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ANALYZING THE EFFECT OF MORAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCE THROUGH THE MEDIATION OF EMPLOYEES' JOB SATISFACTION IN COMMUNICATION AND TECHNOLOGIES UNITE OF ARMY

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ABSTRACT

This study sought to evaluate the impact of ethical leadership with the mediation role of job satisfaction on organizational performance of communication and Technology unites of ARMY. On the basis of objective it is practical and in terms of the method of data collection is descriptive. It is causal based on the relationship between variables and is typically based on structural equation modeling. Statistical population consistes of 250 members of communication and technology unit of ARMY, through which 150 members have been selected as samples by Morgan and Kerejsi table and random sampeing method. A questionnaire was used to measure the variables. A total of 150 questionnaires were distributed and the same number of respondents' also was collected valid questionnaires. Data analysis has been made using descriptive and inferential statistics and statistical software SPSS 18 and LISREL.8.54 is used. The findings show that moral leadership has significantly positive effect on on job satisfaction and organizational performance and job satisfaction has impact on organizational performance. The moral leadership through the mediation of job satisfaction has significantly positive effect on organizational performance.

Keywords: Ethical Leadership, Job Satisfaction and Organizational Performance

INTRODUCTION

Ethical leadership in management is defined as a demonstration of appropriate normative behavior through personal actions and interpersonal relationships, and promotes such behavior to subordinates. This kind of leadershiop is an example of proper role, and are are honest and law-abiding leaders that looking forward to do the right thing to their personal to make their lives in an ethical manner (Hansen, 2011; Olombra *et al.,* 2011).

Moral or ethical leadership includs supervision and management practices that the rights and dignity of others as human beings are respected and valued. Since leaders are naturally in social position of power, ethical leadership focuses on the maneer of using social power by mangers and employees in descion making and also its influence on others (Nayeri *et al.,* 2010). This leadership have been described as a leadership style based on normative conduct or behavior through actions, private practices, and interpersonal relations and promots the conduct or behavior of their followers through bilateral relations, strengthening staff and decision-making (Brown *et al.,* 2005). Ethical leadership through community orientation assigns people in business and duties that the fittness between the needs, skills, and abilities comply with the demands of their job (Nayeri *et al.,* 2010). Job satisfaction in human resource management is an indicator of the quality of working life. No doubt the people who are satisfied with their work at the end of the day will feel as they have achieved success. The compatibility between the employee and organizational goals increases motivation, performance and job satisfaction (Sadeghi and Fathi, 2002). The measurement of job satisfaction of staff and analyzing effective strengths and weaknesses provides reduction or increment of employee satisfaction, and will help organizations to provide better service and products and ultimately, it will help productivity improvement (Bidokhti and Salehpour, 2007). The negative effects of corruption and unethical behavior in government agencies and

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public services are undeniable. Unethical behavior is one of the most dangerous problems in organizations, with potential damage to public trust. The need to eliminate corruption and improve ethical standards of elected officials and state employees has become an important issue in the public agenda throughout the West and the developing world. Increasingly over the past two decades, public and private organizations are seeking to reduce the diversion of the organization's ethical standards. But despite the growing number of such programs, research on its effects is still in its infancy, and researchers still have little knowledge about how to measure the success of programs (Nayeri *et al.,* 2011). Therefore, this study aims to fill this gap by studying the perceptions and behaviors of employees through the development of ethical programs. Accordingly, the present study examines the impact of ethical leadership and job satisfaction of employees on improvement of performance in organzitions.

Research Literature

Ethical Leardership

Brown, Trevino & Harrison defined ethical leadership as showing of normative behavior through individual activities, interpersonal communication, and promoting such behavior to followers through mutual communication, strengthening and decisions.

The first part of this definition, "the normative behavior through individual activities and interpersonal communication" includes that leaders who are supposed as moral are behavior patterns with appropriate normative principles (such as honesty, integrity, fairness and caring). It is also becoming a valid leader. The second part of the definition "promoting such behavior to followers through bilateral communication" implies that moral leadership is not only relateing to morality and highlighting morals in the social environment by talking about it with his prominent followers, but also it is justice process between the individual and procedural provided to followers.

"Strengthening" in the definition shows that the ethical leader who is ethical and deploys moral standards will rewarde behavior and punishe those who do not follow the standards. The final element of the definition about "decision making" is a reflection of the fact that moral leadership think about moral consequences of their decisions and make fair and normative decisions that can be followed by the followers (Rahdari Shomali, 2010).

Ethical Leadership Dimensions

Mohsenvand (2008) states that to be effective, efficient, and sublime, you need to understand and improve four elements of ethical leadership. These elements include: Objective, knowledge, authority and trust.

• **Objective**: The topics such as ethical leadership actions and the results of investigations carried out in connection with the goals of the organization. Mind of the leader provides areas for concemration and stability to the actions and decisions of the organization.

• **Knowledge:** ethical leadership has the necessary knowledge for research, diagnosis and action. This knowledge can be found by the organization and its environment. But it must create the situation to stay alive and share it with the people who maintain it and the organizations that want to learn.

• **Authority**: moral leader has the power to ask questions, make decisions and take action. But he also knows that these are all linked together and has affect on each other. Leader should have the authority to lead them to meet organizational goals.

• **Trust**: ethical leadership suggests trust and exploits it through the organization and its environment. Without the three factors of trust, knowledge and purpose, people are afraid of using their authority (Mohsenvand, 2008).

Styles of Ethical Leadership

In Table 1, the styles of ethical leadership are presented. These styles are necessary to protect or enforce a change in organizational culture (Mohsenvand, 2008).

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Table 1: Ethical leadership styles (Mohsenvand, 2008)

Styles of ethical leadership			
Change Strategies	**Incremental change strategies**	**Maintenance strategies**	
Transformation strategies are used when the organization is not in good condition or not coincide with the moral sense. Since there is less time and fundamental change are supported.	Evolution of cooperative is used when the organization is in good condition. Coincides with the moral sense. However, some modifications are needed, or that the organization was not in good condition and is not coincide with the moral sense, but there is time and change of major agents.	Agency leading is used when the organization is in good condition and the concept of moral organization is value-based. Goals, values, and vision of the desired future are shared by all the major agents.	Facilitating and encouragment value-based style
Forced change without authority is used when the organization is not in good condition or not coincides with the concept of morality and there is not enough time for full participation. Support for fundamental changes to the organization does not take place. But such a change is crucial for survival and to accomplish the organization's mission	Forced evolution is used when the organization is in good condition and does not necessarily coincide with the moral sense. However, some modifications are needed. Or when the organization is in good condition. Or not coincide with the moral sense. The main agents are in their opposition of change, but there's enough time.	Successfully moral neutral and uninvolved leading is used when the organization is in good condition and is essentially based on the concept of corporate behavior. Culturally acceptable by all major vendors are shared. The moral principle is shared based on the cultural roles accepted by all major vendors.	Rules based on incentives and coercion style

Job Satisfaction
Experts believe that it is the kind of satisfaction and the definition say it: Job satisfaction is a person's attitude toward work and simplly how the person feels about the job and its various aspects (Seyed Jvadyn, 2005). Table 2 presents several definitions of job satisfaction.

The Effects of Job Satisfaction
Job satisfaction increases productivity, organizational commitment, physical and mental health of the individual and results in high morale and satisfaction of lives and seeking to gain new skills and performance is also enhanced (Yazdi and Jafary, 2010). Lack of job satisfaction reduces employee morale and low morale is not good for working. Some indicators of low morale are: anxiety, absence in work, delay in work, labor turnover and early retirement (Coomber and Barriball, 2007). In general, job satisfaction leads to an increase in productivity, people have committed to an organization and guarantees physical and mental health, increases morale, if they are happy with their life they will quickly learn new job skills. Research shows that when members get satisfaction from their work, decreases absence or delay or even leaving. Job dissatisfaction leads to issues such as anxiety, depression, stress, personal injury, anger issues, neglect, harassment sensitivity, forgetfulness, inability to make decisions and lack of concentration (Saber, 2007). If the satisfaction of human resources is met, it will improve operational quality and also will cause the people to know the organization as owner and attempt to achieve

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organizational goals. On the other hand, aspects of job satisfaction with this unit can identify the individual characteristics of employees and managers to recognize the fertility of his inner motivations and finally to improve the organization. In summary, it is desirable to observed high performance and effectiveness and efficiency, work accidents, absences, delayed entry into the workplace and disputes in the workplace and other factors. Thus, job satisfaction causes staffs' physical and mental health in addition to increasing the quality of work and reduceing absence and turnover of staff and directly affects the view of staff to supervisors, co-workers, and etc. (Farahmand and Sherifian, 2005).

Table 2: The historical definition of job satisfaction (researcher)

Definition of job satisfaction	Researcher	Year
Job satisfaction is the sense of mental, physical and environmental satisfaction of staff.	Hoppock	1935
Job satisfaction is the outcome of the individual evaluation on the issue of to which extent work requirements satisfies him (Nasiri, 2008).	Dawis & Lofquis	1984
Job satisfaction is one's feelings about the job or his experiences in past, current expectations or about other employment opportunities (Assadi *et al.,* 2001).	Balzer & et al	1990
Job satisfaction is defined as the difference between the amounts that employee's bonuses receive and what they deemed to be received (Robbins, 1997).	Robbins	1996
Job satisfaction is the kind of feelings and positive attitudes toward career (Assadi *et al.,* 2001).	Chandan	1997
Job satisfaction is a pleasant emotional state resulting from the appraisal of one's job and is defined by features and dimensions in relation to the job (Zandipoor and Javid, 2011).	Acker	1999
Job satisfaction is the approach to how people feel about their jobs in general or with respect to various aspects. Simply, satisfaction is an index which shows how people are interested to their jobs (Naami and Zarghar, 2008).	Spector	2000
Job satisfaction is a positive emotional response to a specific job (Nadiri and Tanova, 2010).	Oshagbemi	2000

Table 3: Definitions of organizational performance

Definitions	Researcher	Year
Performance is the result of an idividual in the execution of assigned tasks in a given time period (Emamgholi, 2011)	Armstrong	1993
Performance of the company is the company's activities in a specific time period that led to the acquisition of profit or increase shareholder wealth (Allen and Holmes, 2006).	Allen & Helms	2006
Performance is the anticipated or benchmark key framework that this framework acts as a tool for judging the effectiveness of individuals, groups, and organizations (2007).	Andrews	2007
Performance is the processing of the results of material and human resources in organizations (Emamgholi, 2011)	Jamshidi	2000
Organizational performance relates to the missions, tasks and activities of the organization and the results (Safarzadeh *et al.,* 2011).	Safarzade et al	2010

Organizational Performance

The most popular definition is provided by Neely *et al.,* (2002): "The process of determining effectiveness quality and efficiency of the previous measures". According to this definition, the function can be divided into two components: 1) describing how to use the resource efficiency in the production of

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products or services, it means the relation between the real and the ideal combination of inputs to produce certain outputs, and 2) the effectiveness which is the described degree of achievement of organizational goals. These targets are explained usually in the form of events (the degree of compliance with the requirements of customers' outputs), availability (aspects such as frequency, providing in the priority groups, and physical distance) and quality (degree of achievement of the required standards) (Dollery and Worthington, 1996). Table (3) shows the definitions of organizational performance.

The Necessity and Importance of Performance Evaluation
Sattari (2005) identified 6 factors in his study of learning and performance needs as follow:
1. Judgments and decisions about employee performance, groups and entities, and organizations need to select the appropriate parameters to the appropriate evidence, proof impressions to be accurate.
2. The necessity of revision strategies in different parts implementation of strategic management to determine the effectiveness of the strategies.
3. The need to set benchmarks and indicators for monitoring the effectiveness and efficiency in accordance with the standard requirements.
4. The need to determine how to allocate resources to achieve organizational goals.
5. Performance evaluation is discussed as a light and guidance for all management activities.
6. Sustainable development of the organization, thanks to evaluate, analyze and comparing the performance of the required action (Sattari, 2005).
Based on the concepts presented in this study, the following conceptual model (Figure 1) was examined in order to explain and evaluate the impact of ethical leadership on organizational performance through the intermediary role of job satisfaction.

Figure 1: Conceptual model of researc   earcher)

Hypothesis
Hypothesis 1: moral leadership has significant impact on job satisfaction of employees in Army communications and technology unit.
Hypothesis 2: Job satisfaction has a significant impact on organizational performance in of Army communications and technology unit.
Hypothesis 3: ethical leadership through job satisfaction has a significant impact on organizational performance in Army communications and technology unit.
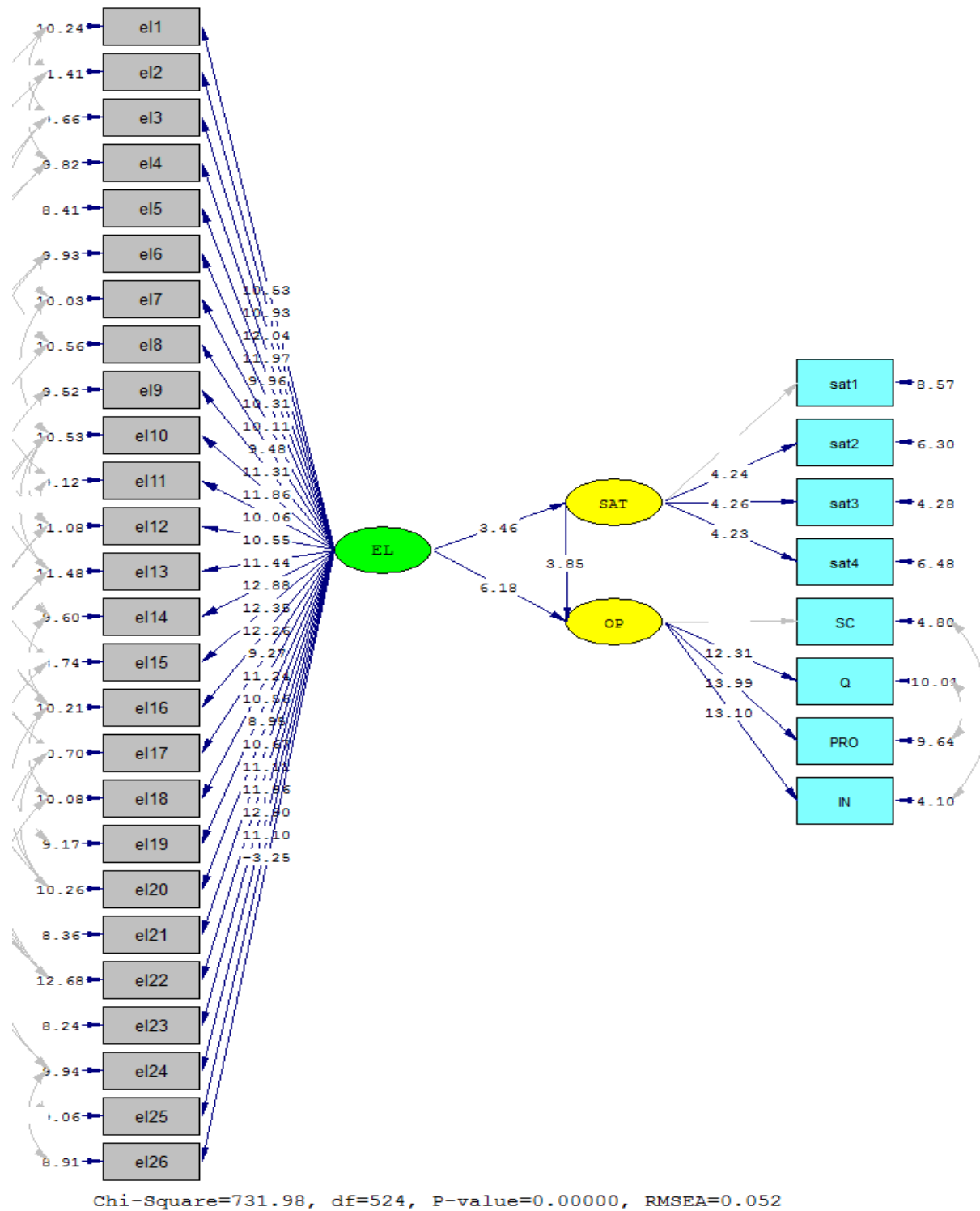Hypothesis 4: Ethical leadership has direct significant impact on organizational performance in Army communications and technology unit.

MATERIALS AND METHODS
The present study is practical based on objective and since they describe and explored the studied phenomena and expressed causal effect between variables, it is descriptive and a causal-comparative research. In this study, the "ethnical leadership" is examined as the independent variable. The dependent variable is "performance" that includes 4 dimensions as customer service, quality, productivity, and innovation. Mediator is "job satisfaction".
The study aims to measure the variables of moral leadership questionnaire with 26 items by Emadi Far and colleagues (2009) with reliability coefficient (Cronbach's alpha) of 0.98 and job satisfaction questionare by Brayfield & Roth (1951) with 0.95 reliability and is used organizational performance queatnare of Chadhory (2010). The population of this study consisted of 250 employees working in ICT

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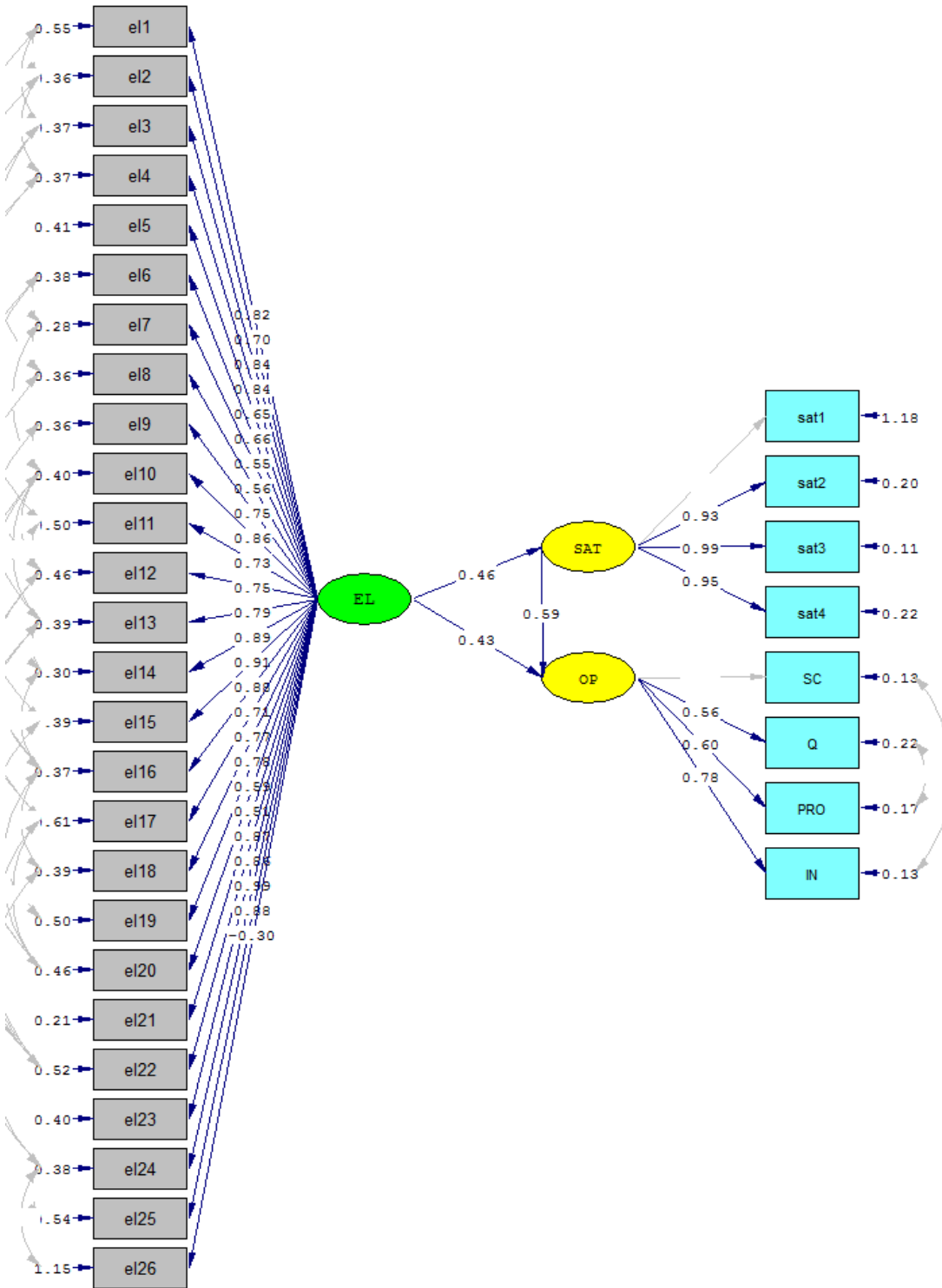Chi-Square=731.98, df=524, P-value=0.00000, RMSEA=0.052

Figure 2: Significant numbers of Structural model coefficients

Army unit with a degree Of Diploma or higher in 1393. Sampling is done through Morgan krejcie table and 150 were selected.

The study data analysis in inferential analysis (parametric) is done to the test sample distribution in Kolmogorov-Smirnov method. One-sample of t-test is used to check the status of moral leadership, job

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satisfaction, and organizational performance in the Army staff and communications technology. Confirmatory factor analysis was used for identifying the latent variables, and, ultimately, equation modeling and path analysis was used to test the hypothesis of structural

Chi-Square=731.98, df=524, P-value=0.00000, RMSEA=0.052

Figure 3: The structural model of the research in the standard estimate

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Data Analyses
Kolmogorov-Smirnov Test
As Table 4 shows, there is no reason for rejecting the claim that the distribution is not normal and distribution is normal.

Table 4: Kolmogorov-Smirnov test results

	Ethical leadership	Job satisfaction	Organizational performance
Kolmogorov-Smirnov test	1.117	1.149	.953
Significance level	.165	0.067	.324

Testing Research Hypothesis
First output of significant portion of the coefficients and parameters for structural equation modeling to test the hypothesis shows that all obtained values are significant, because significant amounts of individual tests are larger than 1.96 and are smaller than -1.96 (Figure 2).

After ensuring the significant path coefficients, Figure 2, the output of the software indicates that the structural model is fitted in the implementation of structural equation modeling to test the hypothesis, $1.39 = / df2\chi$; $0.052 = RMSEA$; $0.90 = GFI$; $0.90 = AGFI$; $0.96 = NFI$; $0.99 0NNFI =$; $0.99 = CFI$). In other words, the observed data is based on this conceptual model to a large extent (Figure 3).

Hypothesis 1
H0: Ethical leadership has no significant effect on job satisfaction of employees.
H1: Ethical leadership has a significant impact on job satisfaction of employees.
H_0: $\rho=0$ (Conflicting claims)
H_1: $\rho \neq 0$ (Claim)

Table 5: Effect of structural model of moral leadership on job satisfaction

Result	t	Impact factor			
accepted	3.46	0.46	job satisfaction	<---	moral leadership

Due to the impact factor of $\gamma = 0.46$ and significant coefficient t = 3.46 (-1.96 > t > 1.96) reported in Table (5), which is larger than 1.96, moral leadership can affect job satisfaction and explain it. Thus with 95% of confidence this hypothesis is confirmed.

Hypothesis 2
H0: job satisfaction has no significant effect on organizational performance.
H1: job satisfaction has a significant effect on organizational performance.
H_0: $\rho=0$ (Conflicting claims)
H_1: $\rho \neq 0$ (Claim)

Table 6: Effect of structural model of job satisfaction on organizational performance

Result	t	Impact factor	Direct effect
accepted	3.85	0.59	organizational performance ⬅ job satisfaction

Due to the impact factor of $\beta = 0.59$ and significant coefficient t = 3.85 (-1.96 > t > 1.96) reported in Table (6), which is larger than 1.96, job satisfaction can affect organizational performance and explain it. Thus with 95% of confidence this hypothesis is confirmed.

Hypothesis 3
H0: Ethical leadership through job satisfaction has no significant effect on organizational performance.
H1: Ethical leadership through job satisfaction has a significant effect on organizational performance.
H_0: $\rho=0$ (Conflicting claims)

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H_1: $\rho \neq 0$ (Claim)

Table 6: Effect of structural model of ethical leadership through job satisfaction on organizational performance

Result	t	Impact factor	Direct effect
accepted	3.46	0.46	job satisfaction← Ehical leadership
accepted	3.85	0.59	organizational performance← job satisfaction
result	t	Indirect impact factor	Indirect effect of moral leadership on organizational performance mediated by job satisfaction
accepted	4.80	$(0.46 \times 0.59)=0.27$	job satisfaction← Ehical leadership ← organizational performance Ehical leadership <--- organizational performance
result	t	General effect	Direct and indirect effects of moral leadership on organizational performance
accepted	8.28	$(0.46 \times 0.59)+0.43=0.70$	Ehical leadership <--- organizational performance+ Ehical leadership <--- organizational performance

The first hypothesis was proved, moral leadership has a direct impact on job satisfaction (β =0.46; t = 3.46); and the second hypothesis was proven that job satisfaction has a direct impact on organizational performance (β = 0.59; t = 3.85); therefore, job satisfaction has significant relationship between ethical leadership and mediates organizational performance (β: 0.59 × 0.46 = 0.254). Therefore, the null hypothesis is rejected and the hypothesis is confirmed. The whole moral leadership impact (direct and indirect) on organizational performance is calculated as 0.70 = 0.43 + (0.59 × 0.46).

Hypothesis 4
H0: Ethical leadership has no significant and direct effect on organizational performance.
H1: Ethical leadership has a significant and direct effect on organizational performance.
H_0: $\rho=0$ (Conflicting claims)
H_1: $\rho \neq 0$ (Claim)

Table 7: Structural model of direct effect of ethical leadership on organizational performance

Result	t	Impact factor		
accepted	6.18	0.43	Organizational performance	← Ethical leadership

Due to the impact factor of β = 0.43 and significant coefficient t = 6.18 (-1.96 > t > 1.96) reported in Table (8), which is larger than 1.96, ethical leadership can directly affect organizational performance and explain it. Thus with 95% of confidence this hypothesis is confirmed.

Pearson Correlation Test Results
Pearson correlation test results and correlation between variables are presented in Table 9. The inner and outer correlation between variables is shown in the table.

Table 9: Pearson correlation coefficients between variables and dimensions

		Ethical leadership	Job satisfaction	Organizational performance
	Pearson Correlation Ethical leadership	1		
	Significance level			
Job satisfaction	Pearson Correlation	.469**	1	
	Significance level	.000		
Organizational performance	Pearson Correlation	.598**	.715**	1
	Significance level	.000	.000	

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RESULTS AND DISCUSSION

Results

First Hypothesis

The results indicated that the first hypothesis has path coefficient of 0.46 and significance level of 3.46. Accordingly, it can be concluded that the ethical behavior of employees, such as: knowledge, credibility, authority, confidence and higher self-esteem will increase motivation and resuls in higher levels of job satisfaction. Wen the employees feel the honest relationship between manages and staffs and the rewaeds are in justice, leaders do their duties and job is challenging, they will have better feeling to their job and the organization. The results partly confirm previous research that has been done in this area. For example, Oshimagimi (2003), and Oak *et al.,* (2005) stressed that job satisfaction of employess is affect strongly by manager power in management behaviours and environmental situation.

Second Hypothesis

Our findings confirm the second hypothesis with path coefficient of 0.59 and significance level of 3.85. It can be said that staff commitment to organization will increase by job satisfaction and it can be a base for other correct activities.

The results partly confirm previous research that has been done in this area. For example, studies conducted by Iaffaldano & Muchinsky (2006), Hacket and Guion (1985) and Muchinsky (1977) suggest that the degree of job satisfaction influence commitment and desire to the deviant behaviors in the workplace.

Third Hypothesis

The findings confirms third secondary hypothesis by a path coefficient of 0.27 and significance level of 4.80. Accordingly, we can conclude that ethical behavior of leaders increases awareness of employees and ethical decision making, as well as the quality of work life and job satisfaction. Job satisfaction ultimately reduces turnover, and will improve effort and organizational performance. The results partly confirm previous research that has been done in this area. For example, Golparvar and Nadi (2009) stated in their study that the relationship between management support and job satisfaction in a chain of ethical behavior increases level of commitment and performance of employees in the organization.

Forth Hypothesis

The results confirm the hypothesis with path coefficient of 0.43 and significance level of 6.18. Accordingly, we can conclude that ethical behavior of leaders has direct significant effect on organization performance. Non-ethical decisions are frequently damage the performance of many organizations (Baharifar and Javaheri, 2010). Set of ethical behavior in the workplace are part of the person's official duties which is effective in performance improvment (Korkmaz and Arpaci, 2009). Cooperation and unity in moral communication of organization and management and assessment of the implications of business ethics in the organization corrects structure and process and can cause the organization's ability to increase and improve organizational performance (Akhavan and Yazdi, 2013).

Suggestion

Recommendations for development of the effect of ethnic leadership on job satisfaction:

- The organizational structure should be such that the importance of ethics in organizational system has been internalized and institutionalized. Ethical management is located within different organizational systems and is a part of the organizing body.

- Advicers and assistants to workers placed at the head of the organization's operations. So that the information become clear and easy for anyone and values was not just administrative actions and constantly upgrade and everyone knows them.

- A central guidance on general principles should exist. So that moral evaluation functions performes correctly and the system continually evaluates, modifies and optimizes.

- Laws that regulate freedom of information, transparency and public information to provide keep the attention to corporate ethics. Laws and international treaties such as the Universal Declaration of Human Rights and the Convention on the protection of the environment are effective in sustaining system of ethics in organizations.

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- In terms of the internal operations, evaluation system, remuneration, promotion and decision-making processes should be set up to encourage and strengthen ethical practice and undermine and condemn unethical practices.

Recommendations for development of the impact of job satisfaction on organizational performance
- Job satisfaction will lead to further efforts when you consider all the dimensions of job satisfaction. The job should be challenging, not boring, with enough payment.
- Measures must be taken to improve job satisfaction. Among these measures are: use of Job Triggers like material and immaterial rewards, more vouchsafement powers, the expansion of freedom and independence of the employees.
- Providing culture and environment in organization can require employees' needs and satisfaction. Organizations typically useing three main mechanisms face their employees with job dissatisfaction which are: Formal structure of the organization, leadership based on command and control. So creation of culture and accrate structure inside the organization can increase the satisfaction of employees and finally make them to have more effort.

Recommendations to increase the impact of ethical leadership on job satisfaction and organizational performance
- Providing trust by facilitating social interaction and long-term strategy that managers need to understand human behavior to change the organizational culture. So that the working environment is full of trust and honesty. An environment in which people feel free and the organization is part of its efforts to improve organizational performance.
- Managers attention to employees' needs and creating opportunities for growth and prosperity, it can create an exciting and relish the satisfaction of employees to their jobs and improve its performance and the performance of the organization.
- Administrators and educational leaders have to rely on the expertise of human perception and experience to set boundaries, regulations and ethical behavior and artisticly dominant social values and beliefs in their own organization. Establishment of the conditions and needs of the community and the motivation increase job satisfaction. As a result, people have remained faithful to their organization and by doing a better job will provide the context for improving organizational performance.

Recommendations to increase the direct impact of ethical leadership and organizational performance

- Pushing and chnaging organizational culture to supportive culture and reinforcing the principles of ethics and moral values, in which it can be established throughout the organization and the organization will become an ethical organization, so that all components of the ethical organization, especially the performance of knowledge management systems, will grow and improve.

- Ethics in Organizations to be highlighted and provided the growing field of compliance and ethics. Individuals can play a more effective role in improving the performance of organization and improve their organizational performance indicators. Also have more active participation in the process of knowledge management

- Establishment of a code of conduct and codes of ethics for staff in the organization and providing its definition and assessment to staff and evaluation of the final results of the ideal moral (ethical and moral codes defined in the Charter).

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