

Analysis of the Effect of Ethical and Moral Leadership on Loyalty to the Superior of Mediated Interactional Justice: Moderated Collectivistic Orientation

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Abstract: Currently the existence of human resources is no longer just as human resources but has become a human critical asset. One of the important objectives in this research is to identify the influence of ethical and moral leadership on interactional fairness of followers, and collectivistic orientation towards loyalty to superiors. Sample used were as many as 60 employees from 3 companies operating in Purwokerto. Analytical method used SEM PLS. The results stated that there is a significant influence of ethical leadership on interactional justice, there is a significant influence of moral leadership on interactional justice; there is no significant influence of moderate variables of ethical leadership (collectivistic orientation) on interactional justice; there is no significant influence of ethical leadership on loyalty to superior, there is no significant influence of moral leadership on loyalty to supervisor, there is a significant influence of interactional justice on loyalty to supervisor.

1 INTRODUCTION

Currently the existence of human resources is no longer just as human resources but has become a human critical asset. Human resources that exist within the organization consisting of superiors and subordinates. The existence of superiors and subordinates are interrelated and influencing. The success of a superior can not be separated from the success of subordinates in the work and the way they lead. The nature and attitudes of employers in the work can affect employee loyalty to the boss (leader). In recent years, loyalty to superiors, which is one of the most important objects of loyalty, has been investigated by many Chinese researchers (Chen, Tsui, & Farh, 2002; Jiang & Cheng, 2008; T.-Y. Wu, Hu, & Jiang, 2012; Yu, 2010).

According to (Gillet, Fouquereau, Bonnaud-Antignac, Mokoukolo, & Colombat, 2013; C. Wu, Neubert, & Yi, 2007) leadership styles (eg, transformational leadership, paternalistic leadership) have an indirect effect on employee quality, supervisory trust and loyalty to the organization through interactional justice, but previous studies in China that leadership is an important predictor of

loyalty to superiors (Chen et al., 2002; Ding, Lu, Song, & Lu, 2012).

Chinese researchers have noticed the effects of transformational leadership (Yu, 2010), servant leadership (Ding et al., 2012), full of leadership virtues (T.-Y. Wu et al., 2012), charismatic leadership (M. Wu & Wang, 2012), paternalistic leadership (Jiang & Cheng, 2008) about loyalty to superiors. This raises a research gap.

Over the past few decades, ethical leadership has become an important theme in both managerial and academic worlds (Brown & Treviño, 2006; Farh, Liang, Chou, & Cheng, 2008; Kovjanic, Schuh, & Jonas, 2013; Li, Xu, Tu, & Lu, 2014; Neubert, Wu, & Roberts, 2013; Y. Zhu, Sun, & Leung, 2014) because it has a significant correlation with the trust of supervisors and organizational justice (T.-Y. Wu et al., 2012), affective commitment (Philipp & Lopez, 2013) psychological empowerment (W. Zhu, May, & Avolio, 2004), and organizational citizenship behavior (Shin, 2012). However, most studies on ethical leadership are based on western culture. Previous research has recognized the influence of national culture on the attributes and effectiveness of leadership (House et al 2002, Chuang, 2013 in Wang, Lu, Liu, 2015), but no explicit research explores the

impact of ethical leadership on loyalty to superiors in East Asian cultures .

Based on the theory of social exchange (Blau, 1964), the reason why ethical leadership predicts loyalty to supervisors or superiors is that when subordinates are treated ethically and respectfully by their leaders (ethical leadership), they are more likely to be fair during interactions with their bosses (interactional justice), so subordinates are expected to provide something instead, for example showing loyalty to the boss. Thus, it is hoped that interactional justice can mediate the relationship between ethical leadership and loyalty to superiors. According to (Brown & Treviño, 2006) review of the ethical leadership literature, previous research is limited to their focus on the United States and western culture, which may lead to a 'false explanation' when we apply these findings to other cultural contexts.

In this study, the proposed collectivist orientation, defined as the tendency of individuals to view themselves as interdependent with others in society (Earley, 1989). Previous research has found that there is considerable variability across countries along the dimensions of individualism / collectivism (Francesco & Chen, 2004; M. Wu & Wang, 2012) Selection to investigate collectivist orientation has two reasons. First, past theoretical models and empirical findings support the argument that collectivist orientation is an important cultural value, which provides boundary conditions for leadership effects in eastern cultures (Wang, Lu, & Liu, 2017). Second, collectivist orientation is an individual-level value derived from their unique beliefs (Wang et al., 2017). One of the important objectives in this study is to identify the ethical and moral boundary conditions of leadership influence on interactional justice of followers and loyalty to superiors.

The purpose of this study was to examine whether ethical leadership and moral leadership, interactional justice can predict subordinate loyalty to superiors and collectivist orientation as a moderating variable.

2 THEORY AND HYPOTHESES

Ethical leadership is the 'demonstration' of appropriate normative actions through personal action and interpersonal relationships, promotion and subordinates through two-way communication, reinforcement, and decision making "(Brown, Treviño, & Harrison, 2005). Moral leadership is a part (dimension) of paternalistic leadership. Paternalistic leadership consists of 3 leadership: authoritarian leadership (authoritarian leadership), benevolent

leadership, and moral leadership (morality / moral leadership). Regarding the dimensions of paternalistic leadership, there are essentially two theories of Yuan, the three-Yuan theory and the four-dimensional theory (Zeng et al., 2009 in (Fu, Li, & Si, 2013). Fan and Zheng (2000) in (Fu et al., 2013) think that (for the three-element theory) the three elements of paternalistic leadership should not be linked together and can not be divided, on the contrary, the three elements can be separated into independent studies. Morality is described largely as a leader's behavior that emphasizes the search for superior personal superiority (eg, moral character and integrity) through selfless actions, self-discipline, and lead by example.

Interactional Justice is defined by sociologist John R. Schermerhorn as the rate at which people affected by decisions are treated with dignity and respect. Justice explains how leaders treat people who are subject to their authority, decisions and actions (Cruceu & Macarescu, 2009). Interactional justice involves the perception of reasonableness of communication involved in organizational justice (Hubbell & Chory-Assad, 2005). Interactional justice stresses the fairness of the interaction process, not the effectiveness or outcome of communication or information sharing (Luo, 2007).

Collectivism relates to societies in which people from birth onwards are integrated into powerful and cohesive groups, which throughout human life continue to protect them in exchange for unquestionable loyalty, while individualism is concerned with society in the relationship between individuals is loose; everyone is expected to care for himself and his immediate family (Hofstede 1991, p. 51).

The prepared hypothesis is as follows:

a. Ethical leadership and Interactional Justice

Although leadership styles (eg, transformational leadership, paternalistic leadership) have an indirect effect on the quality of employee work, supervisory trust and loyalty to the organization through interactional justice (Gillet et al., 2013; C. Wu et al., 2007), studies have not documented the relationship between ethical leadership, interactional justice, and loyalty to superiors (Wang et al., 2017). The ethical leader treats subordinates with respect, keeps promises, lets subordinates participate in making decisions, and clarifies expectations and responsibilities (Kalshoven, Den Hartog, & de Hoogh, 2013). Ethical leadership must encourage the perception of interional justice, from the perspective of social exchange (Blau, 1964), ethical leaders tend to make fair and balanced decisions and complete

tasks based on 'means' rather than 'end' perspectives (Brown & Treviño, 2006). Then the hypothesis is composed of:

H1: Is there any ethical leadership influence on interactional justice?

b. Moral leadership and interactional justice

In a recent study, (M. Wu, Huang, Li, & Liu, 2012) explores the relationship of moral leadership with psychological empowerment (ie, competence, self-determination, and impact), and the mediation role of interactional justice in this relationship. The results show that interactional justice mediates the relationship between moral leadership and self-determination. Then the hypothesis is composed of:

H2: Is there any influence of moral leadership on interactional justice?

c. Ethical leadership, collectivistic orientation, and interactional justice,

Based on the theory of social exchange, ethical leadership has a positive effect on subordinate interactional justice. Compared with collective subordinates, high collective subordinates pay more attention to the outcomes and processes of social exchange, and care about their relationship with superiors ((Jackson, Colquitt, Wesson, & Zapata-Phelan, 2006). In other words, ethical leadership is closely related to interactional justice for high collective subordinates.

Although different degrees of collectivistic orientation are attributed to the power of ethical leadership influence on interactional justice, we argue that the indirect effect of ethical leadership on loyalty to supervisors through interactional justice is much stronger for higher subordinate collectivists (Wang et al., 2017). Ethical leaders treat subordinates with respect and courtesy. They listen to their subordinates and encourage two-way communication (Brown et al., 2005), then the process of social exchange between employees and leaders is strengthened, subordinates experience a greater degree of interaction in response to ethical leadership, which in turn ultimately increases subordinate loyalty to superiors. Then the hypothesis is composed of:

H3: Is there any influence of ethical leadership moderated by collectivistic orientation towards interactional justice?

d. Ethical Leadership and loyalty to supervisor

A large number of previous studies have linked leadership ethics to employee work ((Brown et al., 2005), (Detert & Burris, 2007), more research has shown that ethical leadership is positively correlated with subordinate roles in performance (Piccolo et al. 2010 in (Walumbwa et al., 2011), assisting

(Kalshoven et al., 2013) (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009), and loyalty / commitment to the organization (Tupper, 2012; Yates, 2014).

(Tupper, 2012) found that ethical leadership is positively correlated with employee's cognitive and emotional loyalty to the organization. Similarly, (Yates, 2014) reveals that ethical leadership can predict followers' loyalty to the organization. (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009) The empirical findings suggest that ethical leadership is directly and indirectly linked to subordinate loyalty to the organization. It should be noted that loyalty to the organization is positively associated with loyalty to superiors in Chinese culture (Zhang, Huai, & Xie, 2015).

Then the hypothesis is composed of:

H4: Is there any ethical leadership influences on loyalty to supervisor?

e. Moral leadership and loyalty to supervisor

Moral leadership will increase identification by being an example for subordinates; this leader will keep his promise, be fair to all subordinates and will not take advantage of his subordinates. Previous studies for a positive relationship between the virtue leader and the work of the employees, and between the morality of the leader and the work of the employees. The morality of leaders is expected to promote the respect and identification of subordinates; The three dimensions of paternalistic leadership are expected to increase the motivation of subordinate work (Farh et al., 2008). Then the hypothesis is composed of:

H5: Does moral leadership (Moral leadership) relate positively to loyalty to supervisor (loyalty to supervisor)?

f. Interactional justice, and loyalty to supervisors,

In a recent study, (M. Wu et al., 2012) explores the relationship of moral leadership with psychological empowerment (ie, competence, self-determination, and impact), and the mediation role of interactional justice in this relationship. The results show that interactional justice mediates the relationship between moral leadership and self-determination. Then the hypothesis is composed of:

H6: Is there an influence of interactional justice mediating between moral leadership and loyalty to supervisor?

3 METHODOLOGY

The framework of this research is based on the theory and principles of research design.

- a. Population and Sample
The population in this study are employees (superiors and subordinates) in 3 companies operating in Purwokerto. The selected sample is the superior and the subordinate who have had the service period. Greater than 2 (two) years (≥ 2 years). The sample size is 60 people.
- b. Methods of data collection with interviews with representatives in 3 companies, questionnaires distributed to employees in 3 companies.

Table 1. Respondent

Number of Respondents	Length of work (in Month)	Point
22	6 – 24	0
13	25 – 48	1
8	49 – 72	2
17	> 72	3
Total = 60		

- c. Data analysis method used is Structural Equation Modeling (SEM) PLS (Ferdinand, 2014).
- d. Measure
All item were assesed on a Likert type-scale with 1=strongly disagree and 7=strongly agree
 - d.1. Ethical Leadership
We adopted the 9-item version scale developed by (Brown et al., 2005) to measure ethical leadership. One item example is “My supervisor listen to what employees have to say”.
 - d.2. Loyalty to supervisor
We adopted the 8 item version scale developed by (Jiang & Cheng, 2008) to measure loyalty to supervisor. One item example is “Being a subordinate, I have an obligation to perform well and let my supervisor be free of worries”.
 - d.3. Interactional Justice
We adopted the 6 item version scale developed by (Moorman, 1991) to measure interactional justice. One item example is “Your supervisor treated you with kindness and consideration”.
 - d.4. Collectivistic Orientation
We adopted the 10 item version scale developed by (Earley, 1993) to measure collectivistic orientation. One item example is “Employees like to work in a group rather than by themselves”.
 - d.5. Moraly Leadership
We adopted the 6 item version scale developed by (Cheng and colleagues, 2004) to

measure moraly leadership. One item example is “My supervisor doesn’t take the credit for my achievements and contributions for himself/herself”.

4 RESEARCH RESULT

This study used a sample of 60 employees from 3 companies operating in Purwokerto. Data analysis used is structural equation modeling (SEM) PLS. Stages:

1. Test validity
2. Test reliability
3. Test the relationship between variables
4. Interpretation and Modification of Models
5. Hypothesis Testing

Here are the results of data analysis:

Table 2 Value factor loading for vallidity test

No	Variable	Indicator	Factor loading	Description	
1	<i>Ethical leadership</i>	EL1	0,766	Valid	
2		EL2	0,789	Valid	
3		EL3	0,798	Valid	
4		EL4	0,911	Valid	
5		EL5	0,903	Valid	
6		EL6	0,831	Valid	
7		EL7	0,795	Valid	
8		EL8	0,889	Valid	
9		EL9	0,874	Valid	
10	<i>Moral leadership</i>	ML2	0,822	Valid	
11		ML5	0,952	Valid	
12		ML6	0,894	Valid	
13		<i>Interactional justice</i>	IJ1	0,695	Valid
14			IJ2	0,770	Valid
15			IJ3	0,805	Valid
16	IJ4		0,649	Valid	
17	IJ5	0,858	Valid		
18	IJ6	0,871	Valid		
19	<i>Collectivistic orientation</i>	CO6	0,835	Valid	
20		CO7	0,799	Valid	
21		CO8	0,754	Valid	
22		CO9	0,847	Valid	
23		CO10	0,844	Valid	
24		<i>Loyalty to supervisor</i>	LS1	0,794	Valid
25			LS2	0,624	Valid
26			LS3	0,790	Valid
27			LS4	0,709	Valid
28			LS5	0,800	Valid
29	LS6		0,647	Valid	
30	LS7		0,623	Valid	
31	LS8		0,695	Valid	

Based on Table 2 can be seen the results of the validity test after the removal of invalid indicators, indicating the loading factor value is more than 0.5, so indicating the results of validity test indicator is left all valid indicators. Furthermore, reliability test, reliability test results can be seen in table 2.

Table 3. Reliability test results

	Cronbachs Alpha	Composite Reliability
Collect	0,874994	0,908528
Collect * EthicLea	0,994505	0,994669
EthicLea	0,947718	0,955912
InterJus	0,893948	0,919423
Loyalty	0,855645	0,887048
MoraLe	0,868379	0,920344

Relationship between variables after the reduction of indicators can be seen in Table 2, Figure 1 and Figure 2.

Table 4. Results of SEM PLS analysis

No	Variabel eksogen	Variabel Endogen	Path coefficient	t count
1	Ethical leadership	Interactional justice	0,5210	5,6135
2	Moral Leadership	Interactional justice	0,1627	1,9426
3	Ethical leadership* collectivistic orientation	Interactional justice	0,1430	1,2260
4	Ethical leadership	Loyalty to supervisor	0,0274	0,1905
5	Moral Leadership	Loyalty to supervisor	0,0737	0,6751
6	Interactional justice	Loyalty to supervisor	0,7444	7,7388

Based on table 3 above the results of data analysis using SEM PLS:

a. The influence of ethical leadership on interactional justice

Based on table 3 can be known the value of path coefficient and t value of each relationship between variables .. The path coefficient value of ethical leadership to interactional justice of 0.5210. This means that there is a positive influence of ethical leadership on interactional justice. The value of t count amounted to 5.6135. t value is more than t table 1.6725, meaning there is significant influence from ethical leadership to interactional justice.

b. The influence of moral leadership on interactional justice

Based on table 6 can be seen the value of path coefficient and t value of each relationship between variables. The value of path coefficient of leadership moral to interactional justice is 0.1627. This means

that there is a positive influence of moral leadership on interactional justice. The value of t count amounted to 1.9406. t value is more than t table 1.6725, meaning there is a significant influence of moral leadership on interactional justice.

c. Influence of moderation variable (Ethical leadership * collectivistic orientation) to interactional justice

Based on table 6 can be seen the value of path coefficient and t value of each relationship between variables. The value of the coefficient of the variables of moderation (Ethical leadership * collectivistic orientation) toward interactional justice is 0.1430. This means that there is a positive influence of moderate variables Ethical leadership * collectivistic orientation towards interactional justice. The value of t count is 1.2260. The value of t is less than t table 1.6725, meaning there is no significant influence from the moderation variable (Ethical leadership * collectivistic orientation) to interactional justice.

d. The influence of ethical leadership on loyalty to supervisor

Based on table 6 can be seen the value of path coefficient and t value of each relationship between variables. The coefficient value of ethical leadership path to loyalty supervisor is 0.0274. This means that there is a positive influence of ethical leadership on Loyalty supervisor. The value of t count is 0.1905. T value is less than t table 1.6725, meaning there is no significant influence from ethical leadership to Loyalty to supervisor.

e. The influence of moral leadership on loyalty to supervisor

Based on table 6 can be seen the value of path coefficient and t value of each relationship between variables. The path coefficient value of moral leadership to loyalty supervisor is 0.0737. This means there is a positive influence of moral leadership on Loyalty supervisor. The value of t count is 0.6751. The value of t is less than t table 1.6725, meaning there is no significant influence of moral leadership on Loyalty to supervisor.

f. The effect of interactional justice on loyalty to supervisor

Based on table 6 can be seen the value of path coefficient and t value of each relationship between variables. The path coefficient value of leadership moral to loyalty supervisor is 0.7444. This means that there is a positive influence of interactional justice on loyalty supervisor. The value of t count amounted to 7.7388. Value of t is more than t table 1.6725, meaning there is significant influence from interactional justice to loyalty to supervisor.

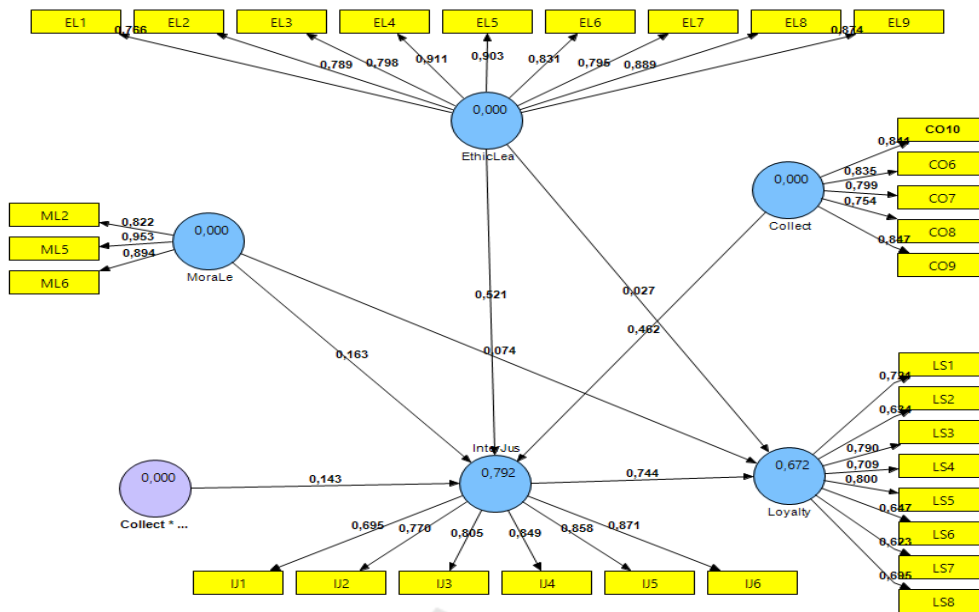


Figure 1. Sem analysis results (Path coefficient)

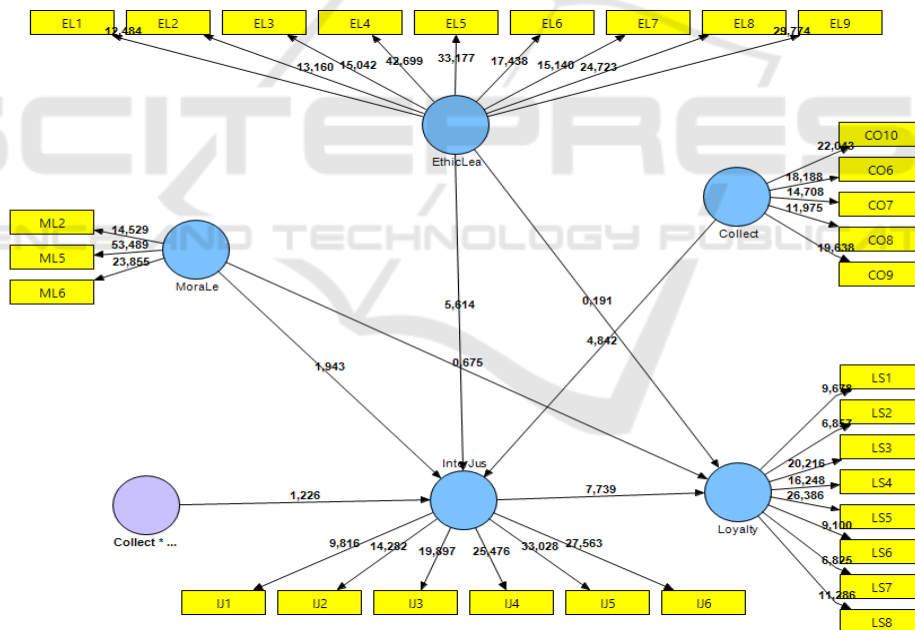


Figure 2. Sem analysis result of phase 2 (t test)

5 DISCUSSION

The results showed that there is a significant influence between ethical leadership and interactional justice. This result is consistent with the results of the Jackson et al 2006; Triandis & Bhawuk, 1997 which states that based on the theory of social exchange,

ethical leadership has a positive effect on subordinate interactional justice. Compared with collective subordinates, high collective subordinates pay more attention to the outcomes and processes of social exchange, and care about their relationship with superiors. In other words, ethical leadership is closely related to interactional justice for high collective subordinates.

There is a significant influence between moral leadership on interactional justice. These results are consistent with these results in accordance with the research of (M. Wu et al., 2012) to explore the relationship of moral leadership with psychological empowerment (ie, competence, self-determination and impact), and the mediation role of interactional justice in this relationship.

There is no significant influence between ethical leadership moderated by collectivistic orientation towards interactional justice, the results of this study are inconsistent with the results of the Wang, Lu, Liu, 2015 study which states that although different degrees of collectivist orientation are associated with the power of ethical leadership influence on interactional justice, we argue that the indirect effect of ethical leadership on loyalty to supervisors through interactional justice is much stronger for high collectivist subordinates.

There is no significant influence of ethical leadership on loyalty to supervisor. The results of this study are not in accordance with the results of research Piccolo et al. 2010; Walumbwa et al. 2011 stating that ethical leadership is positively correlated with subordinate roles in performance.

There is no significant influence between moral leadership on loyalty to supervisor, this is in Farh & Cheng, 2000 which states moral leadership will increase identification by being an example for subordinates; this leader will keep his promise, be fair to all subordinates and will not take advantage of his subordinates. Previous studies for a positive relationship between the virtue leader and the work of the employees, and between the morality of the leader and the work of the employees. The morality of leaders is expected to promote the respect and identification of subordinates; The three dimensions of paternalistic leadership are expected to increase the work motivation of subordinates.

There is a significant influence between interactional justice on loyalty to supervisor, according to Cruceru and Macarescu, 2009 which states that Justice explains how leaders treat people who are subject to their authority, decisions and actions.

6 LIMITATION AND FUTURE RESEARCH

Some limitations in our research effort must be acknowledged. This study have several limitations that should be the sample of employee not generalize,

it is not longitudinal design, and is not able to draw definitive causal conclusions. In this study we did not examine other leadership style an example authentic leadership, transactional leadership, transformational leadership. Therefore, we encourage other research to conduct future research in more leadership style and longitudinal design.

7 CONCLUSIONS

The results of the study found evidence that there is a significant influence between ethical and moral leadership on interactional justice. This positive influence will strengthen the interaction between ethical and moral leadership and interactional justice. When the ethical and moral leadership conditions are better then it will strengthen the interactional justice behavior in the organization. The result showed that there was significant influence between interactional justice to loyalty to supervisor.

The results of the study found no significant influence between ethical leadership moderated by colectivistic orientation towards loyalty to supervisor. So this research is not able to prove the influence of ethical leadership that is moderated by collectivistic orientation able to make subordinate loyal to superiors.

The result of research shows that there is no significant influence between ethical and moral leadership toward loyalty to supervisor, hence this research can not prove that there is significant influence between ethical and moral leadership toward loyalty to supervisor.

Future research can add other paternalistic leadership variables such as authorithianism leadership that can affect loyalty to superiors. In addition it is necessary to add the number of samples used for more varied results.

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