وزيادة الأرباح بشكل أفضل من منافسيها</p>
2.	<p>Our Firm achieves better growth in Sales than its competitors.</p> <p>تحقق الشركة لدينا النمو وزيادة في المبيعات بشكل أفضل من منافسيها</p>
3.	<p>Our Firm achieves better growth in Market Share than its competitors</p> <p>تحقق الشركة لدينا زيادة في الحصة السوقية أفضل من منافسيها</p>
4.	<p>Our Firm improves quality of products, services or programs compared to its competitors</p> <p>تعمل الشركة لدينا على تحسين جودة المنتجات أو الخدمات أو البرامج أفضل من منافسيها</p>
5.	<p>Our Firm excels in development of new products, services or programs compared to its competitors</p> <p>تعمل الشركة على تطوير منتجات أو خدمات أو برامج جديدة أفضل من منافسيها</p>
6.	<p>Our firm can attract and retain essential employees compared to its competitors</p> <p>لدى شركتنا القدرة على جذب والاحتفاظ بالموظفين الأساسيين وذوي الخبرة أفضل من منافسيها</p>
7.	<p>Our firm achieves better levels of satisfaction of customers or clients than its competitors</p>

	تحقق شركتنا مستويات من رضا العملاء والزبائن أفضل من منافسيها
8.	Our firm witnesses an increase in competitive position compared to its competitors تشهد الشركة تحسن في الموقف التنافسي مقارنة مع منافسيها

- Methodology Issues

#	Study	Antecedent	Outcome	Mediator	Results	Methodology	Context
1	Rizwan, M., Zeeshan, C., & Mahmood, S. (2017).		Organizational culture	Organizational Commitment	Positive relationship between the organizational culture, ethical leadership and job satisfaction .	Quantitative	Private educational sector – Islamabad - Pakistan
2	Elçi, M., Şener, İ., Aksoy, S., & Alpan, L. (2012).			Work related stress	The ethical leadership and leadership effectiveness negatively affects turnover intention of employees.	Quantitative	Different industries
3	Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2018).				The ethical leadership have a direct and positive effect on the leadership effectiveness	Quantitative	SMEs in Malaysia
4	Piccolo, R. F., Greenbaum, R., Hartog, D. N. D., & Folger, R. (2010).				relationship between ethical relationship and subordinates job satisfactions	Quantitative	pairs of co-workers in a diverse set of organizations
5	Javed, B., Khan, A. A., Bashir, S., & Arjoon, S. (2017).			psychological empowerment	Ethical leadership promote the creativity at workplace	Quantitative	Hospitality
6	Sabir, M. S., Iqbal, J. J., Rehman, K. U., Shah, K. A., & Yameen, M. (2012).			Ethical leadership	Direct impact on the cooperate ethical values in ethical leadership and employee performance	Quantitative	Different selected organizations in Pakistan
7	Feng, T., Wang, D., Lawton, A., & Luo, B. N. (2019).				The results show that humane	Quantitative	Chines companies

					leadership and moderation leadership help firms to better leverage CO for enhancing their performance		
8	Yang, C. (2014).			Job satisfaction	The results revealed that ethical leadership has a negative direct effect on employee wellbeing	Quantitative	Two groups of independent data
9	Yukl, G., Mahsud, R., Hassan, S., & Prussia, G. E. (2013).				The authors found that ethical leadership makes a small but significant contribution to the explanation of leader-member exchange and managerial effectiveness.	Quantitative	Education
10	Wu, L. Z., Kwan, H. K., Yim, F. H. K., Chiu, R. K., & He, X. (2015).	Cooperate social responsibly			CEO ethical leadership positively influences corporate social responsibility via organizational ethical culture.	Quantitative	Chines firms
11	Neubert, M. J., Carlson, D. S., Kacmar, K. M., Roberts, J. A., & Chonko, L. B. (2009).				ethical leadership has both a direct and indirect influence on follower job satisfaction and affective commitment.	Quantitative	multiple organizational members
12	Miao, Q., Newman, A., Yu, J., & Xu, L. (2013).				ethical leadership has an inverted u-shaped (curvilinear) relationship with UPB. inverted u-shaped relationship between ethical leadership and UPB	Quantitative	Public sector employee
13	Çelik, S., Dedeoğlu, B. B., & İnanir, A. (2015).			Organizational commitment	ethical leadership has a positive effect on organizational commitment and job satisfaction and organizational commitment has a positive effect on job satisfaction.	Quantitative	Hospitality
14	Qing, M., Asif, M., Hussain, A., & Jameel, A. (2019).			psychological empowerment	The paper found a positive relationship between ethical leadership and both employee attitudes	Quantitative	Public sector employee

15	Copeland, M. K. (2016).				The research provides evidence that leaders that are ethical, authentic and transformational are more effective and that each of these behaviors can incrementally improve the positive outcomes of a leader.	Quantitative	employed at a variety of organizations
16	Kim, W. G., & Brymer, R. A. (2011).			psychological empowerment	This study demonstrates that executives' ethical leadership is positively related to their middle managers' job satisfaction and their affective organizational commitment. And the Middle managers' job satisfaction is positively related to organizational commitment	Quantitative	Hospitality
17	Shin, Y., Sung, S. Y., Choi, J. N., & Kim, M. S. (2015).				The top management ethical leadership significantly predicts ethical climate, which then results in procedural justice climate that fully mediates the effects of top management ethical leadership on two organizational outcomes, namely, firm level organizational citizenship behavior and firm financial performance.	Quantitative	4,468 employees of 147 Korean companies
18	Wang, D., Feng, T., & Lawton, A. (2017).				The findings reveal that both leader humane orientation and leader responsibility and sustainability orientation have positive influences on both firm financial and social performance, while leader moderation orientation only has positive influence on firm financial performance.	Quantitative	Chinese firms
19	Potipiroon, W., & Ford, M. T. (2017).				indicated that Public Service Motivation was most positively related to	Quantitative	Public employees in Thailand

					organizational commitment when accompanied by high intrinsic motivation and ethical leadership		
20	Bedi, A., Alpaslan, C. M., & Green, S. (2016).				Results suggest that ethical leadership is positively associated with transformational leadership and the contingent reward dimension of transactional leadership.	Quantitative	Public sector employees

Literature about the mediating/moderating

variable/s

SRN	Study	Mediating Variable	Moderating Variable
1	Khuong, M. N., & Nhu, N. V. Q. (2015).	EMSOCIA	employee sociability
2	Sarmawa, I. W. G., Widayani, A. A. D., Sugianingrat, I. A. P. W., & Martini, I. A. O. (2020).	organizational trust	
3	Neves, P., & Story, J. (2015).	Affective commitment to the organization	REPUTATION for performance
4	Kim, M. S., & Thapa, B. (2018).	CSR	
5	Thapa, M. B. (2019).		organizational performance
6	Karakuş, M. (2018).	Age & Gender	
7	Zhu, Y., Sun, L. Y., & Leung, A. S.	CSR	
8	Kim, W. G., & Brymer, R. A. (2011).	employees' psychological empowerment	
9	Liu, J., Kwan, H. K., Fu, P. P., & Mao, Y. (2013).		Work place
10	Niemeyer, J. R. L., & Cavazotte, F. D. S. C. N. (2016).	quality of the relationship between	

		leaders and followers (LMX)	
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