



## The Role of Ethical Leadership on the Relationship between Organizational Cynicism and Alienation at Work: An Empirical Study

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### Abstract

*The aim of this study was to examine the impact of ethical leadership (EL) between organizational cynicism (OC) and alienation at work (AW). This study was conducted on a random stratified sample consisting of (327) single employees of Assiut University in the Arab Republic Egypt.*

*The study found a significant positive relationship between organizational cynicism (OC) and alienation at work (AW), as well between some dimension of organizational cynicism and alienation at work and its dimensions.*

*The results also proved a significant negative relationship between organizational cynicism (OC) and ethical leadership (EL), as well between some dimension of organizational cynicism and ethical leadership and its dimensions.*

*The results also indicated that there is a significant negative relationship between ethical leadership and alienation at work, as well between promote ethical conduct and alienation at work and its dimensions. while there is a significant negative relationship between moral role modeling and between normelssness only.*

*Finally, the study concluded that ethical leadership acts as a mediator in the direct relationship some of dimensions organizational cynicism and some dimensions of alienation at work and its dimensions.*

*Based on these findings, the study's semantics and recommendations were presented, in addition to the proposal of some relevant future studies subject.*

**Keywords:** *Organizational Cynicism, Alienation at Work, ethical leadership, Assiut University, Egypt.*

### Introduction

Studies on workers occupied a great place in administrative and organizational literature because they represent the essence and heart of the life of the organization, and the study of organizational behavior became unlimited to traditional concepts known in administrative and organizational thought and extended to include a deep sight into human psyche and exploring its vast world on the psychological, emotional, and social levels (Benay, 2014).

Despite the prevalence of organizational cynicism, a very complex issue as it appears at most levels of administrative organizations, it has not received the attention and focus of researchers. it also suffers from relative neglect in administrative research because it is a sensitive subject due to the negative attitudes and organizational practices that reinforce it (e.g., Bashir, 2011; Rayan et al., 2018 a). In addition, its study in the Arab envi-

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ronment, especially in the Egyptian work environment, still relatively few, although many studies confirm its prevalence, high rate and frequency in the Egyptian work environment (e.g., Hassan, 2015; AL-Hadidi, 2016).

The phenomenon of alienation at work is the result of organizational cynicism and a new concept that has attracted the attention of many researchers; this phenomenon is classified as an organizational disease that limits the progress and development of individuals; in addition to being a multi-faceted phenomenon and an indicator of the failure or collapse of organizations (e.g., Najm et al., 2016; Mohammed, 2017; Atta, 2018).

Although studies confirm the high rates of alienation in the Egyptian work environment and that 60% of workers feel alienated, and thus is one of the most important phenomena that invade various economic and social institutions. which has negative consequences for societies (e.g., Rayan et al., 2019:112). However, it did not receive sufficient attention in studies, especially Arabic. It is necessary to study it and determine its causes and consequences in order to improve the quality of work life and organizational effectiveness (e.g., Al-Hadidi, 2016; Atta, 2018).

Ethical leadership is one of the most important methods of modern leadership that has emerged in the literature of organizational behavior recently, because it affects the behavior of employees within the organization, and then on organizational performance, its absence leads to organizations being subjected to legal sanctions and financial losses and thus failure to achieve and collapse (e.g., Al-Enezi, 2018; Rao, 2018).

Despite the growing interest in ethical leadership, its study has not received sufficient attention from researchers, and there is still a need to understand the impact of ethical leadership on workers. Especially in many Arab countries compared to developed countries. In addition to the confirmation of studies on the low level of employee perception of the ethical leadership in the Egyptian work environment (e.g., Bormann, 2013; Al-Bernat, 2016; Rayan et al., 2019).

In light of what studies have confirmed, ethical leadership plays an important role in promoting positive behaviors and addressing negative behaviors of individuals, by building an ethical organization that works to support and spread ethical behaviors (e.g., Hassan, 2015:311) The researcher expects that employee perception of ethical leadership will reduce organizational cynicism and alienation at work.

## **Background**

### ***Organizational Cynicism (OC)***

Based on the psychological contract theory (Argyris, 1960), organizational cynicism can be attributed to the violation of the psychological contract between the organization and the employee. this situation may occur when the organization does not keep its promises to staff. This, in turn, leads to feelings of frustration, which is referred to as organizational cynicism (Bashir, 2011: 19).

Definition of Dean et al.,(1998) is the most important definition in line with the study goals that most studies rely on (e.g.,Benay, 2014; Najm et al., 2016; Li, Shuang, 2018), and thus the researcher can define organizational cynicism as a critique of the workers towards their organizations is based on certain attitudes, experiences and previous experiences, starting with their belief in their organizations lacking honesty, integrity and integrity through the negative emotions and feelings resulting from this belief, and ending with behaviors that correspond to these feelings.

Based on this definition, organizational cynicism was viewed as a three-dimensional concept (e.g., Rayan et al., 2018 a, b) as follows.

- Belief : The employee's belief that principles such as justice, credibility and sincerity sacrificed to achieve the interests of the organization.
- Affective: represents the emotional and sentimental responses to the state of awareness of the dis-

honesty and credibility of the actions and practices of the organization.

- Behavioral: represents the negative behavior of employees towards the organization, which degrades the value and importance of the organization.

Organizational cynicism has its effects on both individuals and organizations. the cynical employee is prone to anger, pain, hatred, lack of trust in others, disappointment, frustration, suspicion, indifference, alienation, stress and exhaustion, burning, and other mental and physical illness, While in organizations, cynicism leads to lower morale and productivity, increasing absenteeism rates, conflict, counterproductive behaviors and intentions to quit, the lack of access to human capital, and the exchange of caution among workers (e.g., Proefschrift, 2007; Bashir, 2011; Rayan et al.,2018 b).

Despite the negative effects of organizational cynicism, there are researchers (e.g., Benay, 2014) who stated that they have other positive effects such as: representing a voice of conscience within the organization; and helping employees to innovate; and improving performance, especially when there is a need to challenge and change ineffective measures.

### ***Ethical Leadership (EL):***

Social exchange theory (SET) by Blau's (1964) helps understand how the ethical leader influences his followers, as it assumes that each party to the exchange must do something beneficial to the other party, and this generates an obligation to respond to good behavior (Mayer et al.,2009:3).

The definition of Brown's et al., (2005: 120) is one of the most important definitions upon which the concept of ethical leadership is built and it is in line with the objectives of this study, defining it the demonstration of normatively appropriate conduct through personal action and interpersonal relationship and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making.

Based on this definition, ethical leadership is seen as a two-dimensional concept as follows:

- Ethical role modeling: indicates that the ethical leader should set an example for his followers.
- Promoting ethical conduct: refers to the extent to which a leader encourages and supports ethical behaviors, and draws the attention of his followers to ethical standards through clear bilateral communication.

Brown et al., (2005) summarized the characteristics of the ethical leader in two groups, as follows (Rayan et al., 2019: 114):

- The first group: reflects the modeling of the moral role, the most important of which are: credibility and integrity, respect for others and honesty, trustworthiness, justice, concern for others or altruism, and commitment to ethics in professional and personal life.
- The second group reflects the promotion of ethical behavior, including: setting clear ethical standards, discussing ethical issues at work, making and encouraging ethical decisions at work, and supporting ethical behaviors through rewards and punishment.

There are many reasons for studying ethical leadership, the most important of which are: the business environment has experienced a lot of ethical deviations, increasing trends in management that call for administrative transparency, empowering employees, and activating self-management teams (e. g., Akrim,2012; Rao, 2018).

It can be argued that employees' perception of the availability of ethical leadership in organizations results in many positive outcomes that have an impact on the effectiveness and survival of the organization, including: the high level of integration of work, increase the level of confidence of workers in leaders, high level of organizational commitment to employees, and generate creativity among managers , Increased collective effectiveness of workers, high level of organizational citizenship behavior, high level of job satisfac-

tion, low anti-productive work behaviors, low organizational cynicism, reduced expatriation at work, low level of organizational silence, and low intention to leave work (e.g., Hansen et al., 2012; Bormann, 2013; Mete, 2013; Kesen, 2016; Nejati et al., 2016; Javed et al., 2018).

### ***Alienation at Work (AW).***

A Expectancy Theory by Vroom (1964) helps explain the phenomenon of alienation at work, according to which the worker feels suspicion in achieving his expectations and its not confirmed, this will be an indication of the prediction of alienation at work (Nair, 2010: 7).

Alienation used in many meanings until it became obscure; therefore there is no specific agreement among researchers to define it (e.g., Rayan et al., 2019:115). However, the study relies on the definition of Muhammad (2017: 181) as the individual's feeling of separation from the things surrounding him at work, with complete isolation from his job, and showing a low level of involvement or interest in work associated with the feeling of inadequacy between the individual and his job.

Several studies (e.g., Koçoğlu, 2014; Mohammed, 2017) indicated that alienation is a five-dimensional variable according to the classification Seeman (1959), Which the researcher agrees, with and summarize by Rayan et al.,(2019:115) below:

- Powerlessness: refers to the absence of control over events and the inability of the worker to control processes or procedures in the workplace.
- Meaninglessness: reflects the inability of the worker to understand what is going on Organizational events and the relationship of its mandated tasks to the objectives of the organization in which it operates.
- Normlessness: a situation in which an individual does not adhere to the norms and values of society and seeks to achieve his or her goals.
- social isolation: a situation in which an individual does not appreciate the values or beliefs that society or organization considers to be highly valuable, as it excludes his feeling from the organization and other workers.
- self-alienation: It is a situation in which an individual acts as a tool or a means of satisfaction rather than the satisfaction that he already possesses, because he feels that work is not the source of psychological satisfaction.

The researchers pointed out (e.g., Atta, 2018: 283) that the alienation in the work goes through three stages and become increasingly dangerous; and the relationship between each stage and the next stage has a cumulative relationship leading to increase the outcome of negative and raise the intensity, and these stages are: Psychological, mental alienation, and finally physical alienation.

A set of causes of alienation at work can be drawn from some studies (e.g., Nelson, 2006; Farahbod et al., 2012; Koçoğlu, 2014; Mohammed, 2017; Rayan et al., 2019). These include a feeling of unfamiliarity within and outside the work environment, a feeling of inability to express self at work, a feeling of fatigue and imbalance, as well as the nature of work, and low or no participation of workers in decision-making. Leadership and behavior of the leader, weak and inadequate communication system of the organization, work pressures, and organizational policies.

alienation at work has a negative affects on two levels: First: their effects on the expatriate factor, including becoming more vulnerable: violence, abuse and aggression in all its forms; and many forms of mental illness such as anxiety depression, increased feelings of psychological and self-combustion and secondly: its effects on the organization, including: reduced job satisfaction, performance, productivity, high rates of high absences and negative behaviors (Farhabud et al., 2012; Kogoglu, 2014; Rayan et al., 2019).

## The Relationship between Organizational Cynicism and Alienation at Work

The Proefschrift study (2007: 11) confirmed that the results of organizational cynicism are many forms of separation, including alienation. studies indicated also (Karadağ et al., 2014) that the That the most alienated workers are the most cynicism.

### *The relationship between organizational cynicism and ethical leadership.*

Studies (e.g., Mete, 2013: 482) show that the greater ethical leadership, the organizational cynicism decreases.

### *The Relationship between Ethical Leadership and Alienation at Work.*

Studies (e.g., Koçoğlu, 2014; Altay, 2016; Kesen, 2016) indicate that ethical leadership prevents alienation and negative effects of alienation at work.

### *The Role of Ethical Leadership in the Relationship between Organizational Cynicism and Alienation at Work:*

The researcher did not encounter any studies indicating this relationship, but it is expected that moral leadership will act a mediator role in reducing organizational cynicism and alienation in work, this expectation is based on the relationship between the aforementioned variables, and provides social exchange theory, social learning theory, and a rule reciprocity is the theoretical rationale for the effect of ethical leadership on subordinates.

## Research Model and Hypotheses

### *The Research Model*

The study model is based on the visualization of the ethical leadership as a mediator in the relationship between organizational cynicism and their feeling of alienation at work. The following figure shows (1) a model of the expected relationships between study variables based on theoretical background, previous studies, and study goals.

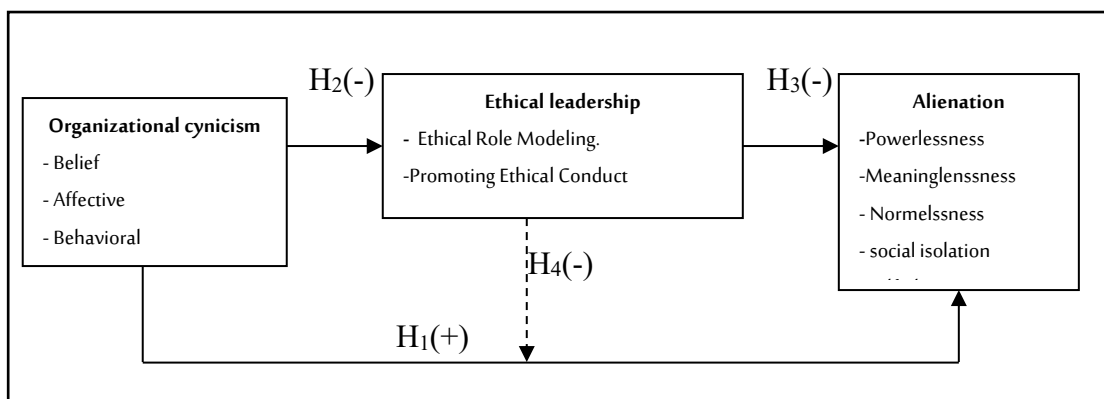


Figure (1): The Study Model

### *Research Hypotheses*

Based on the study model and background the hypotheses of the study will be as follows:

- H<sub>1</sub> - OC is significant positively with WA.
- Six sub-hypotheses are divided from this main hypothesis
  - H<sub>1a</sub> - dimensions of OC is significant positively with WA.
  - H<sub>1b</sub> - dimensions of OC is significant positively with powerlessness.
  - H<sub>1c</sub> - dimensions OC is significant positively with meaninglessness.
  - H<sub>1d</sub> - dimensions OC is significant positively with normelssness.

- H<sub>1e</sub>- dimensions OC is significant positively with social isolation.
  - H<sub>1f</sub>- dimensions OC is significant positively with self-alienation.
  - H<sub>2</sub> - O C is significant negatively with EL.
- Three sub-hypotheses are divided from this main hypothesis
- H<sub>2a</sub> - dimensions OC is significant negatively with EL.
  - H<sub>2b</sub> - dimensions OC is significant negatively with ethical role modeling.
  - H<sub>2c</sub> - dimensions OC is significant negatively with promoting ethical conduct.
  - H<sub>3</sub> - EL is significant negatively with A W

Six sub-hypotheses are divided from this main hypothesis

- H<sub>3a</sub>- dimensions of EL is significant negatively with AW.
- H<sub>3b</sub>- dimensions of EL is significant negatively with powerlessness.
- H<sub>3c</sub>- dimensions of EL is significant negatively with meaningfulness.
- H<sub>3d</sub>- dimensions of EL is significant negatively with normlessness.
- H<sub>3e</sub>- dimensions of EL is significant negatively with social isolation.
- H<sub>3f</sub>- dimensions of EL is significant negatively with self-alienation.
- H<sub>4</sub> - EL will a mediator the relationship between OC and AW.

Six sub-hypotheses are divided from this main hypothesis

- H<sub>4a</sub> - EL will act as a mediator in the relationship between dimensions of OC and AW.
- H<sub>4b</sub> -EL will act as a mediator in the relationship between dimensions of OC and powerlessness.
- H<sub>4c</sub>-EL will act as a mediator in the relationship between dimensions of OC and meaningfulness.
- H<sub>4d</sub>- EL will act as a mediator in the relationship between dimensions of OC and normlessness.
- H<sub>4e</sub>-EL will act as a mediator in the relationship between dimensions of OC and social isolation.
- H<sub>4f</sub>- EL will act as a mediator in the relationship between dimensions of OC and self-alienation.

**Table (1): Cronbach Alpha Coefficients**

Variables	Cronbach items Alpha
<b>Organizational cynicism:</b>	0.89 <b>14</b>
- Belief dimension	0.84 5
- Affective dimension	0.86 5
- Behavioral dimension	0.73 4
<b>Ethical Leadership:</b>	0.91 <b>10</b>
- Ethical role modeling	0.89 5
- promotion of ethical conduct.	0.76 5
<b>Alienation at work:</b>	0.95 <b>39</b>
- Powerlessness	0.78 7
- Meaninglessness	0.87 7
- Normlessness	0.83 8
- social isolation	0.82 8
- self-alienation	0.87 9

**Table (2): population and Study Sample**

Faculty Class	(1) Sample Class	(2) Sample Class	(3) Sample Class	(sample) Total	%			
Science	35	5	104	17	91	14	37	11
Engineering	23	3	55	9	69	11	24	7
Agriculture	30	5	51	8	87	14	27	11
Medicine	40	7	65	10	88	14	31	9.5
Pharmacy	16	2	33	5	45	7	15	4.5
Vt. Medicine	9	1	48	8	31	5	14	4
Commerce	14	2	45	7	50	8	17	5
Education	22	3	95	15	86	13	32	10
Law	10	2	38	6	54	8	16	5
Physical Edu	17	3	42	7	20	3	13	4
Nursing	4	1	15	2	38	6	9	3
Social work	17	3	42	7	20	3	3	4
Specific Edu	15	2	38	6	55	8	17	5
Arts	34	5	84	14	104	16	36	11
Computer &Information	9	2	33	5	40	6	13	4
Dentistry	6	1	19	3	21	3	7	2
Kindergarten	4	1	8	1	5	1	3	1
Fine Arts	4	1	7	1	3	1	3	1
Total	309	49	822	131	917	147	327	100

Source: Assiut University statistics.

## Research Method

### Measurement

The study relied on the Brandes et al., (1999) scale to measure (O C), on the Brown

et al., (2005) scale to measure (E L), and the Mohammed (2017) scale to measure (AW), as shown in appendix A, The items are modeled on the five-point Likert scale. Table (1) shows the Cronbach Alpha coefficients for these variable below.

### Population and Study Sample

The study population consists of employees in specialized positions (1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup>=2048) in the colleges of Assiut University, a stratified random sample of 327 employees was selected at 95% confidence level and significance level of 5%, as shown in table (2), the response rate was (100%).

### Methods of Data Analysis

Data were analyzed using the SPSS / PC Statistical Program (22), the use of Alpha-Cronbach for reliability analysis, and the use of descriptive statistics to calculate mean, standard deviation, and correlation coefficients. Simple regression, Step-wise Multiple Regression Analysis to test the relationship between study variables.

### Study Results

As shown in table (3) below, all correlations between study variables are significant at level (0.01). there is a positive and significant correlation between organizational cynicism and alienation at work, while there is a significant negative correlation between organizational cynicism and ethical leadership, as well as between ethical leadership and alienation at work.

**Table (3) Presents the Result of Mean, Standard Deviation and Correlation Coefficients**

V	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	4.16	0.82	1												
2	4.06	0.80	.888**	1											
3	4.11	0.79	.972**	.971**	1										
4	2.88	0.99	-.377**	-.378**	-.389**	1									
5	2.46	0.95	-.450**	-.461**	-.468**	.612**	1								
6	2.33	0.867	-.372**	-.364**	-.379**	.517**	.639**	1							
7	2.57	0.80	-.470**	-.472**	-.485**	.860**	.885**	.806**	1						
8	2.28	0.68	-.389**	-.412**	-.412**	.257**	.337**	.319**	.368**	1					
9	2.21	0.85	-.335**	-.368**	-.362**	.357**	.464**	.358**	.462**	.670**	1				
10	2.33	0.82	-.531**	-.533**	-.548**	.436**	.479**	.365**	.506**	.589**	.627**	1			
11	2.22	0.83	-.416**	-.442**	-.441**	.354**	.454**	.287**	.435**	.552**	.596**	.743**	1		
12	2.10	0.78	-.398**	-.403**	-.412**	.428**	.522**	.386**	.526**	.589**	.700**	.759**	.793**	1	
13	2.22	0.68	-.485**	-.505**	-.509**	.435**	.540**	.401**	.542**	.676**	.832**	.879**	.875**	.912**	1

V=Variables; M=Mean; 1=ethical role modeling; 2=promote ethical conduct; 3=ethical leadership; 4=belief; 5=affective; 6=behavioral; 7=organizational cynicism; 8=Powerlessness; 9=meaninglessness; 10=normlessness; 11=social isolation; 12=self-alienation; 13=alienation at work; p<.01.

**Table (4) Displays the Result of Simple Regression of AW on OC, EL on OC, AW on EL.**

Simple Regression of AW on OC							
Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	Δ Adj.R <sup>2</sup>	B	Beta	T	Sig.
Constant	-	-	-	1.024		9.460	0.000***
OC	0.294	0.291	-	0.467	0.542	11.621	0.000***
*** p>0.001							
Simple Regression of EL on OC							
Constant	-	-	-	5.354	-	41.160	0.000***
OC	0.235	0.233	-	-0.482	-0.485	-9.994	0.000***
*** P>0.001							
Simple Regression of AW on EL							
Constant	-	-	-	4.037		23.335	0.000***
EL	0.259	0.257	-	-0.441	-0.509	-10.666	0.000***
*** P>0.001							



**Table (5) Displays the Result of Step-wise Regression of AW, its Dimensions on Dimensions OC.**

Step-wise Regression of AW on Dimensions of OC							
Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	Δ Adj.R <sup>2</sup>	B	Beta	T	Sig.
Constant	-	-	-	1.090		10.544	0.000***
Affective dimension	0.292	0.290	-	0.327	0.439	7.513	0.000***
Belief dimension	0.309	0.305	0.015	0.115	0.166	2.851	0.005***
*** p > 0.001							
Step-wise Regression of Powerlessness on Dimensions of OC							
Constant	-	-	-	1.505		13.749	0.000***
Affective dimension	0.139	0.136	-	0.212	0.286	4.288	0.000***
Behavioral dimension	0.150	0.145	0.009	0.107	0.137	2.050	0.041***
*** p > 0.001							
Step-wise Regression of Meaninglessness on Dimensions of OC							
Constant	-	-	-	1.154		9.647	0.000***
Affective dimension	0.216	0.213	-	0.431	0.464	9.454	0.000***
*** p > 0.001							
Step-wise Regression of Normelssness on Dimensions of OC							
Constant	-	-	-	1.038		8.057	0.000***
Affective dimension	0.230	0.258	-	0.306	0.340	5.628	0.000***
Belief dimension	0.262	0.277	0.019	0.189	0.228	3.781	0.000***
*** p > 0.001							
Step-wise Regression of Social Isolation on Dimensions of OC							
Constant	-	-	-	1.199		10.156	0.000***
Affective dimension	0.206	0.204	-	0.413	0.454	9.187	0.000***
*** p > 0.001							
Step-wise Regression of Self-alienation on Dimensions of OC							
Constant	-	-	-	0.836		6.973	0.000***
Affective dimension	0.273	0.271	-	0.356	0.417	7.050	0.000***
Belief dimension	0.291	0.287	0.016	0.136	0.173	2.919	0.004***
*** p > 0.001							

**Table (6) Displays the Result of Step-wise Regression of EL, Its Dimensions on Dimensions OC.**

Step-wise Regression of EL on dimensions of OC							
Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	Δ Adj.R <sup>2</sup>	B	Beta	T	Sig.
Constant	-	-	-	5.267		41.935	0.000***
Affective dimension	0.219	0.217	-	-.318	-.368	-6.002	0.000***
Belief dimension	0.236	0.231	0.014	-.130	-.163	-2.663	0.008***
*** p > 0.001							
Step-wise Regression of Ethical Role Modeling on Dimensions of OC							
Constant	-	-	-	5.329		40.210	0.000***
Affective dimension	0.202	0.200	-	-.315	-.350	-5.631	0.000***
Belief dimension	0.219	0.214	0.014	-.136	-.163	-2.631	0.009***
*** p > 0.001							
Step-wise Regression of Promote Ethical Conduct on Dimensions of OC							
Constant	-	-	-	5.205		40.557	0.000***
Affective dimension	0.212	0.210	-	-.321	-.366	-5.935	0.000***
Belief dimension	0.227	0.222	0.012	-.124	-.154	-2.495	0.013***
*** p > 0.001							

**Table (7) Displays the Result of Step-wise Regression of AW, Its Dimensions on Dimensions EL.**

Step-wise Regression of AW on EL							
Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	Δ Adj.R <sup>2</sup>	B	Beta	T	Sig.
Constant	-	-	-	3.971		23.529	0.000***
promote ethical conduct	0.255	0.253	-	-.430	-.505	-10.546	0.000***
*** p > 0.001							
Step-wise Regression of Powerlessness on Dimensions of EL							
Constant	-	-	-	3.697		20.843	0.000***



Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	$\Delta$ Adj.R <sup>2</sup>	B	Beta	T	Sig.
promote ethical conduct	0.170	0.167	-	-.350	-.412	-8.155	0.000***
*** p>0.001							
Step-wise Regression of Meaninglessness on Dimensions of EL							
Constant	-	-	-	3.796		16.801	0.000***
promote ethical conduct	0.136	0.133	-	-.390	-0.368	-7.140	0.000***
*** p>0.001							
Step-wise Regression of Normelssness on Dimensions of EL							
Constant	-	-	-	4.686		23.072	0.000***
promote ethical conduct	0.285	0.282	-	-0.301	-0.293	-2.907	0.004***
Ethical role modeling	0.300	0.296	0.014	-0.271	-0.271	-2.683	0.008***
*** p>0.001							
Step-wise Regression of Social Isolation on Dimensions of EL							
Constant	-	-	-	4.081		19.077	0.000***
promote ethical conduct	0.195	0.193	-	-0.460	-0.422	-8.887	0.000***
*** p>0.001							
Step-wise Regression of Self-alienation on Dimensions of EL							
Constant	-	-	-	3.700		18.065	0.000***
promote ethical conduct	0.163	0.160	-	-0.394	-0.403	-7.947	0.000***
*** p>0.001							

**Table (8) Displays the Result of Step-wise Regression of AW on OC and EL.**

Step-wise Regression of AW on OC and EL							
Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	$\Delta$ Adj.R <sup>2</sup>	B	Beta	T	Sig.
Constant	-	-	-	2.517		9.891	0.000***
Organizational cynicism	0.294	0.291	-	0.332	0.386	7.665	0.000***
ethical leadership	0.373	0.369	-	-.279	-0.322	-6.407	0.000***
*** p>0.001							
Step-wise Regression of AW on Dimensions of OC and EL							
Constant	-	-	-	2.517		10.154	0.000***
Affective dimension	0.292	0.290	-	0.214	0.323	5.554	0.000***
ethical leadership	0.376	0.372	-	-0.271	-0.313	-6.264	0.000***
Belief dimension	0.384	0.378	0.073	0.079	0.115	2.065	0.040***
*** p>0.001							
Step-wise Regression of Powerlessness on Dimensions of OC and EL							
Constant	-	-	-	2.934		11.119	0.000***
ethical leadership	0.170	0.167	-	-0.262	-0.304	-5.444	0.000***
Affective dimension	0.211	0.206	0.07	0.171	0.230	4.125	0.004***
*** p>0.001							
Step-wise Regression of Meaninglessness on Dimensions of OC and EL							
Constant	-	-	-	2.168		6.716	0.000***
Affective dimension	0.216	0.213	-	0.351	0.378	6.905	0.000***
ethical leadership	0.242	0.238	-	-0.199	-0.185	-3.375	0.001***
*** p>0.001							
Step-wise Regression of Normelssness on Dimensions of OC and EL							
Constant	-	-	-	3.198		10.661	0.000***
ethical leadership	0.300	0.298	-	-0.410	-0.393	-7.835	0.000***
Affective dimension	0.364	0.360	0.083	0.175	0.195	3.338	0.001***
Belief dimension	0.380	0.374	0.116	0.136	0.164	2.928	0.004***
*** p>0.001							
Step-wise Regression of Social Isolation on Dimensions of OC and EL							
Constant	-	-	-	2.778		8.953	0.000***
Affective dimension	0.206	0.204	-	0.289	0.317	5.910	0.000***
ethical leadership	0.273	0.269	-	-0.309	-0.293	-5.465	0.000***
*** p>0.001							

Variables	R <sup>2</sup>	Adj.R <sup>2</sup>	$\Delta$ Adj.R <sup>2</sup>	B	Beta	T	Sig.
Step-wise Regression of Self-alienation on Dimensions of OC and EL							
Constant	-	-	-	1.861		6.284	0.000***
Affective dimension	0.273	0.271	0	0.294	0.344	5.637	0.000***
ethical leadership	0.309	0.305	-	-0.195	-0.197	-3.746	0.000***
Belief dimension	0.321	0.315	0.028	0.111	0.140	2.397	0.017***

\*\*\* p &gt; 0.001

table (9) The Results of the Study

Hypothesis Number	Hypothesis Results
H <sub>1</sub>	<b>Acceptance of the hypothesis</b> , There is a significant positive relationship between OC totally and AW totally.
H <sub>1a</sub>	<b>Acceptance of the hypothesis Partly</b> , the strongest relationship with the dimension of affective was followed by belief, while the dimension of behavioral was removed.
H <sub>1b</sub>	<b>Acceptance of the hypothesis Partly</b> , The strongest relationship with the dimension of affective was followed by behavioral, while the dimension of belief was removed.
H <sub>1c</sub>	<b>Acceptance of the hypothesis Partly</b> , The relationship was with the dimension of affective, while the dimensions of belief and behavioral were removed.
H <sub>1d</sub>	<b>Acceptance of the hypothesis Partly</b> , The strongest relationship with the dimension of affective was followed by belief, while the dimension of behavioral was removed
H <sub>1e</sub>	<b>Acceptance of the hypothesis Partly</b> , The relationship was with the dimension of affective, while the dimensions of belief and behavioral were removed.
H <sub>1f</sub>	<b>Acceptance of the hypothesis Partly</b> , The strongest relationship with the dimension of affective was followed by belief, while the dimension of behavioral was removed.
H <sub>2</sub>	<b>Acceptance of the hypothesis</b> , There is a significant negative relationship between OC totally and EL totally.
H <sub>2a</sub>	<b>Acceptance of the hypothesis Partly</b> , The strongest relationship with the dimension of affective was followed by belief, while the dimension of behavioral was removed.
H <sub>2b</sub>	<b>Acceptance of the hypothesis Partly</b> , The strongest relationship with the dimension of affective was followed by belief, while the dimension of behavioral was removed.
H <sub>2c</sub>	<b>Acceptance of the hypothesis Partly</b> , The strongest relationship with the dimension of affective was followed by belief, while the dimension of behavioral was removed.
H <sub>3</sub>	<b>Acceptance of the hypothesis</b> , There is a significant positive relationship between EL totally and AW totally.
H <sub>3a</sub>	<b>Acceptance of the hypothesis Partly</b> , The relationship was with the dimension of promote ethical conduct, while the dimension of ethical role modeling, was removed.
H <sub>3b</sub>	<b>Acceptance of the hypothesis Partly</b> , The relationship was with the dimension of promote ethical conduct, while the dimension of ethical role modeling, was removed.
H <sub>3c</sub>	<b>Acceptance of the hypothesis Partly</b> , The relationship was with the dimension of promote ethical conduct, while the dimension of ethical role modeling, was removed.
H <sub>3d</sub>	<b>Acceptance of the hypothesis</b> , The greatest influence was with the dimension of promoting ethical conduct, followed by the Ethical role modeling.
H <sub>3e</sub>	<b>Acceptance of the hypothesis Partly</b> , The relationship was with the dimension of promote ethical conduct, while the dimension of Ethical role modeling, was removed.
H <sub>3f</sub>	<b>Acceptance of the hypothesis Partly</b> , The relationship was with the dimension of promote ethical conduct, while the dimension of ethical role modeling, was removed.
H <sub>4</sub>	Reject hypothesis
H <sub>4a</sub>	<b>Acceptance of the hypothesis Partly</b> , The entry of EL reduced the power of a positive relationship to the dimension of belief, while it did not affect the strength of a positive relationship to the dimension of affective.
H <sub>4b</sub>	<b>Acceptance of the hypothesis</b> , Entering EL has removed the dimension of behavioral and reduced the power of a positive relationship to the dimension of affective.
H <sub>4c</sub>	Reject hypothesis
H <sub>4d</sub>	<b>Acceptance of the hypothesis</b> , The entry of EL reduced the power of a positive relationship to the dimensions of belief and affective.
H <sub>4e</sub>	Reject hypothesis

Source: Prepared by researcher according to the statistical analysis data in the program SPSS / V 22 for the study hypotheses.

## Discussion.

### *Discussion and Interpretation of the Results of the First Main Hypothesis Test and its Sub-hypotheses and Interpretation.*

**The Result of Hypothesis ( $H_1$ )** indicated that there is a significant positive relationship between OC totally and AW totally. It thus corresponds to the results of available studies in this field (e.g., Koçoğlu, 2014; Li, Shuang, 2018).

**The Result of the Hypothesis ( $H_{1a}$ )** explained a significant positive relationship between two dimensions: affective, belief and AW, and it is consistent with the study Altay study (2016: 458).

**The Result of the Hypothesis ( $H_{1b}$ )** explained a significant positive relationship between the two dimensions: affective, behavioral and powerlessness. It is partly compatible with Yıldız's study (2014: 622), which indicated that all dimensions of (OC) did not affect powerlessness, and partly coincided with the AL-Hadidi Study (2016: 1), which emphasized the effect of two dimensions: belief, and affective on powerlessness.

Although this finding was unpredictable, as there is no effect dimension of belief, it can be justified from the researcher's point of view that respondents were cautious about answering (O C) questions, given the existence of a strict penal list.

**The Result of the Hypothesis ( $H_{1c}$ )** explained significant positive relationship between the dimension of the affective and meaninglessness, which is not logical as it differs from the results of the Yıldız study (2014: 622) and Al-Hadidi (2016: 1), which showed that there is no effect of the dimension of affective on the meaninglessness.

The researcher believes that the effect of the affective dimension is due to the exaggeration of the organization in specialization and division of labor, or because workers are unable to understand their relationship to their work, or their feeling that their jobs are narrow, lacking challenge, and separate from other work activities.

**The Result of the Hypothesis ( $H_{1d}$ )** explained a significant positive relationship between two dimensions: belief, affective and normlessness. it is partially agreed with the results of AL-Hadidi (2016); Najm et al., (2016) studies. the researcher justifies the no effect behavioral dimension may be due to the awareness of employees and their appreciation for working in a large educational edifice, and they should not behave in ways that reduce it in front of society.

**The Result of the Hypothesis ( $H_{1e}$ )** explained a significant positive relationship between the affective dimension and the social isolation. this result is partly consistent with the result of (e.g., Al-Hadidi, 2016; Najm et al., 2016; Yıldız, 2014) studies found a positive effect from two dimensions: belief, affective and social isolation.

The result is logical according to Nelson (2006)'s definition of social isolation, he described it as a glass prison, in which a person sees the world in which others move, hears their conversations and sees their contacts but cannot join and interact with them.

The researcher believes that the disappearance of the effect of the belief dimension can be traced back to the fact that workers can express their feelings easily because there are no laws that penalize them for their feelings, other than expressing their belief and behavioral.

**The Result of the Hypothesis ( $H_{1e}$ )** explained a significant positive relationship between the two dimensions: affective, belief and self-alienation. it is partly agreed with Yıldız's study (2014: 622) that found

effect two dimensions: affective, behavior; It also agreed with the study of AL-Hadidi (2016: 1), which proved a positive effect of the two dimensions: belief and affective.

The researcher believes that the absence of the behavioral dimension effect may be due to what some respondents mentioned that their effort to work to meet their needs led to the lack of time, mental, physical and psychological effort to criticize the university or ridicule its policies.

In addition, there are regulations that penalize any behavior that criticizes labor policies

### ***Discussion & Interpretation of the Results of the Second Main Hypothesis Test and its Sub-hypotheses & Interpretation.***

**The Result of Hypothesis ( $H_2$ )** explained a significant negative relationship between OC totally and EL totally. the researcher can justify this result in the light of administrative communication obstacles, where psychological obstacles are among the most important obstacles to communicate, and therefore it can be said that worker's negative belief towards their organizations increases their sense of disappointment and their cynicism behaviors; this will be reflected in decreasing their level of perception of the leader who is committed to ethical behavior.

**The Result of Hypothesis ( $H_{2a}$ )** explained a significant negative relationship between the two dimensions of belief, feeling and between of E L. this result can be justified according to the quality of administrative communication.

If employees believe that the organization cares only about achieving its interests; this will make them feel that the organization is not interested in satisfying their needs, which will negatively affect their emotional condition, and consequently will decrease the quality and efficiency of communication with their leaders and managers, this will inevitably reflect negatively on their realization that their leaders respect ethical values in all their behaviors and decisions.

**The Result of Hypothesis ( $H_{2B}$ )** explained a significant negative relationship between the two dimensions of affective, belief and ethical role modeling. Perhaps the employees do not translate their negative beliefs and feelings into cynicism behaviors due to the large number of corruption cases revealed by State supervisory authorities (For more see: <https://www.aca.gov.eg> & [www.ap.gov.eg](https://www.ap.gov.eg)), compared to the issues that were revealed at the university.

**The Result of Hypothesis ( $H_{2c}$ )** explained a significant negative relationship between two dimensions of belief, affective and the promote ethical conduct. Perhaps the absence of the effect of the behavioral dimension. because workers feel despair for other reasons, such as low salaries compared to their colleagues working in other sectors. and not because of their negative belief about the university.

### ***Discussion and Interpretation of the Results of the Three Main Hypothesis Test and its sub-hypotheses and Interpretation.***

**The Result of Hypothesis ( $H_3$ )** indicated a significant negative relationship between EL totally and AW totally. It thus consistent with studies available in this field (e.g., Altay, 2016; Nejati et al., 2016).

**The Result of Hypothesis ( $H_{3a}$ )** explained a significant negative relationship between promote ethical conduct and alienation at work. this result was contrary to expectations, where leaders are supposed to be models of ethical behavior before they promote ethical conduct. this result can be attributed to that the organization succeeded in developing a code of ethics binding on workers, while leaders were unable to contribute to the perception of workers as ethical models.

**The Result of Hypothesis ( $H_{3b}$ )** explained a significant negative relationship between the promote ethical conduct and powerlessness. it is relatively consistent with the Armas study (2016,99) and Kesen (2016: 118), which indicated that EL has the potential to reduce Powerlessness.

The researcher attribute the workers 'lack of understanding that their leaders are presenting an ethical role modeling, because they do not possess the qualities of a moral leader such as: honesty and justice.

**The Result of Hypothesis ( $H_{3c}$ )** explained a significant negative relationship between the promote ethical conduct and meaningfulness. it is relatively consistent with Kesen (2016: 118) found that there is a significant negative relationship between EL and meaningfulness.

The researcher can return this finding to when subordinates realize that their leaders are promoting ethical conduct, their sense of being able to understand organizational activities around them will increase, leading to a decrease in their sense of meaningfulness. Whereas, university leaders were unable to gain the confidence of their subordinates, which made them view them as unworthy of emulating them.

**The Result of Hypothesis ( $H_{3d}$ )** explained a significant negative relationship between both ethical role modeling, promote ethical conduct and normlessness. the logic of this result comes in accordance with the theory of social exchange for Blau (1964) which indicated that the relationship between individuals is based on social exchange between them, and reciprocity. therefore expected it is expected that the existence of an ethical leader who represents an ethical role modeling, promote ethical conduct, will make the employees more attached to the social norms and values that regulate behavior, which will reduce their feeling of normlessness.

**The Result of Hypothesis ( $H_{3e}$ )** explained a significant negative relationship between promote ethical conduct and social isolation. this result can be traced back to the fact that the employees' perception that their leaders promote ethical conduct will increase their sense of confidence, justice and belonging to the group, which will be reflect on their feelings of alienation. Whereas the workers did not realize that their leaders are an ideal they should emulate, and therefore this had no effect on their feeling of social isolation.

**The Result of Hypothesis ( $H_{3f}$ )** explained a significant negative relationship between promote ethical conduct and self-alienation. it thus corresponds relatively to Aram's findings (2016: 99) that confirmed a significant negative relationship between ethical leadership and self-alienation.

This result is due to that the a perception of workers that their leaders support them with ethical behaviors reduces their feeling that work is not a real source of complacency which will be reflected in their reduced sense of self-alienation, while leaders have not succeeded in becoming an ethical role model. Consequently, this did not affect feelings of self-alienation.

#### ***Discussion and interpretation of the results of the fourth main hypothesis test and its sub-hypotheses and interpretation.***

**The Result of Hypothesis ( $H_4$ )** indicated that EL did not affect the direct positive relationship between OC and AW. This result is unpredictable, but it can be justified according to the Equity Theory by Adams (1965), It can be argued that although employees are aware of the leader's ethical, it will not lead to lower levels of organizational cynicism or to decrease their feeling of alienation at work of the organization resulting from their feeling of injustice .Especially because it is one of the reasons employees resort to cynicism and alienation at work.

**The Result of Hypothesis ( $H_{4a}$ )** explained that EL influenced the direct relationship between the dimension of belief and AW. the researcher can justify this result according to the theory of equality for Jaques (1961), where the employees' perception of the ethical leader who takes into account equality will

increase their confidence in him and the organization and will reduce their negative belief and behaviors that reduce their value, and their feeling of alienation,. as for The disappearance of the affective dimension may be due to other reasons.

**The Result of Hypothesis (H<sub>4b</sub>)** explained that EL reduced the direct positive relationship between affective dimension and powerlessness. It also removed the behavioral dimension. It is logical according to expectancy theory by Victor's (1964), where ethical leaders are expected to gain the trust of their followers, and this increases positive expectations of employees towards their leaders and then to the organization, which reflected in a decrease in their feeling of frustration about their work, and their cynicism behaviors,, this will lead to a greater feeling of employees' ability to control the course of work and reduce their doubts about their expectations, and thus reduce their feeling of powerlessness.

**The Result of Hypothesis (H<sub>4c</sub>)** explained that EL did not affect the relationship between dimension of affective and meaningfulness. it is an unexpected result, and the employees may feel uncomfortable, anxious, angry, and meaningfulness for other reasons.

**The Result of Hypothesis (H<sub>4d</sub>)** explained EL led to a decrease in the direct positive relationship between the two dimensions of belief, the affective and normlessness. Logically this result can be traced back to Pandora's Social Learning Theory (1977), according to which, the employees' perception of ethical leaders will reduce their negative beliefs and feelings toward the organization, and their feeling of normlessness.

**The Result of Hypothesis (H<sub>4e</sub>)** explained EL did not reduce the influence of the affective dimension on social isolation. It is not expected according to the theory of attitude Eagly's (1993). The employees' perception that the leader is ethical will increase their feelings of belonging to the organization, thereby reducing the feeling of social isolation.

**The Result of Hypothesis (H<sub>4f</sub>)** explained EL reduced the direct positive relationship between the dimension of belief and the self-alienation. this result can be justified according to Blau's social exchange theory (1964), in which workers' perception that their leaders are ethical, listen to and share them, will increase their feeling of self-realization, which in turn will be reflected in a low feeling of self- alienation. as for the absence of any effect of ethical leadership in the direct relationship between the dimension of affective and self-alienation is not logical and has other reasons.

## Conclusion and Implications

This study focuses on determining the influence of EL (from a two-dimensional perspective) on negative work-related outcomes, including OC and AW.

The current study dealt with OC as an independent and three-dimensional variable, while most studies dealt with it as a dependent and overall variable.

The study deals with AW as a five-dimensional variable unlike many studies available in this field.

The existence of a positive relationship between the affective dimension and dimensions of EL, as well as between dimensions of AW, gives a practical indication to the top executive management at assiut university that Strategies must be developed to help reduce or eliminate the negative feeling of cynical workers, such as implementing an open-door policy.

There is a negative relationship between promote ethical conduct and AW and its dimensions; It gives an important and practical indication to the leaders of assiut university about their success in promoting ethical behavior. Consequently, their responsibility is to continue this success by implementing organi-

zational policies that will help employees understand their leaders' support for ethical behavior, through periodic training for leaders on how to support ethical behavior; and compel them to discuss and participate workers in decision-making.

The a simple positive relationship between ethical role modeling and normelssness, While there is no positive relationship between ethical role modeling and AW and the rest of its dimensions, represents a practical indication of the officials at assiut university, that the leaders of the organization have failed to attract the attention of their subordinates as role models to follow. This requires developing strategies that help build the perception of workers that their leaders are ethical models, by providing educational and awareness programs and panel discussions explain and teach leaders the importance of monitoring ethical behavior in all their personal and organizational behavior.

The results of the study indicate an influence of EL on the direct relationship between the OC and AW, meaninglensness, and social isolation. This gives a practical indication to the top management of assiut university, that this leadership style can be used as a good and more effective way to eliminate these negative attitudes and behaviors of employees, through a set of strategies including: Honoring leaders and ethical workers to encourage others to follow them; a policy of selecting and distributing jobs that promotes ethical leadership.

Finally, the study was limited to the employees of the administrative structure of assiut university and therefore can not generalize the results of this study to other workers.

### **Future Research**

The researcher believes that there will be a significant change in the results if the same study is repeated using a different method of collecting field data other than personal interviews, or depending on another type of sample that does not need to have a basic framework for vocabulary of the research community, where the contemplative of the results of the present study finds a very clear contradiction in the relationship between the dimensions of the variables may be due to the respondents' feeling under the microscope in the field interviews.

The current study opens the way for researchers to study variables through long-term studies that can track the tracking of cause-and-effect relationship between variables.



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### Appendix A (Study Scales)

Items that Measure	Dimensional
<b>OC (14 Items):</b>	
1- I think my organization says one thing and does another.	(1-5) belief
2- The organization's policies, goals and practices do not match with what is really happening on the ground.	
3- When the organization says it will do something, I doubt it will happen.	
4- I see a weak similarity between what the organization plans to do and what it is already doing.	
5- The organization expects workers to do something, but it does not reward them.	
6- I feel uncomfortable when I think about my organization.	(6-10) affective
7- I feel provoked when I think of my organization.	
8- I feel nervous when I think of my organization.	
9- I feel anxious when I think about my organization.	
10- I complain to my external friends about how things are managed within the organization.	(11-14) behavioral.
11- I share common views with a specific meaning about the organization with my colleagues at work.	
12- I speak negatively with others about the way things are going on in the organization.	
13- Criticize the organization's practices and policies in front of others.	
14- I mocked the initiatives and the principles that are proposed by the organization.	
<b>EL (10 Items):</b>	
1- My managers work ethically in all organizational and life situations.	(1-5) ethical role model
2- I can trust my manager.	
3- My manager discusses the ethics and values of working with employees.	
4- My manager gives an example of how to do business ethically.	
5- Managers ask what are the right things to do when making decisions.	
6- My managers listen to what the workers say.	(6-10) promote of ethi- cal conduct
7- My managers punish workers who violate ethical standards.	
8- My manager takes into account the interests of his employees and takes care of them.	
9- Managers make fair and balanced decisions at work.	
10- Managers judge success not only in terms of results achieved, but also on the means used to achieve them.	
<b>AW (39 Items):</b>	
1- I miss the ability to interact with the situations surrounding me.	(1-7) powerlessness
2- I can not influence the course of things inside the work.	
3- My direct boss does not take my opinion when making decisions.	
4- I feel powerless to achieve self-realization within the scope of work.	
5- I have no idea what it should be like.	
6- I think it is necessary to get the approval of the direct boss before starting any activity.	
7- The feeling of despair and failure spreads among the workers.	
8- I feel my ambitions are dwindling over time.	(8-14) meaninglessness
9- I feel worthless because I don't have clear career goals for me.	
10- My job does not satisfy self-assertion.	
11- I cannot enjoy my life in the work environment.	
12- My job does not allow me to take advantage of my capabilities.	
13- It is hard for me to make any decisions about my future career.	
14- I feel shy when I talk about my job with other colleagues working in other business sectors.	(15-22) normlessness
15- I have a strong feeling that compliance with laws is no longer effective today.	
16- I feel that I have a difficulty in distinguishing between right and wrong.	
17- Some may tend to the fact that they are located among colleagues to improve their image in front of their superiors.	
18- I feel that commitment to organizational values has become weak.	
19- Some of my superiors deliberately black out my role in the organization.	
20- Most labor regulations and laws are unclear.	
21- I feel that the business rules and instructions are not fairly applied to everyone.	
22- I don't feel with fairness in distributing the workload within the department.	

Items that Measure	Dimensional
<b>AW(39 Items):</b>	
23- I feel strange even the presence of my colleagues.	(23-30) social- isolation
24- The work environment lacks trust among colleagues.	
25- I prefer to keep my opinions to myself.	
26- I prefer to have my relationships with individuals outside of work.	
27- We miss the family atmosphere within the scope of work.	
28- Management is not concerned with the participation of workers in developing business methods.	
29- I don't really care about compliments in social events.	(31-39) self-alienation.
30- I feel bad about the behavior of some of my colleagues.	
31- I have a constant struggle between my values, goals, and business goals.	
32- I miss a feeling of job security.	
33- I see that my career success has not satisfied my minimum ambitions.	
34- What I do has no value or meaning.	
35- I was unable to understand many of my actions within the scope of work.	
36- That I have no emotional tendency to some of them.	
37- I have a dominates feeling of quitting my job.	
38- I feel I wear a mask that completely contradicts my personality style.	
39- I feel psychological emptiness because I am dissatisfied with so many behaviors within the business.	