SAUDI WOMEN PERCEPTIONS ON ETHICAL LEADERSHIP AND TRUST

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ABSTRACT

Leader plays important roles in guiding their followers in a right way. Leader is a truly moral person definite expounds ethical practices to their followers. Followers enroll their actions and making duties done by simulating it from their leaders, even if it's in a right or wrong way. This study examines the ethical behaviors and relationship between a supervisor and his/her employees. The questionnaire was developed using Google forms and the primary data were collect through online questionnaire survey. The sample size of this study is 102 participants with majority Saudi women's working in private companies in Jeddah. The study found that there are women strongly perceived that their supervisors have high ethics. The study also found there is high perception among the women on ethical issues with immediate supervisors. The study further concluded that ethical issues contribute to proper working relationship between the women and immediate supervisor in Saudi Arabia

INTRODUCTION

Ethical leadership, as conceptualized by Brown et al. [1], differs from related forms of leadership with an ethical component such as transformational, authentic and spiritual leadership [2-4]. For instance, trust is widely considered to be a fundamental outcome in the leadership literature [5]. Yet there has been a dearth of empirical research available to speak to the possible impact of passive leadership on trust-related cognitions. There are, however, strong conceptual grounds to expect that passive leadership behaviors will generally inhibit the development of trust. Passive leadership behaviors reflect the lowest levels of activity and effectiveness described in full-range leadership theory. By definition, passive leaders shirk managerial

responsibilities, do not proactively help employees, and are generally absent when needed [6].

The most important characteristic of leaders is to be trustworthy, because there is nothing important than trust as essential. The meaning of trust which is related to an individual behaviors .much more involving positive expectations about others. These attributions influence and are influenced by general beliefs and expectations of individuals about the treatment they will receive from others [7]. A recent studies shows that the trust is highly measured to other employees range. These relationships were found to be relevant to organizations in both public and private sectors [8]. The logic behind these relationships is that when employees experience high trust (if they trust others, and feel they are trusted by others), they are more likely to feel safe and comfortable in their job which makes them less inclined to want to leave. On the other hand, if they experience distrust, they would be more likely to worry, feel uncomfortable in their job and are therefore more likely to want to leave. Trust is a key source for many outcomes, such as turnover.

The subordinate's willingness to trust a supervisor is likely to be based more on issues related to the distribution rewards, sanctions, and resources to subordinates [9-11]. Issues surrounding justice appear to be important from a subordinate perspective [9, 12]. From a self-interest perspective, rewards, sanctions, and resources are important to subordinates as they are tied career advancement and wages. Subordinates can perceive vulnerability if supervisors act in capricious and self-interested manners in distributing resources to subordinates. The supervisor can be more fairly by offering resources for each employee. Employees need to feel that their supervisors are fair enough with them.

Positive actions of supervisors and high agreeableness of the relationship between supervisor and employee lead to build high and strong commitment in relationship that develops reciprocal advantages for both sides. Ethical leaders are altruistic, honest and upright. They genuinely care about the well-being of their subordinates, encourage them to voice their concerns and make fair and balanced decisions about issues which are important to them [1]. The actions of supervisors are what they had exhorted from others. Such as, the positive behaviors of supervisors lead to have a reciprocal relationship from their subordinates. The reciprocal relationship will be appearing in displaying much trust for supervisors.

In new world economics and expand of women in different positions in workplace. Women may raise their effectiveness as leaders by having a leadership style which is comfort and capable with sex-role expectations. In general, men are fit with authoritarian leadership type, and women are fit with democratic leadership type. These anticipate gender differences between peers and self-ratings of leader role taking, leadership skills and style of leadership.

The perception of ethical leadership and trust is a very important aspect in the employment at any organization. Ethical leadership is a key to professional relationship between the supervisors and the junior staff. The trust in any

organization has been a tool to development and enhancement of openness to discuss the progress and challenges experienced in company or organization. Therefore, this study identifies the Saudi women perceptions of ethical leadership and trust.

METHODOLOGY
Quantitative research method is used in this study in order to identify the particular forms of behaviors. Quantitative research seeks to define a narrow set of variables operationally and isolate them for observation and study.

The sample

The study sample was selected randomly which is the employees especially women who working in private companies in Jeddah.

Data collection

Data collected described in different categories, first type is a primary data, and second one is a secondary data. Primary data is data collected by the researcher for specific reasons through observations, experiments, questionnaire or personal interviews. Secondary data available from websites, books, journal article or internal records, which are the data that collected by another person for some other reasons/purpose. Primary data is a real time data that is new, and secondary data is a past data had been collected. The primary data of this study were collected through online questionnaire survey. The secondary data were used to design the questionnaire.

Interviews and questionnaire

There are different types of conducting interviews for collecting data. First type is a structured interview; second one is a semi-structured interview and unstructured Interview. Researchers use interviews to explore more thinking and perceptions that may be influencing observed behavior of whom been involved in the research and to follow up unexpected results generated by other methods of data collection and analysis.

On the other hand, surveys are the process of gathering information for statistical analysis to help group of individuals. This study used online questionnaire survey to gather the primary data, the questionnaire was distributed among the employee especially women who working in private companies in Jeddah.

Data analysis

The data analysis will use the descriptive analysis to investigate the purpose of the study. The study will use the graphical method which is descriptive analysis. The data was analyzed using the Google analytic tool.

Result And Discussion

There are 102 of the respondents participated in the online questionnaire survey regarding the topic of Saudi women perceptions of ethical leadership and trust.

Demographic analysis

Among the 102 respondents, the proportion of the respondents who were female are 90.2% and male are 9.8% of the total respondents. This shows that the number of female was the majority in the study.

Regarding the age group of the respondents, majority of 51% are age between 25 to 30 years old, follow by 22.5% are age between 30 to 35 years old. About 18.6% of the respondents are age above 35 years old. The reaming percentages are age less than 25 years old.

The analysis indicates that the proportion of participants who were Saudi Arabia nationals are 91.2% and not resident of Saudi Arabia are 8.8% of the total respondents. The analysis therefore indicate that majority of the respondents were nationals of Saudi Arabia.

Figure 1 shows that majority of the respondents about 59% are agree and 19% strongly agree that their supervisor has high integrity. There are 13% of the respondents neither agree nor disagree their supervisor has high integrity. About 8% and 1% of the respondents disagree and strongly disagree that their supervisor has high integrity.
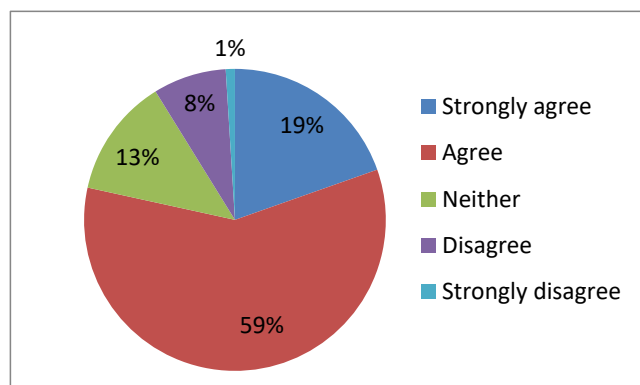
Figure 1 Respondent's feedback about believing their supervisor has high integrity

### Saudi Women Perceptions of Ethical Leadership and Trust

Figure 2, Question 1 is "I can expect my supervisor to treat me consistently". Majority of the respondents about 73.53% strongly agree and agree that they can expect their supervisor treat them consistently. While, there are 5.88% disagree and strongly with this statement.

Figure 2, Question 2 is "My supervisor is always truthful towards me". Majority of the respondents about 66.67% strongly agree and agree that their supervisor is always truthful towards them. While, there are 11.76% disagree and strongly with this statement.

Figure 2, Question 3 is "I believe the intentions of my supervisor are good". Majority of the respondents about 78.43% strongly agree and agree that they believe the intentions of their supervisor are good. While, there are 5.88% disagree and strongly with this statement.

Figure 2, Question 4 is "I believe my supervisor treats me fairly". Majority of the respondents about 69.61% strongly agree and agree that they believe their supervisor treats them fairly. While, there are 5.88% disagree and strongly with this statement.

Figure 2, Question 5 is "My supervisor is open and straightforward with me". Majority of the respondents about 71.57% strongly agree and agree that their supervisor is open and straightforward with them. While, there are 7.84% disagree and strongly with this statement.
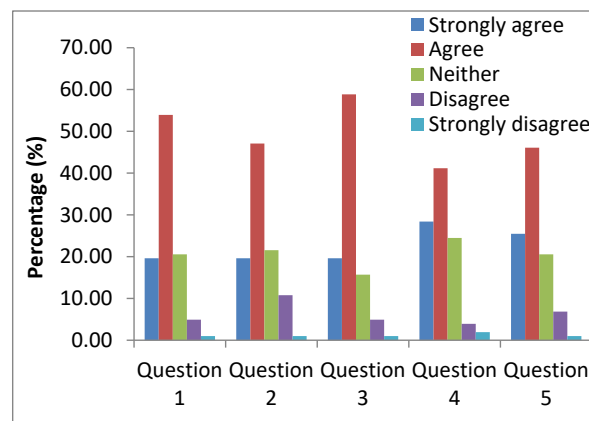
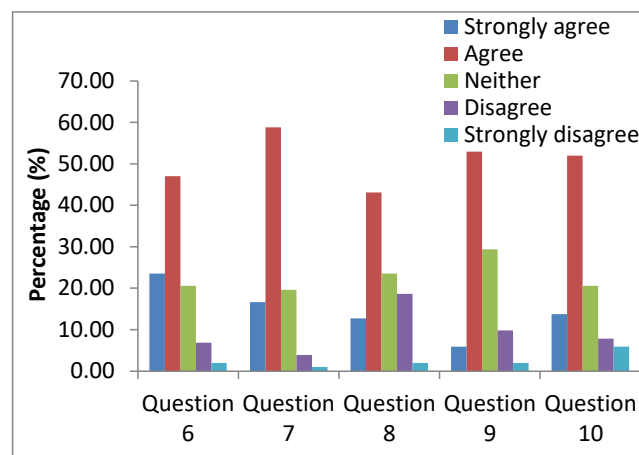**Figure 2.** Respondent's feedback on Question 1 to 5

Figure 3, Question 6 is "I fully trust my supervisor". Majority of the respondents about 70.59% strongly agree and agree that they fully trust their supervisor. While, there are 8.82% disagree and strongly with this statement.

Figure 3, Question 7 is "My supervisor takes disciplinary actions against employees who violate ethical standards". Majority of the respondents about 75.49% strongly agree and agree that their supervisor takes disciplinary actions against employees who violate ethical standards. While, there are 4.9% disagree and strongly with this statement.

Figure 3, Question 8 is "My supervisor conducts his/her personal life in an ethical manner". Majority of the respondents about 55.88% strongly agree and agree that their supervisor conducts his/her personal life in an ethical manner. While, there are 20.59% disagree and strongly with this statement.

Figure 3, Question 9 is "My supervisor has best interest of employees in mind". Majority of the respondents about 58.82% strongly agree and agree that their supervisor has best interest of employees in mind. While, there are 11.76% disagree and strongly with this statement.

Figure 3, Question 10 is "My supervisor makes fair and balanced decisions". Majority of the respondents about 65.69% strongly agree and agree that their supervisor makes fair and balanced decisions. While, there are 13.73% disagree and strongly with this statement.

Figure 3. Respondent's feedback on Question 6 to 10

Figure 4, Question 11 is "My supervisor can be trusted". Majority of the respondents about 75.49% strongly agree and agree that their supervisor can be trusted. While, there are 8.82% disagree and strongly with this statement.

Figure 4, Question 12 is "My supervisor discusses ethics or values with employees". Majority of the respondents about 70.59% strongly agree and agree that their supervisor discusses ethics or values with employees. While, there are 8.82% disagree and strongly with this statement.

Figure 4, Question 13 is "My supervisor sets an example of how to do things in the right way in terms of ethics". Majority of the respondents about 71.57% strongly agree and agree that their supervisor sets an example of how to do things in the right way in terms of ethics. While, there are 9.8% disagree and strongly with this statement.

Figure 4, Question 14 is "My supervisor, when making decisions, asks employee what is the right thing to do?". Majority of the respondents about 58.82% strongly agree and agree that their supervisor listen to the employee opinions while making decisions. While, there are 11.76% disagree and strongly with this statement.

Figure 4, Question 15 is "My supervisor defines success not just by results but also the way that they are obtained". Majority of the respondents about 69.61% strongly agree and agree that their supervisor defines success not just

by results but also the way that they are obtained. While, there are 10.78% disagree and strongly with this statement.
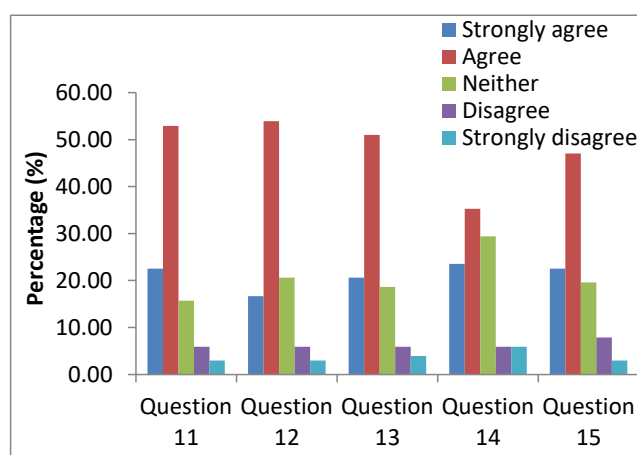
Figure 4. Respondent's feedback on Question 11 to 15

Recommendation and Discussion

This study recommends that the ethical issue need to be maintained for the supervisors for good productivity of the employees. The important part of being a leader is to have the power of communication and how to show for followers the part of trust as a key source in order to get high performance and good advantages for both organization and followers. As it is usual the relationship between leaders and their followers is an exchange relationship. One of the examples of failing the relationship of trust is the reciprocity relation between leaders and followers. An advantage of increasing the participation of followers leads to have less anxiety by applying a standard for ethical responsibility. Taking Barack Obama's winning Democratic Party Nominee Elections campaign for example, his change message was far superior in 2008 from an ethical standpoint. Obama's strategy was to refuse the taking money from federal Washington lobbyists [13]. Also, he raised his campaign by grass –roots; which is specific about public donations which highly increasing follower's participations. A key source between followers and leaders is the trust.

This study further recommends that there should be high level of trust among the supervisors in any organization. The study also recommends that the relationship between the senior supervisors and the employees should be having the highest ethical standard. The study also recommends that the trustworthiness of the supervisor is a very important element. Contemporary studies of employee's perceptions towards their supervisor have shown that the effects of employee's supervisor's demography are similar to the perceptions of the supervisors' leadership ability. There is a huge relation between the demography positions on the workplace and the different perceptions; such like the senior level employees have a positively perceptions toward their supervisors [14, 15]. And also, the low level of employees have a negatively perceptions towards their supervisors who are high level than them. This advocate the importance of perceptions because it's an important aspect

to lead leaders completes their vision in efficient way to get the outputs for their organizations

CONCLUSION

From the results the study concluded majority of women of ethical issue indicated that the supervisors have high integrity and few of the women perception of supervisor integrity disagreed. Positive expectations are confident beliefs held by the trust or that the trustee is competent, honest and caring. The study also concluded that majority of the women perceived strongly that their supervisors were trustworthy and supervisors are open to discuss the ethical issues with the workers. Lastly, respondents agree that supervisors should consult the employees when making decisions. Thus, ethical leaders communicate the importance of ethics to subordinates, use rewards and punishments to encourage desired behavior, and serve as ethical role models for followers.

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