Explaining the Relationship between Ethical Leadership, Work Engagement, and Organizational Indifference (Case Study: Education of Sirjan)

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Abstract: The aim of this research is investigating the relationships between the ethical leadership and organizational indifference with the mediational role of work engagement. The statistical population in this study included 194 employees of Sirjan's education organization. The sampling method of the present research is simple random sampling and by using the Cochrane formula, the sample size is equal to 129 individuals. The researcher has used triple questionnaires for collecting data in order to conduct factor analysis. In this research, it has used the structural relations model to analyze the data. In order to determine the reliability and validity of the questionnaire, it has used the content validity and the coefficient of Cronbach's alpha, that respectively its amount for the ethical leadership is 0.79, for Danaie Fard et al's (2010) organizational indifference questionnaire is 0.86, and for Shofli's (2003) work engagement questionnaire is equal to 0.88. The results showed that there is a significant relationship between the ethical leadership and work engagement, as well as there is a significant relationship between ethical leadership and organizational indifference and the mediational role of work engagement between the ethical leadership and organizational indifference has been confirmed.
Keywords: Ethical Leadership, Work Engagement, and Organizational Indifference.

INTRODUCTION

Today's managers have achieved to this result that they cannot govern the organizations just with the rules of the regulation, but in addition, they need other tool that is called Ethics, which the experts believe that it is necessary to better administration of organizations, that the ethics be placed next to the law. Self-control is an alternative of control and ethics purposes should be converted to ethics rules. Therefore, recently, the discussion of the ethics in work has attracted more attention. To understand the concept of ethics in general and its specific meaning in business, it is the base of establishing and maintaining an ethical system in the society and consequently in the organization (Konak and Jones, 1998). In today's organization, all the leadership styles, including the scientific leadership, servant leadership, and cases like them has a vital value, but the ethical leadership role in this regard is very eminent. Work ethics is a kind of cultural norm, which gives spiritual and positive value to doing the proper and good work in the society. With the ever-increasing complexity of organizations and increasing the amount of unethical, illegal and irresponsible works in such environments,which attracts the managers and experts attention to the discussion of work ethic and ethics management. Hence, the leaders must be as key resource of ethic guide for employees. However, the quantitative experimental researches have focused on the ethical leadership dimension. The ethic leadership is one of the leadership styles, which has more application in the organizations. One of the newest approaches for studying leadership is the ethical leadership (Saadat et al., 2010). The ethical leadership is the form of leading, which needs development of ethical standards and management of employees' behaviors and actualize the ethical standards with their behaviors. Ethical leadership is showing the appropriate behaviors normatively through personal actions and relationships between individuals and supporting these measures for the followers through mutual communications, reinforcement and making decision (Brown et al., 2005).

One of the consequences of neglecting to human forces is creating a phenomenon that is called the organizational indifference. The silence and disappointment of employees toward the fate and programs of the organization and the lack of effective perception and understanding between employees and management is a risk alarm for reduction of organizational performance that in macro level damage whole the society (Salariyeh, 2010). Therefore, studying the behavior of employees in the organizations is something inevitable and the managers have

always been paid attention in addition to the evaluation of their employees' performance to their behavior, because the behavior of employees has a direct impact on their performance and eventually the performance of the organization (Shaemi Barzaki et al, 2014). Therefore, one of the most important human resource issues that is mentioned in this era is the organizational indifference of employees (Zanyar Kazemi, 2013), but this behavior has been considered less in the organizations.

Therefore, with regard to the importance of the organizational indifference, the necessity of studying effective factors on the organizational indifference, this is exactly visible. In addition to this, there is much attention to work engagement in the recent years. The work engagement matters in this regard that the job and occupation is general and effective part in the welfare, which affects not only the quality of individuals' life, but also on their physical and mental health. Most of the individuals work for their livelihood, which causes the work as an obligation rather than a choice; however, despite this apparent lack of choice, the experiences of individuals in relation to the work is very different and the occupation has been mentioned as a monotonic and repetitious process rather than manifestation of individual's identity (Pour Abas, 2008, 27). Today's organizations need energetic and enthusiastic employees. Those have interest and enthusiastic to their occupations. In general, eager employees are fascinated to their jobs completely and dotheir job assignments desirably (Bakker and Little, 2010). According to productivity of work engagement in the employees of one organization and considering the point that today, in many organizations, the level of work engagement in employees are lower, so, the aim of this research is explaining the relationship between ethical leadership, work engagement and organizational indifference.

The Research Literature
Ethical Leadership

The leadership behaviors have direct effect on the commitment and job satisfaction of employees and this in turn effects on the behaviors of leaving the service (Elci et al, 2012). Therefore, the ethical dimension of the leadership is important, because of the leadership influence on the behavior of the employees (Trevino et al, 2000). The ethical leader has a pattern role in one organization, and he goes ahead ethical behavior among his subordinates (Brown and Trevino, 2005). Yet, the different theorists explain interpreting the ethical leadership. Some revealed this form of leadership from the perspective of social learning as a rule-based leadership and normative values that are characterized by actions, measures, decisions, and practices of encouraging and punishing moral and immoral behaviors in the organizational environment. (Brown and Trevino, 2005).

In fact, ethical leaders attempt to decide fairly and be careful of subordinates' feelings and try to establish fair work environments (Den Hartog and De Hoogh, 2008). And the studies show that how the managers and head nurses communicate and lead with their staffs in negative cases (powerful and autocratic relationships without regard to their status, needs and abilities and limitations) makes the intensification of tension and anxiety level of employees. In contrast, the existence of the positive aspects in the behavior of the managers (in human and social orientation towards employees) to some extent can improve in the base of tension and pressure reduction in the related fields to the role, responsibility and authority, the contrasts and conflicts, and a sense of disability (Lambert et al, 2007). Therefore, ethical leadership is capable to impress its effects through the dependent processes on the ethical and modeling spacing on the staffs in all levels. In relation to the dimensions of the ethical leadership of Dan Hartough and Dan Hough bring up three dimensions of fairness, strength sharing and resolution role (Kalshoven et al., 2011).

In this regard, Brown (2005) adds ethical guidance, honesty, tolerance, orientation of individuals to the mentioned dimensions. According to Brown's perspective, sharing power means that allocated ethical leaders allow their followers to bring up ideas and listen to their concerns and ideas (Brown et al., 2005). According to Bandura's social learning theory, the leaders have been considered the ethical leaders from the viewpoint of followers; they must have effective and active role model (Brown and Troino, 2006). According to this theory, ethical behavior and practice based on ethical values leads to attention and modeling the individuals that who are witness and observer of these ethical behaviors and values (Nayeri et al, 2010). Ethical leadership variable based on the viewpoint of kalshevon et al (2011) has been evaluated in the following four dimensions of sharing power, community orientation, the clarity of the role and ethical guidance. Other researchers such as Rawold (2008) as well as Zaio (2008) have smoothie with the approach of Brown et al (2005), which has introduced the ethical leadership with traits, that clarifies how this leading style effect the perceptions of employees. Gol Parvar et al (2010) with summing up the raised comments such as how is the ethical leadership, and properties like honesty in interactions and relationships, establishing a reliable working environment, justice and fairness in the leadership and management of the staff and the organization. And, necessary and sufficient attention to ethical and valuable behaviors by using executive mechanism to encourage and punish the ethical and valued behavior as the most important features of the ethical leaders. Although the raised properties in the ethical leaders, as Rawold (2008) showed that it has smoothie with the properties of transformational leaders, however, executives emphasis and orientation of ethic

leaders in establishing supportive and executive mechanism ethical for institutionalizing ethical and valued behaviors is more than things which is raised in other leadership styles (Gol Parvar et al., 2010). The research has shown that the ethical leadership by establishing values, ethical awareness, granting the authority and responsibility of the people, the adoption of democratic, cooperative management, establishing proper organizational space in order to fulfill the organizational health, honesty and reliability. In addition, to practice the values and attitudes on behaviors, practice values in deciding and fair behavior can encourage in any situation (Totar et al., 2011). As well as ethical leadership provides the field of commitment and loyalty for the employees and whenever the employees trust their leaders, the stress among them would be reduced and do not have serious decision based on leaving service.

Work Engagement

In most researches, the work engagement is introduced as sample of the positive aspects of the work and today, the owners of the organizations expects their employees to be more active, and show the creativity in their occupation and in contrast, they should be responsible of progression in their career and try to have high-quality performance. Therefore, they need employees, who feel energy and sacrifice and absorbed in their occupation. It means that they should be eager to their occupation (Arab Zadegan, 2011). Engagement to work is as one of the well-being dimensions of the workplace, and it represents a positive and active emotion, which has known with the high level of work along with interest and proud and in other words, it relates to one promoter and human-oriented psychological goal (Rego and Soneha, 2009). The eager employees have completely unified with the organization, and known the organization as their identity and its success and failure as theirs. They are not excited in performing their occupation, but they step in the path of impossible and indescribable works and reinforce each other at the hard and critical times, in order to use their force again. (Seyd Naghavi and Kaheh, 2014). The work engagement can be considered as a step to establish and improve the emotional commitment. When the most eager employees absorb to the organization, they are hopeful and ready to do the hard work, and wishing to help others. In fact, knowing that how to keep this eager or change the employees who are in uniformity and routine to the eager and interested employees has considered as one of the major concerns of the leaders, that by understanding related dimensions and components, they can be stepped in the right direction and the institution (Seyd. Naghavi and Kaheh, 2014). Work engagement has defined as a positive mental state than to the job, which has described by properties of having eager to work, devotion to the work and attraction in the work. Instead of a specific and temporary mode, the work engagement has referred to one stable and inclusive psychological mode (Schaufeli et al, 2001). The three dimensions of the work engagement follow like this:

Enthusiasm to Work

In working with high levels of energy and mental flexibility, it has been described the enthusiasm to investment in occupation and resistance even in facing with problems. Therefore, the employee who has more enthusiastic to his occupation, he is motivated at a high level to his occupation and more likely they show resistance when facing a difficult task. This component is similar to the concept of internal motivation (Salanova, Agul and Piro, 2005). Internal motivation refers to the need of the individual to perform the special activity, because this activity gives her inner pleasure and rewarding to the inner activity does not consist of any external purpose (Deci and Rayan, 1985).

Attraction in Work

With deep focus of individual to the work and hardness of separating from work, it has been described as rapid passage of time, forgetting all the things around. Some writers have expressed that the experience attracting to the work is similar to the experience of having/ being enthusiasm (Gonzales et al, 2006; Langun et al, 2006; Liurness et al, 2007).

Having/ being enthusiasm has defined as mental state, in which a person is involved fiercely in his occupation; anything else except performing his job does not appears to be important for him. Experience of having/ being enthusiasm in every sphere of life might be occur, this experience in working position has performed most likely when one employee experiences good balance between job demands and professional skills and job experience (Chic St. Mihalie, 1990). The main difference between the concept of having enthusiasm and attraction in a work is imagined the attraction in work, which is stable mental mode and specifically occurs in the work area, having enthusiasm is short experience, that may be happen in the life area (Schaufeli et al, 2008).

Devotion to Work

The work has described by understanding the significance of performing the job, having felt the enthusiasm and pride of work and feeling the challenge. In terms of the concept, it is similar to job attachment and commitment, which has defined as the degree that each individual communicates with his job in psychological terms very well (Cooper-hakim and Vis Wesvaran, 2005).

Organizational Indifference

Organizational indifference of employees is one of the destructive factors in the organization, which causes a mental separation between the organization and the employees, that can lead to impoliteness, reduction of organizational commitment, organizational performance, the partnership between the individuals and prevent the organization in regard to   reaching its goals and therefore reduce the productivity of the organization. The importance and value of the research turns out to be that reduction in organizational indifference can cause reduction in leaving job, increasing the motivation, job satisfaction, employee's performance, earning competitive advantage, organizational success and productivity (Abbasi et al, 2015).

Psychologists believe that being indifference happens when the individual after a long failure loses the hope of realizing the goal or his purposes in specific situation, and wants to retire from his failure's origin. In their opinion, failure itself is the result of barren of the individual's efforts in getting the target, due to encounter barrier or obstacles, and the lack of adjustment of success or replacement of the goal or purposes. This phenomenon is characteristic of individuals who work as repeated and boring activities and in their work often defer the fact that they do not have hope and progress in the workplace. This kind of psychological-behavioral manner has been called individual indifference and knows it as deprivation of the individual and the signs of existence of the problem in working environments. Being indifferent is infinite crisis, falling off, and continuous and silent degradation that suppress creativity and risk taking (Shahin Pour and Matt, 2007: 42), and takes the motivation of the work and effort from individuals and actually indifference employees shape the indifference organization. The indifference employees have less commitment to the organization, and as a result, it has direct and negative impact on the performance of the organization (Danaie Fard and Eslami, 2010: 455). Depending on which angle and what approach see the indifference phenomenon, its definition will be different. Kaplan and Saduk define that as the mode with lack of internal feeling and emotion, the lack of interest and emotional involvement towards its environment. Michel (1988), and Kenisten(1985) know it as a kind of isolation feeling, separation and lack of mental and objective link between the individual and society. Also, they define the indifference as imagination, attitude or feeling which leads by expectation of lack of influencing and determining the individual's behavior in establishing the results or manipulation in facts (Masoud Nia, 2001).

Psychologists state the mode that an individual long after the failure loses the hope of realizing the goal or aims at a specific situation and wants to retire from his frustrations' origin and fact, which they say it as submission, unconcern, retirement, and or indifference (Mir-Hosseini Zavareh, 1995, 68). The organizational indifference is a destructive factor in the organization and kind of infinite crisis, falling off and continuous and silent degradation. The existence of indifference in the organization indicates a problem in the organization and the managers must take seriously the problems of the organizational indifference between the employees(Salahshuri and Tavakol, 2014). Abdollahi et al. (2014) believe that there are many factors affect the indifference of employees, such as the weakness of institutional justice, impulse, the intelligence of managers in organization, the three skills of management, and law and reward system, performance assessment system, appointment and promotion systems, insufficient attention to the individual and family issues, role ambiguity and inappropriate civil behavior.

Also the results of the research in the field of human resources suggests that the performance of employees in line with the goals of an organization are influenced by their attitude and perception of them towards different issues that is raised in the organization (Ebrahimi Baloot, 2009:10). Jahanshahi (2010) also believes that the factors and the reasons of the organizational indifference have placed in the three groups of managerial factors, structural factors and motivational factors.

Figure 1: The Conceptual Model of the Research

Hypothesis of the Research

There is a significant relationship between the ethical leadership and the work engagement.
There is a significant relationship between the ethical leadership and organizational indifference.
There is a significant relationship between the work engagement and the organizational indifference.
There is a significant relationship between the ethical leadership and the organizational indifference through the work engagement.

RESEARCH METHODOLOGY

The aim of this research was investigating the relationship between ethical leadership, work engagement, and organizational indifference. The necessary data for this research has been collected by the questionnaire,which its validity had been tested. The researcher resulted from the ethical leadership questionnaire 0.79, the questionnaire of the organizational indifference of Danaei Fard et al (1389) 0.86, and for the work engagement questionnaire of Schufeli (2003) 0.88. Equal to collect data has been used. These data have analyzed by the LISREL software. Statistical population in this study included 194 employees of education of Sirjan. In this study by using a simple random sampling method, 129 individuals were selected as a sample. In the present research, the measurement has obtained after drawing analytical research model based on data by Path diagram program with performing Perlis program of LISREL software, which this model is by using the coefficients B and the use of t-test, the hypothesis have tested. Meanwhile, suitable indexes model have also calculated automatically by running the Perlis program for the desired model.

Data Analysis

Table1: Fitting Indexes of the Research Model

Estimated values		Standard values	Fitting index
461		--------	Degrees of Freedom
105.53		Due to the dependence on the sample size, it is not suitable criterion.	Chi-Square
0.080		0.05	RMSEA
0.91		0.90	NFI
0.93		0.90	NNFI
0.95		0.90	CFI
0.062		0.05	RMR
0.78	0.90	GFI	
0.72	0.90	AGFI	

As noted in the table (1), the indexes of adaptation amount or their goodness are placedin a relatively acceptable level.
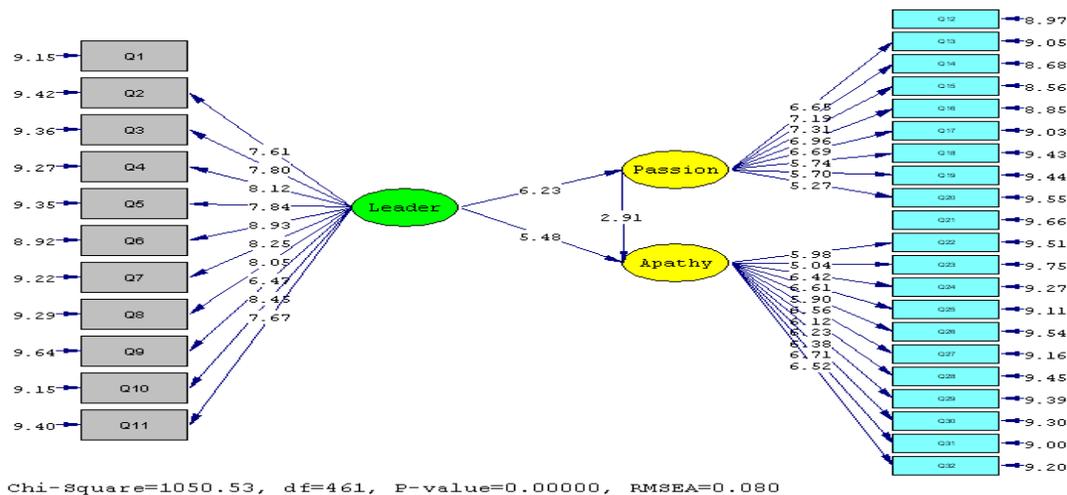

Chi-Square=1050.53, df=461, P-value=0.00000, RMSEA=0.080

Diagram 1: Base Model with the amount of t

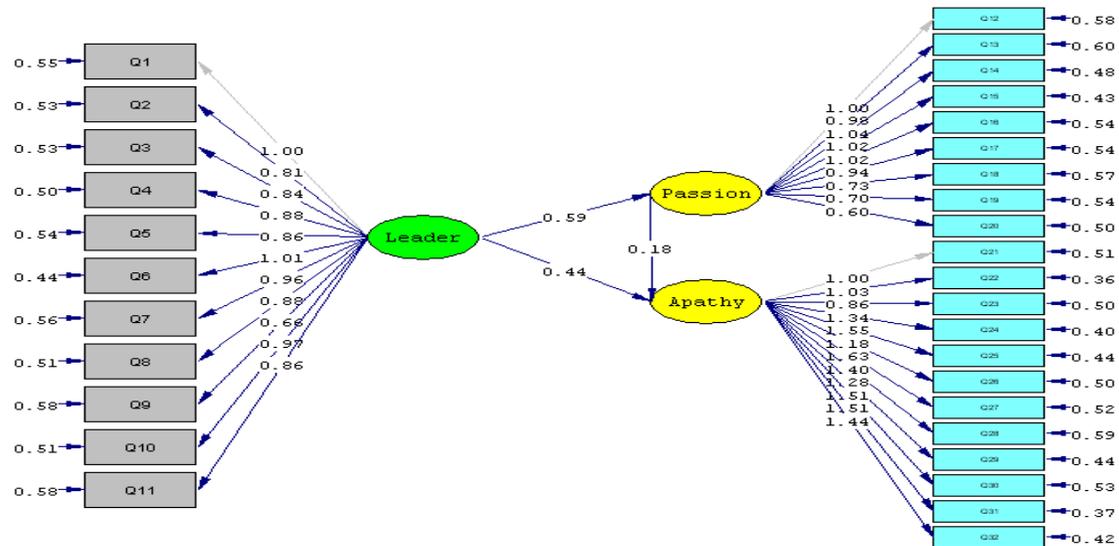Chi-Square=1050.53, df=461, P-value=0.00000, RMSEA=0.080
Diagram 2: Base Model with Path Coefficients

The Structural Model's Test

In this study, it has used the method of confirmation factor analysis for testing model of measuringand path analysis for confirming the structural model of the research. The following two diagrams illustrate the overall output of LISREL software, which covers at the same time the structural model and measurement model which will be broke down in more detail in the following and it will be examined.

Findings and Analysis of Results

The first Hypothesis: There is a significant relationship between ethical leadership and work engagement.

Table 2: The Results of First Hypothesis's test

Hypothesis	Path coefficient	t statistic	Result
1- There is a significant relationship between ethical leadership and work engagement.	0.59	6.23	Acceptance

Based on the results shown in the table (2), the impact of the independent variable on the dependent one is supported by data and the path that related these two variables, which are positive and significant (at 5% level of error is significant) $(t = 6.23, \beta_{22} = 0.59)$. As a result, with certainty of 95%, it can be said that there is a significant relationship between the ethical leadership and work engagement.

The second hypothesis: There is a significant relationship between work engagement and the organizational indifference.

Table 3: The Results of the Second Hypothesis's Test

Hypothesis	Path coefficient	t statistic	Result
2- There is a significant relationship between work engagement and organizational indifference.	0.18	2.91	Acceptance

Based on the results shown in the table (3), the impact of the dependent variable on independent one has supported by data and the path that related these two variables, which is significant (at the 5% level of error is significant) ($t = 2.91, \beta_{22} = 0.18$). Therefore, with certainty of 95%, it can be said that there is a significant relationship between the work engagement and the organizational indifference.

The third hypothesis: There is a significant relationship between the ethical leadership and the organizational indifference.

Table 4: The Results of the third hypothesis's test

Hypothesis	Path coefficient	t statistic	Result
3- There is a significant relationship between ethical leadership and organizational indifference.	0.44	5.48	Acceptance

Based on the results shown in the table (4), the impact of the dependent variables on the independent one is supported by data and the path that related these two variables, which are positive and significant (at the 5% level of error is significant) ($t = 5.48, \beta_{22} = 0.44$). So, with certainty of 95% , it can be said that there is a significant relationship between the ethical leadership and organizational indifference.

The fourth hypothesis: There is a significant relationship between the ethical leadership and organizational indifference through the work engagement.

Table 5: The Results of the fourth Hypothesis's test

Hypothesis	Path coefficient	Result
4- There is a significant relationship between ethical leadership and organizational indifference through work engagement.	0.59 $\times$ 0.18 = 0.10	Acceptance

The result of the fourth hypothesis' test has been studied according to the table's(5) data.Studying the mediational role of the work engagement between ethical leadership and organizational indifference is in the case that, if the direct impact of ethical leadership on the engagement has confirmed as well as the direct impact of the work engagement on the organizational indifference has confirmed. The mediational impact of work engagement has confirmed between the ethical leadership and the organizational indifference. The latent path coefficient of the exogenous ethical leadership variable on the endogenous work engagement variable is 0.59. With the value of t that is equal to 6.23 in the error level of 0.05 with certainty of 0.95, the desired statistic is significant. And, the latent path coefficient variable of endogenous work engagement on the variable of the organizational indifference is 0.18 with a value of t that is equal to 2.91 in the error level of 0.05 with certainty of 0.95, the desired statistic is significant. As a result, the impact of the mediational role of the work engagement between the ethical leadership and the organizational indifference is equal to 0.59× 0.18= 0.10, and the researcher's claim has confirmed.

CONCLUSION

The results of the first hypothesis showed that the amount of path coefficient between ethical leadership and work engagement is equal to 0.59 and the amount of related t is 6.23> 1.96, which is based on t test with the critical amount of 0.05 at the certainty level of 95% , the zero hypothesis can be rejected. As a result, the first claim of the researcher has confirmed and with certainty of 95%, it can be said that there is a significant relationship between the ethical leadership and the work engagement.

The results of the second hypothesis showed that the amount of path coefficient between the work engagement and the organizational indifference is equal to 0.18 and the amount of related t is 2.91> 1.96, which is based on t test with the critical amount of 0.05 at the certainty level of 95%, the zero hypothesis can be rejected. As a result, the second claim of the researcher has confirmed and with certainty of 95%, it can be said that there is a significant relationship between the work engagement and the organizational indifference.

The results of the third hypothesis showed that the amount of path coefficient between the ethical leadership and the organizational indifference is equal to 0.44 and the amount of related t is 5.48> 1.96, which is based on t test with the critical amount of 0.05 at the certainty level of 95% , the zero hypothesis can be rejected. As a result, the third claim of the researcher has confirmed and with the certainty of 95%, it can be said that there is a meaningful relationship between the ethical leadership and the organizational indifference.

Theresults of the fourth hypothesis showed that the amount of path coefficient between the ethical leadership and the work engagement is equal to 0.59 and the amount of related t is 6.23> 1.96. The amount of path coefficient between the work engagement and the organizational indifference is equal to 0.18 and the amount of related t is 2.91> 1.96, which is based on t test with the critical amount of 0.05 at the certainty level of 95% , the zero hypothesis can be rejected. As a result, the impact of the meditator role of the work engagement between the ethical leadership and the organizational indifference is equal to 0.59× 0.18= 0.10 and the fourth claim of the researcher has confirmed.

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