

## Predicting Collective leadership of governor's employers through organizational trust & professional ethic

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### Abstract

**Purpose:** The aim of the current research was to Predict Collective leadership of governor's employers through organizational trust & professional ethic. **Method:** The method of this study was a descriptive and correlational study. Statistical society included all employees of Sistan and Baluchistan Governor who were 140 people. All the society members were considered as the sample of the study. But 11 employees were not volunteer for the study and nearly 9 questionnaires were not completed perfectly so they were omitted and was considered as the missing data. Other remaining persons who were 120 people were considered as the study samples. The same process was employed for all participants. Collective leadership, organizational trust & professional ethic questionnaire was employed for the assessment of the variables. Organizational Trust was assessed using the scales created by Vanhala et al. **Findings:** Collective leadership was significantly and positively correlated with, organizational trust and professional. Also there was a significant positive correlation coefficient between organizational trust and professional ethic. The results showed that employee's Collective leadership was predicted by organizational trust ( $\beta=.112$ ,  $p < .05$ ) and & professional ethic. **Discussion:** Increasing employees trust and ethic capacity through creating collective leadership atmosphere in the organizations and applying new management techniques to improving employee's skills in their special field can strengthening organizations position and let employee help each other in a collective way to acquire organizational goal.

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## 1. Introduction

Nowadays most organizations are searching for multidimensional developments Aghadavood & etal (2013). In this regard they are keening to let their staffs have high quality in case of their interrelation with other organizational staff and at the same time with clients. In this regard by following this aims some important variables found emergence importance Bagheri and Tavalaei (2010). One of the most important variables for distributing powers and functions from the individual to a single group which is considered an ideal form of ruling a communist party, both within and outside a socialist state is Collective leadership. According to Bhal & Leekha (2008). Collective leadership is characterized by limiting the powers of the general secretary by enhancing the powers of collective bodies.

Some studies Brien (2000) shows that there are different factors influencing Collective leadership but one the main correlated variable which has close relationship with Collective leadership is Organizational trust which is a form of strategic behavior or rational economic decision making in situations that involve risk and vulnerability and it reflected by the degree to which employees trust in their organization and its leaders *Cronan & Al-Rafee (2008)*.

## 2. Research Background

As the findings of Cronan & Al-Rafee (2008) in relation to organizational trust shows without trust or individual's belief that others (individual or group) will make a good faith effort to keep commitments, be honest, and not take advantage of another, organizations will not experience success Dvorak, (2003). According to Hartley & Betts (2010) findings the impersonal element of organizational trust is a useful concept and should be incorporated into the measures. Some researchers believe that the trust and Collective leadership and confidence of concurring events without the existence of some obligatory reasons and also beliefs that people have in the future behavior of other groups. As one group has much believed, the other one acts his complaints. The trust and Collective leadership in organizing of the new organization that was on the basis of the arbitrary has increased, improving and progressing of the trust might be over casting because, establishing of person relations friendly is a time - consuming job (Jyh-Shen, Ghien-yi & Hsin-hui, 2005).

Many studies like Kulas, Stachowski & Haynes (2008) Shows that organizations that have high level of the Collective leadership and organizational trust can enjoy of cooperation efforts that lead to decreasing of operation cost in process. But organizations that have low Collective leadership and organizational trust, their strategic options are limited and Professional ethics in their staffs seems to be low.

Dvorak (2003) have determined, integrity, competence, consistency, and loyalty, Openness as key element that are trust and ethic based and finally leads to collective leadership in organizations. From the other side some studies Faradonbeh & etal (2013). Display that the degree to which an occupation in organization meets the definition of "profession" should be assessed by some principles includes the need to act in accordance with the principles of right and wrong governing the conduct of a particular group. Professional workers have high organizational trust and collective leadership which are capable of making ethical judgments, applying their skills, and reaching informed decisions in situations that the general public cannot because they have not attained the necessary knowledge and skills( Hartley & Betts, 2010) Given the importance of professional ethics, collective leadership and organizational trust in the field of human resources, a number of researchers have focused on research in this field( Jyh-

Shen, Ghien-yi & Hsin-hui, 2005) But less studies focuses on the prediction role of organizational trust and professional ethics in collective leadership .So finding the answer of this question is the main answer of this study.

### 3. Methodology

The current research was a descriptive and correlational study. Statistical society included all employees of Sistan and Baluchistan Governor who were 140 people. All the society members were considered as the sample of the study. But 11 employees were not volunteer for the study and nearly 9 questionnaires were not completed perfectly so they were omitted and was considered as the missing data. Other remaining persons who were 120 people were considered as the study samples. The same process was employed for all participants.

The 25-item instrument used in this study gauged collective leadership dimensions using a 7-point scale with responses ranging from 1 (never) to 7 (always). Items assessed the frequency that team members shared in (a) planning and organizing, (b) problem solving, (c) support and consideration, and (d) development and mentoring (see Table 2). In multi-level construct terminology, collective leadership was conceptualized as a referent-shift consensus model, with individuals assessing perceptions of team-level collective leadership. As partial justification for aggregation of collective leadership to the team level of analysis, infraclass correlation coefficients (ICC (1)) and eta-squared values were calculated for all four collective leadership dimensions

Values for the collective leadership ICC's were .08, .08, .01, and .10, respectively (with corresponding  $F(52, 277) = 1.45, 1.48, 1.05, 1.58$ ). All values, except for the dimension of support and consideration, were statistically significant ( $p < .05$ ) in the ANOVA model, suggesting the presence of team-level effects and thus justifying aggregation. Eta squared values (.25, .24, .20, .26) were at or above the .20 cutoff used in previous research (e.g., suggesting the presence of meaningful group-level effects. Corrected values 19 were also calculated and were, on average, below the .70 threshold for aggregation justification. Given the generally supportive results and theoretical reasons for conceptualizing collective leadership as a group construct, each collective leadership dimension was aggregated.

#### 3.1. Organizational Trust

Organizational Trust was assessed using the scales created by Salamati (2009). This scale has three sub-scales: Trust - HRM Practices which included five items measured on a seven point Likert scale as above; Trust - Communication which included seven items measured on a seven point Likert scale as above; and Trust - Values and Moral Principles which included four items measured on a seven point Likert scale as above.

#### 3.2. Professional ethics

This 16-item questionnaire developed by the characteristics of dependent to ethics is discussed. 8 components have (professional ethics component with 8 measures). Factors related items Professional Ethics are responsibility, being honest, justice and equity, loyalty and others, hegemony and racing. This questionnaire is designed in the form of 5 choice Likert spectrums, from very low to very high option. To score this questionnaire is a number assigned to each option. This means that very little option is devoted number 1, little option number 2, the average option number 3, high option number 4, and

very much option number 5. To obtain a score for each subject we are together the scores that obtained from each item. So each subject obtains varies score between 16 to 80 in ethics.

#### 4. Findings

In order to see if Collective leadership of governor’s employers can be predicted through organizational trust & professional ethic initially correlation between Collective leadership, organizational trust & professional ethic was examined by Pearson correlation. The results showed statistically significant Correlations between these variables in statistical population. Collective leadership was significantly and positively correlated with, organizational trust ( $r = .41, p < 0.01$ ) and professional ethic ( $r = .52, p < 0.02$ ). Also there was a significant positive correlation coefficient between organizational trust and professional ethic ( $r = .28, p < 0.01$ ). Distribution of data score of Collective leadership ( $z = 1.42, p < 0.05$ ), organizational trust ( $z = .75, p < 0.05$ ) and professional ethic ( $z = .88, p < 0.05$ ) was normal. Table 1 provides the detailed results of this correlation analysis.

Table 1. Correlation and descriptive statistic of Collective leadership, organizational trust & professional ethic

variables	CL	OT	PE	z	M	SD	Min	Max	a	N
CL	1			1/21	61/34	6/34	12	80	0/93	120
OT	0/34	1		0/86	57/37	5/22	16	79	0/90	120
PE	0/54	0/66	1	0/93	89/12	8/11	10	80	0/89	120

\*  $p < 0.05$ , \*\*  $p < 0.01$  Note: CL, OT, PE, z, M, SD, MIN, MAX, a and N stand for Collective leadership, organizational trust & professional ethic, Kolmogroph Smirnoph test, Mean, Standard deviation, Minimum score, Maximum score, alpha, Number of participants in turn

In order to examine whether organizational trust & professional ethic can statistically predict employee’s Collective leadership or not, multiple regression analyses were performed. The results showed that employee’s Collective leadership was predicted by organizational trust ( $\beta = .112, p < .05$ ) and & professional ethic ( $\beta = .347, p < .001$ ). Table 3 provides the detailed results of stepwise regression analysis.

Table 2: Regression Analysis for Variables Predicting Collective leadership

Variables	B	SEB	$\beta$	R	R2	sig
Social Adjustment	0/117	0/234	0/222	0/23	0/11	0/03
Academic procrastination	0/227	0/332	0/334	0/41	0/20	0/04
academic hope	0/347	0/456	0/430	0/42	0/23	0/02

Table 3: stepwise regression analysis for predicting Collective leadership

Variables	B	SEB	R2	f
Model 1				
organizational trust	0/117	0/234	0/17	2/35
Model 2				
organizational trust	0/347	0/332		2/44
professional ethic	0/228	0/456	0/20	3/31

\*\*  $p < 0.001$ , \*  $p < 0.05$

## 5. Discussion

Results of the current study found statistically significant correlations between collective leadership, organizational trust & professional ethic in employees of governor. Also *Stepwise* regression analysis revealed that employees' Collective leadership was predicted by organizational trust & professional ethic.

Focusing purposefully on collective leadership development shows that trustful and ethical contexts influence staffs to cooperate together in organizations. In this regard individual leaders can grow faster in maturity and find increased meaning in their work organizations in all sectors can attract and retain people who are looking for significant challenges, while contributing effectively to solving critical problems. Professional ethical behavior and trust values are important issues in organizations which are straightly related to employee's mood of working and trying for achievement of organizations goal. According to Kulas, Stachowski & Haynes, (2008) trustful and ethical contexts in organizations let people to touch values and foundation of the organizations and collective leadership.

High levels of professional ethic in organizations let the employees to experience a collective leadership atmosphere and help them for implications of organizational values such as organizational justice, organizational commitment, organizational citizenship behavior and moral behavior (Salamati, 2009). Also professional ethic has a positive impact on procedural justice and organizational trust and organizational commitment. Organizational commitment also has positive impact on the ethical behavior, chivalry dimension and altruism of employees in an organization (Shirbagi, 2007) Ethic and trust are necessary elements for healthy and productive organizations. Scientists, trainers, and managers of organizations always pay attention to, ethics and trust for gaining collective leadership because of its positive individual, organizational, and social efficiencies and results (Sims, Cheng & Teegen, 1996).

Some Suggestions which can be presented as a result of this study are as follows:1-Increaseing employees trust and ethic capacity through creating collective leadership atmosphere in the organizations2-, improving employee confidence and organizational thrust through new management techniques and trying for improving employees skills in their special field.3- designing common goals in order to let them cooperate together in strengthening organizations position and let employee help each other in a collective way to acquire organizational goal.

Since this study was conducted in non-industrial and governmental organization, therefore, it is recommended that similar studies should be done in industrial small or big businesses units. It is also suggested that similar studies as comparative ones should be conducted between employees and managers and also in the different cities and provinces in order to examine the role of culture.



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