



**MEKANE YESUS MANAGEMENT AND LEADERSHIP COLLEGE
(MY-MLC)**

MASTER OF ORGANIZATION LEADERSHIP

**ARTICLE REVIEW FOR THE COURSE “LEADERSHIP ETHICS, GOOD
GOVERNANCE AND SOCIAL RESPONSIBILITY”**

**Reviewed article title: A study on ethical leadership perceptions and its
impact on teachers’ commitment in Pakistan**

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Abstract

This article review is an examination of an article by the title of ethical leadership perceptions and its impact on teachers` commitment. how factor like age, gender and seniority affect commitment of teachers. Examine why Age and gender of employees did not have any correlation with leader`s ethical behaviour; however, seniority of the employees can influence the response

Introduction

The purpose of this article review was to investigate article written by the title of the impact of ethical leadership perception on teacher commitment. Measures which factor affect the commitment of teachers` in the case of Pakistani school teachers.

Description of the study

The primary objective of this research article is to study the concept of ethical leadership by determining the perceptions of school teachers regarding ethical leadership behaviours of the school leaders and establishing its relation with teacher's commitment. In addition, this study tests the validity of ELQ survey instrument in educational sector of Pakistan. The main purpose of this study was to validate the ELQ scale for leaders in educational sector of Pakistan and to determine the perceptions of ethical leadership behaviour from the stand point of teachers and examine the possible linkage of ethical leadership and commitment of the school teachers and its dimensions.

Literature evaluation

In this reviewed research work, the authors cited some old references such as papers published in 1996,1977,1979, 1964,1989,2003,1999,2006,2000,2004,2008,2010,2012,1998,2002,2009 and 2001. However, those paper importance is not questionable which means they are interrelated with ethical leadership perceptions and its impact on teacher`s commitment. Moreover, there is a luck of clearly state the difference between pervious papers with the current conducting research work. As strength part, the reviewed article describes the ideas and their major findings of related works in a better way.

Conceptual framework

The theoretical framework supports a theory of the research which introduce and describes the theory that explain why ethical leadership has an impact on teacher's commitment. And the conceptual framework defines relevant variables like ethical leadership, teacher commitment and relationship between ethical leadership and teacher commitment.

Sample

The participants for this study comprised of 320 teachers who were selected from a random sample of the schools situated in two of the largest districts in Punjab, Pakistan. Since the

selection process is random sampling method so the probability for bias is less. But the researcher omits the total number of populations from which he selected the sample.

Method and design

The authors of this reviewed article were using a survey research design; it is because the researcher use a questionnaire to collect/ gathered information from a sample of people. The data is collection with survey method using a cover letter describing the purpose of the research and a structured questionnaire as the research tool. While distributing the questionnaire, it was ensured to the teachers about with complete anonymity of identity and confidentiality of responses. The complete packet comprising of the letter and the questionnaire was administered to 300 teachers by the researcher. Out of these, a total of 306 filled questionnaires were returned back, so the response rate was almost %. The questionnaires were checked for their missing values and the outliers. Using Mahalanobis distance tool, the outliers were treated and a total of 300 questionnaires were considered fit for the analysis.

Analysis

The preliminary analyses included the profile of the respondents, the descriptive statistics, correlations coefficient and Cronbach's alpha reliability were estimated using SPSS version 22. For running CFA and assessing the measurement model, AMOS version 22 was used. For checking that the data does not suffer from CMB (common method bias), Harman's one factor test was done. Here the main weakness of this reviewed articles is the graph features are not as simple as of Microsoft excel.

Result

In this study, three factors were used to measure the individual characteristics of the teachers. These include age, gender and seniority. Age and gender of employees did not have any correlation with leader's ethical behaviour. However, seniority of the employees can influence the responses since ethical leadership can be reasonably assessed by an employee who knows him/ her well for a significant period of time. So, seniority was accounted for as a control variable. In descriptive statistics the impact of seniority was checked along with as age and gender had been established to have no impact. The correlation between ethical leadership and teacher commitment is moderately strong, supporting the hypothesis. Teachers perceived the ethical leadership behaviour as moderate. So, the ethical leadership is positively related to the teacher's commitment and hypothesis is supported. Exploratory and

Confirmatory factor analysis were done to check the Discriminant validity. Reliability of the scale was checked and the scale was found to be highly reliable with value of Cronbach's alpha more than 0.7. All the values of CR were more than 0.7 and that of AVE are greater than 0.5, hence convergent validity was proved. This implies that the data is totally valid and reliable and the measurement model for ethical leadership and teacher commitment were justified in the structural model.

This reviewed study interprets the result through descriptive analysis in which every research questions are answered with tables and dialogue forms, then interpreted the results or findings a clear and good manner. However, this study has a draw back in interpreting results in chart or more visualized techniques.

Subject Matter Significance

This reviewed study has a major significance in organizational ethical leadership aspects. As we know education is one the critical areas in building or exercising student for future leadership position. Not only for creating future leadership but an experienced leaderships working under high schools play a vital role in enhancing students' knowledge and their school life achievements. And to create such leader's, teacher's commitment in ethical leadership manner plays a major role. Therefore, this reviewed paper shows its importance or contribution in identifying, categorizing, mapping ethical leadership paradigms.

In general, the reviewed articles have its own contributions in educational leaderships practices. Since, from this study, the reviewer identifies its research title for future work as “a comparative study of Ethiopian and Pakistanis ethical leaderships behavior and its impact on teachers' commitment”.

Summary and conclusion

Sara Sabir (2020)

Sara Sabir (2020) Focuses on the issue of teachers' commitment regarding ethical leadership perception. The author wants to show how teachers are committed to be ethical leaders towards school principles. The researcher used survey research design. A strength this paper was that with a little data, it has a good finding. One weakness in this study is that a study has a draw back in interpreting results in chart or more visualized techniques and reviewed articles is the graph features are not as simple as of Microsoft excel.

As a conclusion through the finding there is a significant impact of seniority in the perception of ethical leadership towards teachers' commitment. We can elaborate and use this research to implement in Ethiopian school teachers to improve their commitment towards ethical leadership perception.

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