

**THE REFLECTIONS OF EMPLOYEES' VOICE
STRATEGY STYLES ON ORGANIZATIONAL
HYPOCRISY: THE MEDIATING ROLE OF
ETHICAL LEADERSHIP
A CASE STUDY AT ROYAL JORDANIAN**

انعكاسات أنماط إستراتيجية صوت الموظفين على النفاق التنظيمي: الدور الوسيط

للقيادة الأخلاقية

دراسة حالة في الملكية الأردنية

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**Thesis Submitted in Partial Fulfilment of the
Requirements for Master Degree in Business Administration**

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August (2021)

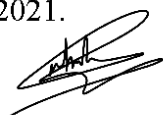
Authorization

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Thesis Committee Decision

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Acknowledgment

All praises are to Mighty Allah, who gives me the stamina and endurance to finish this study.

I want to thank my supervisor, Prof. Ahmad Ali Salih who was always so devoted, patient, and supportive to me with his thorough remarks and valuable instructions throughout this work. This thesis would not have been accomplished without his thoughtful guidance. Also, I would like to thank all my professors who were so cooperative to provide me with their valuable remarks and guidance.

Finally, I am indebted to my family, whose daily support has inspired and influenced me while writing this thesis. I also extend my gratitude to the esteemed panel of jurors who valued this thesis with helpful information.

Dedication

I dedicate this work to my father and mother, who raised me with proper values and principles,
to Aseel Alsondos, who always supports and encourages me to attain my goals.

My special gratitude to the Department of Business Administration members who are always helpful, supportive and fraternal, to my professors who taught me at MA courses, I am indebted to them all with my gratitude and respect.

Finally, I dedicate this work to everyone who believes in me and helped me achieved my goals and dreams.

Table of Contents

Title	i
Authorization	ii
Thesis Committee Decision	iii
Acknowledgment	iv
Dedication	v
Table of Contents	vi
List of tables	viii
List of Figures	x
List of Appendices	xi
English Abstract	xii
Arabic Abstract	xiv
Chapter one: Study background and importance	1
1.1 Introduction	1
1.2 Problem statement	4
1.3 Study objectives	5
1.4 Study importance	6
1.5 Study questions and hypothesis	7
1.5.1 Study' questions	7
1.6 Study model	10
1.7 Study limitations	11
1.8 Study delimitations	11
1.9 Conceptual and Operational definitions	11
Chapter two: Theoretical Framework and Previous Studies	14
2.1 Theoretical framework	14
2.2 Previous studies	37
Chapter three: Research Methodology (Methods and Procedures)	51
3.1 Introduction	51
3.2 Study approach	51
3.3 Study population	52
3.4 Study sample	52

3.5 Data Collection Methods	56
3.6 Validity and Reliability Test	59
3.6.1 Validity	59
3.6.1.2 Construct Validity	60
3.7 The Reliability of the study tool test:	72
3.8 Study variables	73
3.9 Methods and Procedures	73
3.10 Statistical Tools and Analysis Methods	74
Chapter Four: Study Results and Hypotheses test	75
4.1 Study Results and Hypotheses test	75
4.2 Study hypothesis Testing:	87
Chapter Five: Results Discussion and Recommendations	95
5.1 Introduction	95
5.2 Discussion of descriptive analysis	95
5.3 Discussion of the result of the study hypotheses	99
5.4 Recommendations:	101
5.5 Directions for future studies:	103
References	104
Appendices	111

List of tables

No.	Table name	Page
(3.1)	Sample size	53
(3.2)	Respondents' characteristics	54
(3.3)	Questionnaire paragraphs	58
(3.4)	The exploratory factor analysis of the study tool	60
(3.5)	Model fit summary statistics	66
(3.6)	Model fit summary statistics for organizational hypocrisy data	68
(3.7)	Model fit statistics for ethical leadership (model fit summary)	70
(3.8)	Model fit statistics for the study's variables (model fit summary)	71
(3.9)	The values of reliability coefficients for the study tool	72
(4.1)	The mean, standard deviations, and "t" values of respondents' responses to (defensive voice), and (constructive voice) and the whole performance for (employees' voice strategy styles)	76
(4.2)	The values of the mean, standard deviations, and "t" values of respondents' responses to (constructive voice)	77
(4.3)	The values of the mean, standard deviations, and "t" values of respondents' responses to (defensive voice)	78
(4.4)	The mean, standard deviations, and "t" values of respondents' responses to (organizational structures), (organizational processes), and (organizational ideologies); and the whole performance for (organizational hypocrisy)	79
(4.5)	The mean, standard deviations, and "t" values of respondents' responses to (organizational structures)	80
(4.6)	The mean, standard deviations, and "t" values of respondents' responses to (organizational processes)	81
(4.7)	The mean, standard deviations, and "t" values of respondents' responses to (organizational ideologies)	82
(4.8)	The mean, standard deviations, and "t" values of respondents' responses to (ethical leadership)	83
(4.9)	Normal distribution test results	84
(4.10)	Linear collinearity	86
(4.11)	Results of the hypothesis analysis the effect of (employees' voice strategy styles) on (Organizational Hypocrisy)	87

(4.12)	Results of the hypothesis analysis the effect of (employees' voice strategy styles) on (ethical leadership)	89
(4.13)	Results of the hypothesis analysis the effect of (ethical leadership) on (organizational hypocrisy)	90
(4.14)	Results of the hypothesis analysis the effect of (employees' voice strategy styles) on (organizational hypocrisy) with the presence of (ethical leadership) as a mediator variable	91
(4.15)	SOBEL test for the significance of the indirect effect values of the mediating variable.	93

List of Figures

No.	Figure name	Page
(1.1)	Study Model	10
(3.1)	Study sample	53
(3.2)	CFA of employees' voice strategy styles	64
(3.3)	CFA of the Independent employees' voice strategy styles	65
(3.4)	CFA of the organizational hypocrisy dimensions	67
(3.5)	CFA of the organizational hypocrisy dependent variable	67
(3.6)	Drawing of the intermediate variable ethical leadership	69
(3.7)	CFA of the variable ethical leadership	69
(3.8)	CFA of the study's variables	71
(4.1)	The effect of the employees' voice strategy styles dimensions on the organization hypocrisy dimensions	88
(4.2)	Effect of employees' voice strategy styles on organizational hypocrisy	88
(4.3)	Effect of employees' voice strategy styles on ethical leadership	89
(4.4)	Effect of ethical leadership on organizational hypocrisy	90
(4.5)	Effect of employees' voice strategy styles on organizational hypocrisy with the presence of ethical leadership	92
(4.6)	The results of the SOBEL test	94

List of Appendices

No.	Appendix name	Page
1	Interviews	111
2	Consent letter	113
3	Referees Committee	114
4	The study's questionnaire	115
5	Royal Jordanian organizational structure	130

The reflections of employees' voice strategy styles on organizational hypocrisy: the mediating role of ethical leadership

A case study at Royal Jordanian
Prepared by: Emran Ahmad ALSwaeer
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English Abstract

The study aims at recognizing the reflections of employees' voice strategy styles on organizational hypocrisy with ethical leadership as a mediator variable. The field of study was Royal Jordanian in Jordan; the study sample was (346) employees in the three managerial levels (top, middle, and first-line level).

Furthermore, the questionnaire and the interviews were the study's primary tools for collecting data; (346) questionnaires were distributed, and interviews were performed. Analyzing data was conducted using a set of statistical methods, including Cronbach's alpha along with a normality test, standard deviation, exploratory factor analysis, confirmatory factor analysis, structural equation model (SEM).

The study's main findings revealed a statistically significant negative impact of employees' voice strategy styles on organizational hypocrisy in Royal Jordanian; that means the organizational hypocrisy decreases when employees' voice strategy styles are practiced. The study also indicated that ethical leadership partially mediates the negative impact of employees' voice strategy styles on organizational hypocrisy in Royal Jordanian.

Upon the above results, the study offers various critical recommendations:

Promoting the sustainable investment in adopting employees' voice strategy in Royal Jordanian (constructive voice, defensive voice) that enhances positive employee participation, identifies dilemmas, and accurately finds the most appropriate solutions. Promote Royal Jordanian to employ ethical leadership practices that positively influence employee behavior and reduce organizational dilemmas. And affirming at creating the employees' voice strategy in Royal Jordanian to enhance the employees' participation in problem-solving and making suitable improvements.

Keywords: Employees' voice strategy styles, Organizational hypocrisy, Ethical leadership, Royal Jordanian.

انعكاسات أنماط استراتيجية صوت الموظفين على النفاق التنظيمي: الدور الوسيط

للقيادة الأخلاقية

دراسة حالة في الملكية الأردنية

إعداد : عمران احمد السواعير

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الملخص

هدفت الدراسة إلى معرفة انعكاسات أنماط استراتيجية صوت الموظفين على النفاق التنظيمي بوجود القيادة الأخلاقية متغير وسيط ، حيث كان مجال الدراسة الخطوط الملكية الاردنية في الاردن. أما عينة الدراسة فكانت عينة عشوائية طبقية تناسبية وبلغت عينة الدراسة (346) موظفاً في المستويات الإدارية الثلاثة (عليا، متوسطة ، وموظفين الخط الأول).

علاوة على ذلك، كانت المقابلة و الاستبانة هي الادوات الرئيسة في جمع البيانات؛ حيث تم بعد إجراء المقابلات توزيع (346) استبانة. تم إجراء تحليل البيانات باستخدام مجموعة من الأساليب الإحصائية، بما في ذلك Cronbach's alpha جنباً إلى جنب مع اختبار التوزيع الطبيعي والوسط الحسابي والانحراف المعياري والتحليل العاملي الاستكشافي والتوكيدي ونموذج المعادلة الهيكلية (SEM).

بالإضافة إلى ذلك ، كشفت النتائج الرئيسية للدراسة عن تأثير سلبي ذي دلالة إحصائية لأنماط استراتيجية صوت الموظفين على النفاق التنظيمي في الملكية الأردنية. هذا يعني أن تأثير النفاق التنظيمي ينخفض عند

ممارسة أنماط استراتيجية صوت الموظفين. كما أشارت الدراسة إلى أن القيادة الأخلاقية تتوسط جزئياً التأثير السلبي لأنماط استراتيجية صوت الموظفين على النفاق التنظيمي في الملكية الأردنية.

بناءً على النتائج المذكورة أعلاه، قدمت الدراسة العديد من التوصيات الهامة، أهمها:

تشجيع الاستثمار المستدام في تبني أنماط استراتيجية صوت الموظفين (الصوت البنائي ، الصوت الدفاعي) في الملكية الأردنية التي تعزز من المشاركة الإيجابية للموظفين ، وتحدد العضلات ، وتجد أنسب الحلول بدقة ، و تشجيع الملكية الأردنية لتوظيف ممارسات القيادة الأخلاقية التي تؤثر بشكل ايجابي على سلوك الموظفين وتقلل من العضلات التنظيمية ، وتؤكد على إنشاء استراتيجية لصوت الموظفين في الملكية الأردنية لتعزيز مشاركة الموظفين في حل المشكلات واجراء التحسينات المناسبة.

الكلمات المفتاحية: أنماط استراتيجية صوت الموظفين ، النفاق التنظيمي ، القيادة الأخلاقية ، الخطوط الجوية الملكية الأردنية

Chapter one: Study background and importance

1.1 Introduction

The internal environment represents one of the fundamental pedestals of organizations. It is considered one of the most critical components that influence performance and the achievement of the goals; accordingly, organizations are always enthusiastic about reducing dilemmas and negative phenomena within their environment, as the phenomenon of organizational hypocrisy is considered one of the most delicate negative aspects that prevent organizations' progress and the achievement of the goals.

Notwithstanding, when organizations do not excessively consider the internal environment, it might suffer from some harmful and pathological phenomenon such as organizational hypocrisy; is the optional behavior of an individual that does not match declared values and affirmed expectations and reflecting behavioral inconsistency. Similarly, one declares' function failure that reflects behavioral inconsistency originates from disingenuousness perceptions (Hale & Pillow, 2015).

However, organizational hypocrisy occurs when there are inconsistent values, interests, and ideas of individuals that affect their actions in the organizations. It can be observed whenever decisions are quickly taken and publicly announced but not acted upon in practice (Kılıçoğlu, 2017).

Moreover, Organizational hypocrisy can be demoralizing for organizations and society as it may aggravate the rifts between responsibilities and resources, erode improvements, internal

dilemmas, and disputes in the organization, or fail to defend society from externalities (Yang et al., 2019).

Accordingly, various destructive phenomena occur due to organizational hypocrisy; that negatively affect the organizations, including the high degree of trust curtailment and the overall reputation (Goswami & Ha-Brookshire, 2018).

In respect of avoiding the impacts of organizational hypocrisy, protrude the role of employees' voice strategy styles; employees' voice strategy styles considered as positive social behavior to manifest dissatisfaction with a circumstance or a problem, and asserting organizational improvement; employees address suggestions and contributing constructive ideas and suggestions to their managers or co-workers (Morrison, 2011).

In this regard, employees' voice strategy styles include; prosocial voice and other-oriented optional expression of ideas or opinions for practical development, that can positively enhance the organization positively; suggesting ideas for developing the current work practices, change the status quo (Maynes & Podsakoff, 2014).

According to Lee and Varon (2016) employees' voice strategy styles plays a role to mitigate organizational functioning associated problems by suggesting improvements about problematic and challenging situations, besides diagnoses new or more beneficial methods of doing things.

Additionally, the ethical leadership mediating role refers to demonstrating normatively appropriate behavior through personal behaviors and interpersonal relationships and developing such behavior to followers through two-way interaction, support, and decision-making (Brown et al., 2005).

Correspondingly, in the presence of ethical leadership, employees in the organization are more expected to speak out against unethical behavior; because not doing so may be perceived as unethical (Javed et al.,2018). Additionally, the existence of ethical leadership in the organization will affect the employees to be encouraged and motivated to address suggestions about the procedures and ethical issues (Gerpott et al., 2017).

Likewise, employees will engage in more honest communication and accept the potential risks and fears associated with reporting unethical practices to management if they have confidence and trust in their leadership (Javed et al., 2018). Ethical leadership also spreads ethical behavior within the organization and is treated as a mechanism to defeat unethical behaviors (Afsar & Shahjehan, 2017).

Furthermore, with ethical leadership, employees' participation in providing suggestions, solutions, and decision-making participation about work increase significantly due to the increased confidence of employees in management (Gerpott et al., 2017).

According to those mentioned earlier, the internal environment embodies a fundamental pillar of the organization and impacts performance and goals' achievement; based on the above; this study sought to investigate the reflections of employees' voice strategy styles on organizational hypocrisy, with ethical leadership as a mediating variable in Royal Jordanian which is the national carrier of the Hashemite kingdom of Jordan and one of the most potent economic source in Jordan.

1.2 Problem statement

The previous literature review indicates that there are not enough studies about organizational hypocrisy and how to reduce problems that may arise from it. Kılıçoğlu et al. (2017) said that there is a need to investigate the relationship between organizational hypocrisy and other organizational behaviors.

Furthermore, Kılıçoğlu et al. (2019) suggested that there is a need for more scrutiny of organizational hypocrisy and its corresponding impact, linking it with other work-related variables and organizations' internal environment.

Although organizational hypocrisy may appear an obvious concept at first blush, even the most fundamental examination reveals that our understanding of it is still quite limited (Wagner et al., 2019).

Moreover, referring to employees' voice strategy styles can reduce organizational hypocrisy, and thus, it helps the organizations reduce the internal environment issues. According to Knoll and Redman (2016), employees spoke up to enhance their organizations' processes, innovation, and functioning.

Therefore, the study's problem lies in researching how to develop the organization's internal environment, specifically by avoiding one of the most critical negative influences on it, represented by organizational hypocrisy in all its forms and degrees.

The study seeks to reveal the influence of employees' voice strategy styles in reducing organizational hypocrisy and revealing the mediating role of ethical leadership and its significance in enhancing the role of employees' voice strategy styles. Accordingly, the researcher infers an apparent deficiency and an urgent necessity for more studies on

organizational hypocrisy to investigate this phenomenon and scrutinize its relationship with other organizational variables to diminish it.

Moreover, to be assured about examining the problem that exists in the Royal Jordanian and is considered the study's central theme, the researcher used structured interviews style to be applied to several employees in different managerial levels in Royal Jordanian; the interview questions were as follows (Appendix 1):

1. Do you think that there are practices of the employees' voice strategy styles in Royal Jordanian?
2. Do you think that there are practices of organizational hypocrisy in Royal Jordanian?
3. Do you think that there are practices of ethical leadership in Royal Jordanian?

Through the interviews, some of the interviewees confirmed the existence of organizational hypocrisy practices. On the other hand, some interviewees confirmed the existence of unclear practices that could be classified as organizational hypocrisy practices. Based on the interviewees' answers, the researcher observed the presence of ethical leadership and employees' voice strategy styles but are not utilized to confront organizational hypocrisy practices in Royal Jordanian.

Accordingly, based on Royal Jordanian belief in the study problem, Royal Jordanian agreed to conduct this case study Appendix 2.

1.3 Study objectives

The main objective of this study is to identify the reflections of employees' voice strategy styles on organizational hypocrisy in the presence of mediating role of ethical leadership in Royal Jordanian through:

- Providing the conceptual and intellectual framework for essential study variables (employees' voice strategy styles, organizational hypocrisy, and ethical leadership).
- Describing the three variables' levels of practice (employees' voice strategy styles, organizational hypocrisy, and ethical leadership) in Royal Jordanian.
- Determining the reflection of employees' voice strategy styles on organizational hypocrisy in Royal Jordanian.
- Determining the reflection of employees' voice strategy styles on ethical leadership in Royal Jordanian.
- Determining the reflection of ethical leadership on organizational hypocrisy in Royal Jordanian.
- Distinguishing the mediating role of ethical leadership and its impact on employees' voice strategy styles and organizational hypocrisy in Royal Jordanian.

1.4 Study importance

Study importance apportioned into scientific importance and practical importance:

Scientific importance:

The importance of this study is listed in the following points:

- This study scrutinized variables that are very significant and critical for business organizations, performing a pivotal role in enhancing the overall performance.
- This study helps top management find ways to think about the organization's internal environment.

- The study contributes to other researchers a fundamental foundation for further research related to the study's result since no study examines the three variables together and studies the relationship between them.

Practical importance:

- The study applied to Royal Jordanian, a vital sector for the community and significantly impacts other industries.
- The study results support the decision-maker to widen their range to consider the other variables in business environments.
- The study offers other researchers a fundamental basis for further research related to the study's result since no study examines the three variables together and studies the relation between them.

1.5 Study questions and hypothesis

1.5.1 Study' questions

This study examines the following questions that obtained from the problem statement:

First main question:

Do the employees' voice strategy styles impact organizational hypocrisy with the meditating role of ethical leadership in Royal Jordanian?

Based on the sub-dimensions of employees' voice strategy styles, the main question can be apportioned into six sub-questions:

1.1 Is there an impact of constructive voice on imbalances in organizational structures?

1.2 Is there an impact of constructive voice on deviations in the rules of organizational processes?

1.3 Is there an impact of constructive voice on organizational ideologies?

1.4 Is there an impact of defensive voice on organizational structures?

1.5 Is there an impact of defensive voice on organizational processes?

1.6 Is there an impact of defensive voice on variations in organizational ideologies organizational ideologies?

Second main question:

Do the employees' voice strategy styles impact ethical leadership in Royal Jordanian?

Third main question:

Does the ethical leadership impact organizational hypocrisy in Royal Jordanian?

Four main question:

Does ethical leadership mediate the relationship between the employees' voice strategy styles and organizational hypocrisy in Royal Jordanian?

1.5.2 Study hypotheses

First main hypothesis:

H1: There is a negative impact of employees' voice strategy styles with all its dimensions (defensive voice, constructive voice) on organizational hypocrisy with all its dimensions (imbalances in organizational structures, deviations in the rules of organizational processes, variations in organizational ideologies) at a level of significance ($\alpha \leq 0.5$).

However, based on the components of employees' voice strategy styles; the main hypothesis can be divided into six sub hypothesis:

H1.1: There is a negative impact of constructive voice on imbalances in organizational structures at a level of significance ($\alpha \leq 0.5$).

H1.2: There is a negative impact of constructive voice on deviations in the rules of organizational processes at a level of significance ($\alpha \leq 0.5$).

H1.3: There is a negative impact of constructive voice on variations in organizational ideologies at a level of significance ($\alpha \leq 0.5$).

H1.4: There is a negative impact of defensive voice on imbalances in organizational structures at a level of significance ($\alpha \leq 0.5$).

H1.5: There is a negative impact of defensive voice on deviations in the rules of organizational processes at a level of significance ($\alpha \leq 0.5$).

H1.6: There is a negative impact of defensive voice on variations in organizational ideologies at a level of significance ($\alpha \leq 0.5$).

Second main hypothesis:

H2: There is a positive impact of employees' voice strategy styles on ethical leadership at a level of significance ($\alpha \leq 0.5$).

Third main hypothesis:

H3: There is a negative impact of ethical leadership on organizational hypocrisy at a level of significance ($\alpha \leq 0.5$).

Fourth main hypothesis:

H4: Ethical leadership mediating the negative impact of employees' voice strategy styles on organizational hypocrisy at a level of significance ($\alpha \leq 0.5$).

1.6 Study model

This model represents the relationship between employees' voice strategy styles (independent variable), organizational hypocrisy (dependent variable), and ethical leadership as a mediator variable.

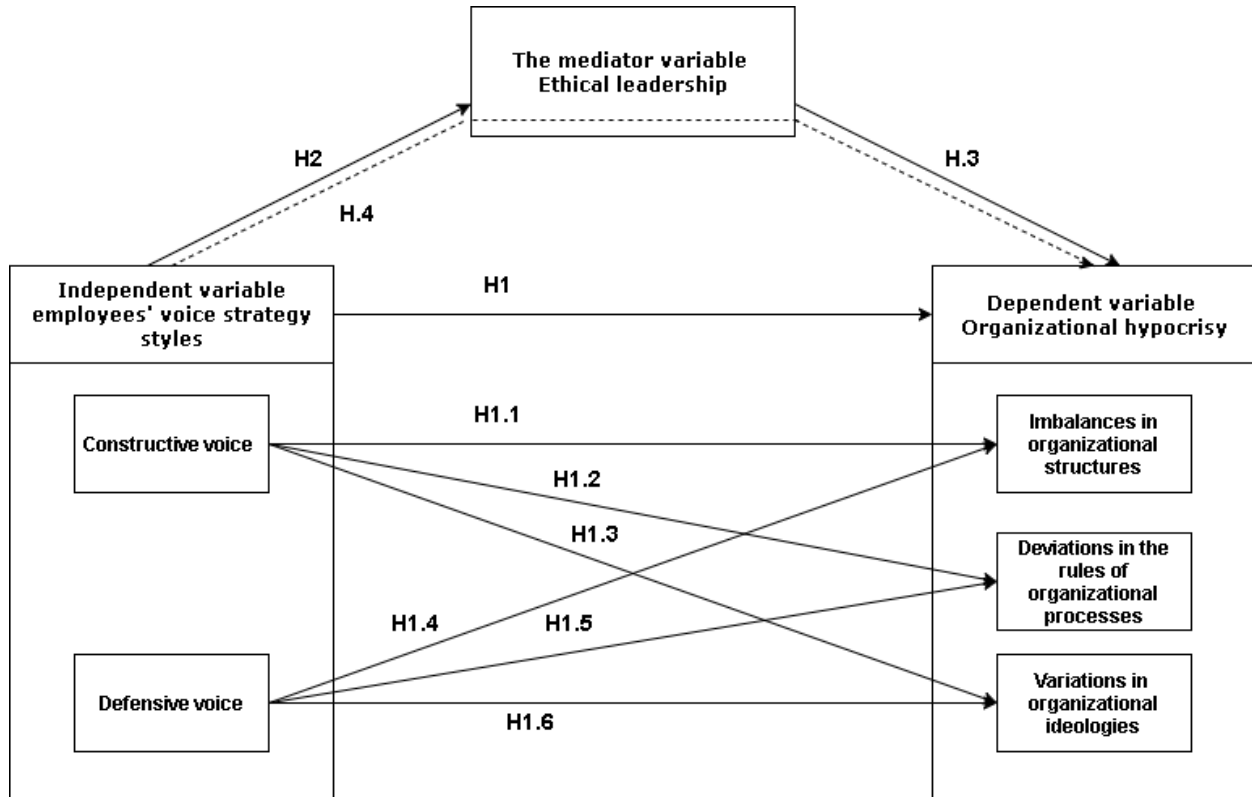


Figure 1. 1: Study model

Source: Prepared by the research based on:
Dependent variable: Kılıçoğlu et al. (2017).
Independent variable: Unler and Caliskan (2019).
The mediator variable: Nazir et al. (2020).

Henceforth, the imbalances in organizational structures will be termed organizational structures, the deviations in the rules of organizational processes will be termed organizational processes, and the variations in organizational ideologies will be termed organizational ideologies.

1.7 Study limitations

The limitations of this study are listed in the following points:

- The study applied in Jordan; it might not be suitable for companies with the same industries outside Jordan.
- The study results depend on the responsive degree of individual sample responses and their level of objectivity.
- This study is designed to be applied at the managerial level in the Royal Jordanian; it is not proper to generalize results on other companies.

1.8 Study delimitations

The study delimitations are listed in the following points:

Spatial: Royal Jordanian.

Humanity: A selective sample of employees at all the managerial levels.

Temporal: The year of 2020/2021.

1.9 Conceptual and Operational definitions

Reflection: In Cambridge dictionary, the reflection word means an action manifestation, impact or result; by the same token, it means the sequences of some actions.

Organizational hypocrisy: Hypocrisy is defined as the failure to practice what one preaches, with reflecting behavioral inconsistency (Hale & Pillow, 2015).

Organizational hypocrisy: Operationally defined as the failure to practice what the company claims, reflecting behavioral inconsistency; which is represented in many phenomena, the most critical is the contrast between what the company declares and the actual performance; accordingly, it consists of three sub-dimensions (organizational structures, organizational processes, and organizational ideologies).

Organizational structures: Operationally defined as the system that outlines how certain activities are directed to achieve the goals of the organization.

Organizational processes: Operationally defined as the set of outcomes, the generic activities, and tasks needed to achieve the outcomes.

Organizational ideologies: Operationally defined as the system of ideas and ideals that define and govern the behavior of a group of people in the organization.

Employees' voice strategy styles: Refers to the form and schemes for employees to improve, change or overcome the company's difficulties and address work-related issues that hinder and negatively affect the overall company performance; consequently, it consists of two sub-dimensions: constructive voice and defensive voice (Wilkinson et al., 2014).

Employees' voice strategy styles: Operationally defined as the way and means for employees to improve the organization's affairs and to address work-related issues that hinder overall innovation and performance.

Constructive voice: Operationally defined as the voluntary expression of ideas or opinions for a functional change, improving the company positively.

Defensive voice: Operationally defined as the expression of objections about potential changes in the company and verbally opposing work policies changes, even though changes are required.

Ethical leadership: Refers to the leadership directed by respect for ethical beliefs, values, others' dignity, and rights besides the extent to which a manager models and makes employees accountable for ethical behavior. It is thus related to concepts such as trust, honesty, consideration, and fairness (Nazir et al., 2020).

Ethical leadership: Operationally defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making.

Chapter two: Theoretical Framework and Previous Studies

The information in this chapter aims at defining and examining the main constituents:

- Examine the current study's primary definition and its sub-dimensions (employees' voice styles strategy, organizational hypocrisy, ethical leadership).
- Discuss the previous studies which are presented in the current study and its variables.
- Describe what differentiates the current study from previous studies.

2.1 Theoretical framework

This part discusses the study variables' basic concepts and intellectual pillars (employees' voice strategy styles, organizational hypocrisy, and ethical leadership) as follows:

Employees' voice strategy styles

Employees' voice strategy styles concept evolution

Employee voice is an outstanding organizational behavior that affects workgroup performance; furthermore, employees' voice strategy styles are defined as direct and indirect communicative approaches that organizational members utilize to share ideas with intentions to exert constructive impact on their workgroup.

Employees' voice was unmistakably well-known and frequently used a century and more ago, notably after developing the welfare capitalism movement and shifting from an external to internal labor market strategy by many companies.

The early concept of employees' voice originated at the beginning of the twenty century, particularly after developing the welfare capitalism movement and shifting from an external to internal labor market strategy by numerous companies. Initially, employees' voice started as an informal one-on-one voice in the form of individual discussions. Then it gradually developed into a simple conversation about the status quo on the shop floor with the business owner or department head that was considered an inadequacy of a static approach and a general policy of individual treatment (Roland, 1896).

Therefore, the rudimentary manifestations of employee' voice began to be shaped by what is known as the open door phenomenon that started in numerous companies, for instance, Endicott-Johnson Company, the nation's largest shoe manufacturer. Its president, George Johnson, gave employees a voice through intimate personal communication and consideration of their needs and problems. Thus, Johnson expressed a flourishing voice as resting on principles of "Personal Contact," "Putting Yourself in the Other Person's Shoes." Johnson spent hours walking through the company's plants to talk with workers. However, his office was also constantly open to employees. Also, a constant rivulet developed to communicate about problems and special obligations, several of which Johnson personally took action on (Zahavi, 1930).

Additionally, the U.S. Steel Corporation its president, Elbert Gary, stated the employee's liberty at all times to express any questions or concerns about the interests and welfare of an employee to the employer to make fair and satisfactory adjustments (Levenstein, 1962).

Further, the voice of the workers evolved from the primitive stage embodied at the individual level; into the small-scale collective employees' voice. That represented a nonunion part of the industry; moreover, employers formed various small-scale, decentralized, and

informally started teams and boards; these groups were the beginning of indirect (representative) forms of employee voice (Kaufman, 2013).

After that, employees' voice was embodied through the independent labor union; consequently, most unions were organized along with craft and occupational lines, ordinarily identified as trade unions. The unions defined themselves as the regulated kind of voice. Furthermore, trade union occurrence in the USA started in the early 1900s at less than five percent, extended imperceptibly above ten percent at the eve of WWI, towered to nearly 20 percent by the end of the 1910s (Kaufman, 2013).

Consequently, employee representation progressed into a prominent and substantial industrial connections practice after WWI, including a decade succeeding, more exceeding than 800 plans, and covering approximately (1.5) million employees; because of the human capital shortage that occurred from wars results and the development in employees' empowerment and involvement (Nelson, 1982).

Hence, Employees' voice clustered as any efforts to try to develop prevailing conditions and combined a voluminous range of behaviors, for instance, suggesting issues to one's supervisor, addressing efforts to improve working conditions, working arduous, requesting guidance from coworkers about what to do, and communicating with an outside bureau to get help in changing working stipulations (Farrell et al., 1989).

Therefore, Van Dyne et al. (2003) affirm that employees' voice is accommodated with company improvements; employees submit propositions depending on the want. Consequently, employees realize something amiss concerning work intricacies and attempt to solve it through addressing constructive notions and recommendations to managers or coworkers.

Morrison (2011) affirmed that employees' voice includes the expression about work-related obstacles, whistle-blowing, and the disclosure of illegal or unethical practices; however, this expression is influenced by many elements; for instance, the organizational culture may encourage or discourage the employees from voicing up and when top management appeared amenable to listen. Besides, the supervision influences the employees' voice through the supervisor's openness to listen and give fair consideration to their ideas and suggestions. On the other side, the supervision negatively affects employees' voice within the company; when the employee supervisor's relationship is infirm, and the employee feels uncomfortable speaking up with concerns.

Unler and Caliskan (2019) established that employees' voice contains many forms that the employees use to express or state opinions and ideas related to work dilemmas or expected work developments; employees' voice is considered a form of participation in decision making. Nevertheless, it requires a human resource that constitutes intellectual capital to take the ambition and responsibility and generate new ideas and opinions. On the other side, employees' voice is affected by various elements, such as the employee-manager relationship nature; the more positive the relationship, the greater the employees' voice and vice versa. Furthermore, employees' voice influenced by the organizational culture that incubates the expression of opinions and ideas sends a feeling of reassurance to the employee and supports his desire to give views and opinions about the existing problems or proposals to develop the status quo.

With the development and change of management philosophy in organizations over time, starting with the classical approach, passing through the quantitative approach, reaching the

behavioral approach, and the contemporary approach; employees involvement and participation have been increased in the organizations.

Moreover, the organizations utilized the employees' voice as an influential tool for information sharing, planning, monitoring, and evaluating performance; in recent years, organizations' view of the employee has changed from being just a person who carries out tasks to a partner in decision-making and implementation of goals.

Employees' voice strategy conceptualization

In light of the preceding, companies must exploit the employees' voice in proportion to the dynamically changing circumstantial needs by developing a strategy for the voice of their employees for several reasons, including

Firstly, because the voice of employees is an essential and effective tool for identifying problems and determining their causes, which in turn reflects positively on the mechanism of decision-making and performance in general. Second, controlling the voice of workers, exploiting and positively developing it helps the company and develops the affiliation and association of employees at work. Third, to prevent the transformation of rejectionist attitudes among some workers about some circumstances and problems to hostile or aggressive behavior, which will reduce employee bonding, weaken the level of participation in their work, or increase the rate of leaving work in the company (Matsunaga, 2014). Accordingly, strategy is a perspective - its content consisting of a chosen position and a conventional approach to comprehending the world. Strategy in this regard is to the organization what personality is to the individual. What is crucial is that strategy is a perspective shared by members of an organization through their intentions and actions. In effect, when we talk of strategy in this context, we are entering the

realm of the collective mind - individuals united by common thinking and behavior (Mintzberg, 1996).

The importance of Employees' voice strategy styles

The concept of the employees' voice strategy styles refers to the employees expressing the appeal for change or improve the current working procedures affording a mechanism for innovation and error disclosure (Guzman & Espejo, 2019). Employees' voice strategy styles refer to the communication process whereby employees extend thinking and unfasten creativity, sharing new ideas or thoughts based on feedback gathered about the current working environment, processes, issues, and procedures. The reason for voice as "personal" dissatisfaction employees who are unsatisfied with their current situation prefer to speak up or remain silent, depending on their level of loyalty to their company. (He et al., 2020).

Furthermore, when an employee points out problems suggests new ways of doing things about the current state of activities within the workgroup and organization, that involves open communication directed toward other members (insiders rather than outsiders) and is intended to improve one's organization (Xu et al., 2017).

However, the significance of the employees' voice strategy styles embodied in publicly giving constructive opinions about the organization's current procedures, processes, and status. It challenges the status quo and points out conflicts within the organization, drawing the consideration of other organizational members to the voicer's contribution to the organization (Weiss & Morrison, 2019).

Besides, the employees' voice strategy's significance is represented in letting the employees make voluntary voice suggestions, provide ideas for improvement, and raise attention

over work-related obstacles, dilemmas, and obstacles to management to improve the organization's overall functioning (Morrison, 2011).

Employees' voice is the extent to which employees are encouraged to express their thoughts and ideas. Employees' voice in the organizational context has been described as discretionary communication of impressions, suggestions, concerns, or opinions about work-related problems that aim to improve the organization or challenge the status quo to improve instead of just criticizing the current procedures (Allen & Rogelberg, 2013).

The employees' voice strategy styles are glaringly apparent in various dimensions, constructive voice; includes optional expression of ideas or opinions for a functional change, improving the organization positively, suggesting ideas for improving the current work process, proposing new tasks, or solving an existing problem. It is a prosocial voice that is other-oriented, powerful, and prevails within the challenge–promotional plane (Maynes & Podsakoff, 2014).

Besides, the defensive voice embodies the expression of objections about potential changes in the organization and verbally opposing changes to work policies, even though changes are required (Maynes & Podsakoff, 2014).

Employees' voice strategy styles significantly enhance the employees' participation, loyalty, involvement, dedication to work, and happiness. On the other side, it reduces the harmful circumstances in the work atmosphere and promotes correcting failures at work through strengthening the employee-to-employer relationship.

Employees' voice strategy styles

Based on the literature reviews, the researcher puts two styles of employees' voice strategy, the first style is constructive voice, and the second style is defensive voice.

Constructive voice

According to Jung and Yoon (2019), constructive voice consists of intentional conduct instead of critique; verbally exposes employees' notions, erudition, and beliefs about enhancing the organizational performance. Besides, this conduct strengthens the relationship between the employees and the managers within the organization.

Typically, Constructive voice can be measured through:

- The employee expresses solutions to problems with the cooperative motive of benefiting the organization.
- The employee develops and makes recommendations concerning issues that affect the organization
- The employee communicates his/her opinions about work issues even if others disagree.

According to Hameed et al. (2020), constructive voice involves the employee's optional prosocial, challenging, discussion of suggestions and attention to management rather than just criticizing others at the workplace.

Typically, constructive voice can be measured through:

- Proactively develop and make suggestions for issues that may influence the unit.
- Proactively suggest new projects which are beneficial to the work unit.
- Raise suggestions to improve the unit's working procedures.

According to Unler and Caliskan (2020), the constructive voice is defined as non-required behavior that emphasizes the expression of change-oriented comments with a purpose to develop rather than merely criticize the situation. More specifically, we define it as expressing

work-related ideas, information, or opinions based on cooperative motives. Thus, this particular type of voice behavior is intentional, proactive, and other-oriented; its primary focus to benefit others, such as the organization. Consequently, the goal behind this is to solve the dilemmas within the organization and develop the overall performance.

Typically, constructive voice can be measured through:

- The employee submits suggestions or opinions or any constructive criticism aimed at improving the company's situation.
- The employee accurately and explicitly identifies the problems in the company and their causes.
- The employee provides advice or ideas to change the company's current situation to a more satisfying one.

Furthermore, this measuring mechanism was utilized for its reliability, confidence, newness, and accuracy in the measurement.

Constructive voice is considered one of the essential tools to improve the organization's development; through effectively identifying obstacles, finding solutions, and finding more efficient methods to carry out work. Furthermore, it enhances the relationship and collaboration between the organization members.

Defensive voice

According to Maynes (2013), a defensive voice formed of the voluntary declaration of resistance to changing an organization's policies, procedures, programs, and practices, even when the proposed changes have benefited or made changes is necessary. Furthermore, representative behaviors include persistently arguing toward changing work processes or vocally

opposing changes to standard operating procedures have an advantage or making changes is necessitated.

Typically, defensive voice can be measured through:

- Stubbornly argues against changing work methods, even when the proposed changes have merit.
- Speaks out against changing work policies, even when making changes would be for the best.
- Vocally opposes changing how things are done, even when changing is inevitable.

According to Jung and Yoon (2019), a defensive voice is composed of solving personal problems and aligning with common interests, however, defensive voice utterances have a useful impact on active commitment with current work difficulties and organizational development.

Typically, defensive voice can be measured through:

- The employee goes along and communicates support for the group, based on self-protection.
- The employee provides explanations that focus the discussion on others in order to protect himself/herself.
- The employee expresses ideas that shift attention to others because he/she is afraid.

According to Unler and Caliskan (2020), the defensive voice is defined as the expression of objections about potential changes in the organization and verbally opposing changes to work policies, even though changes are required. For instance, speaking out against changing work policies, even when the changes have merit. Furthermore, defensive voice includes behaviors like proposing ideas that focus on others to protect oneself; it is passive and lies within the

preservation–prohibitive plane; moreover, the employees regularly manipulate the information contained in their communications to attain their intentions.

Accordingly, defensive voice includes various indications:

- Safe, secure decisions, taking less personal responsibility and attributing outcomes to external factors.
- The employees fear punitive consequences resulting from discussing problems; they will typically react by engaging in defensive behaviors intended to protect the self as trying to shift attention and blame to others through the use of Defensive Voice identify excuses, justifications, and disclaimers as self-protective strategies where voice is used as a response to feeling threatened.
- The defensive voice can protect the self through various defensive communications (such as proposing ideas that focus on other topics or shifting attention to other people).
- The critical unifying characteristic behind these behaviors is their orientation toward protecting the self from feared and undesired consequences.

Consequently, the goal behind this is presenting positive perspectives of self-relevant information, sometimes in response to feelings of fear, to influence the attributions made by others. Emphasized the importance of information control during verbal communication. The employees discuss various techniques, including half-truths, diversionary responses, distortion, exaggeration, and outright lies, as intentional techniques people use to control information to protect the self.

Typically, defensive voice can be measured through:

- The employee tries to prevent any possible changes in the company for the company's interest.

- The employee seeks to protect himself and the group that is compatible with them in goals and objectives, even if they are not in the company's interest.

Furthermore, this measuring mechanism was utilized for its reliability, confidence, newness, and accuracy in the measurement.

Defensive voice is one of the most important ways to identify problems in organizations clearly and impartially, and that is why employees follow this method to highlight problems and causes without fear of consequences.

Organizational hypocrisy

Organizational hypocrisy concept evolution

The concept of organizational hypocrisy refers to the optional behavior that originates from the individual that does not comply with the stated values, principles, and expectations, as it is considered a variety of contradictions in the behavior of the individual, where the individual adopts values and principles that contradict with action from a conflict in action and saying; thus this phenomenon is reflected in the actions taken by individuals contrary to what was agreed upon (Ha-Brookshire, 2015).

Besides, the concept of organizational hypocrisy refers to the hiatus between the coveted practices and the actual ones, reflecting a severe behavioral inconsistency within the individual that originates from the optional deception insights (Hale & Pillow, 2015).

However, organizational hypocrisy occurs because of the lack of controls and strong associations between declared goals and plans with implementation mechanisms. When management acts according to their standards and codifies, evidence of the organization's progress is produced through modern management methods to show its progress. Alternatively,

by using the organization's magnificent reputation or prior achievements, interest groups can utilize them to disguise inadequate or procrastinating performance. (Cho et al., 2015).

Accordingly, organizational hypocrisy in incorporating different organizational structures, processes, and ideologies for internal and external use - is a fundamental feature of viable organizations in modern societies; it is a helpful method of achieving organizational legitimacy in a world where organizations are exposed to an increasing number of inconsistent and conflicting norms and demands. (Kılıçoğlu, 2017).

Thus, such acts promote mistrust and skepticism in their inner structure. Also, organizational hypocrisy could increase cynicism among members and observers of the organizations, and such a cynical attitude could result in widespread distrust toward organizations with a high degree of decoupling between the members. Furthermore, the hiatus between rhetoric and truth may also disintegrate job security; thus, the level of hypocrisy becomes extreme; it is believed to cause pathological consequences in organizations, such as a deterioration of trustworthiness and legitimacy (Kılıçoğlu, 2017).

Moreover, the phenomenon of organizational hypocrisy refers to the inconsistency between stated words and present action. On the other hand, it legitimizes organizations' practices until external stakeholders become conscious and refuse to permit the blandishments of adopted stakeholder obligation practices versus established business operations (Antonetti et al., 2018).

By the same token, organizational hypocrisy is the idea that a firm declares to be something while being something else (Wagner et al., 2019).

Furthermore, employee behaviors that harm or intend to harm the organization or its stakeholders are a significant dilemma for (95%) of all organizations resulting in predicted year-long losses worth hundreds of billions of dollars (Wurthmann, 2020).

The phenomenon of organizational hypocrisy is glaringly evident in numerous dimensions, including organizational structure, organizational procedures, and organizational ideologies, which occur because of the divergent groups on some interests, and different ideologies may be generated in the organizations.

Organizational hypocrisy phenomenon has significant impacts on organizations; however, such a phenomenon has increased with the organizations' employees' numbers increment and organizational expansion; hence various self-interests groups have been formed within organizations practicing hypocritical mores; that is mainly represented in the deviation between the planned and stated goals and what is actually implemented.

The effects of Organizational hypocrisy

Organizational hypocrisy is one of the most harmful phenomena that negatively affect several aspects: organizational happiness and organizational justice, organizational citizenship behavior, and organizational commitment; first, The phenomenon of organizational hypocrisy raises the employees' personal interests preference over the organization's interest besides the adoption of the principle of self-protection, that increases conflict level between employees, the deterioration of organization performance, and lack of trust between employees and leaders within the organization, that negatively effects on communication, distinguishing obstacles and obtaining solutions within the organization, and delivering the accurate information about the

organizational situation; thus all these results significantly diminish organizational happiness and boost employees quitting rates (Çayak, 2020).

Furthermore, organizational hypocrisy refers to the behavioral contradiction between what is stated and what is actually executed, generating problems in the public's confidence in the organization and a markedly negative decline in its reputation. Besides, organizational hypocrisy is practiced by some employees as a means to achieve personal goals, desires, and goals by exploiting the current situation and trying to prevent any potential changes in the organization, after methods including the delivery of false-positive information to prevent any development or change. Organizational hypocrisy leads to a diminution of organizational justice, for instance, through the work distribution based on unfair principles and giving some employees positions and authorities without adequate qualifications or capabilities. Likewise, organizational hypocrisy leads to an imbalance of evaluation within the organization; some employees can be positively evaluated based on personal relationships (Kılıçoğlu, 2017).

Moreover, the organizational hypocrisy phenomenon negatively affects the employee relations within the organization, as this phenomenon raises the rate of conflicts, disputes, and ambivalence of interest between employees, which negatively modifies the organizational climate and the operation's progress. As well as the organizational culture; through negatively shaping ideas and beliefs. Accordingly, all the results as mentioned earlier negatively affect the organization's reputation (Kılıçoğlu, 2019).

Organizational hypocrisy prominently harmful affects organizations; perhaps one of the most prominent of these harmful effects is the creation of internal conflicts between the employees in the organization, the destruction of the organization's reputation, and the inability of the organization to develop due to the presence of self-interest groups.

Organizational hypocrisy Dimensions

Based on the literature reviews, the researcher puts three dimensions for organizational hypocrisy, the first one is organizational structures, the second dimension is organizational processes, and the third dimension is the organizational ideologies.

Organizational structures

According to Moon et al. (2020), organizational structures could rise organizational conflicts and dilemmas in existence within the organization, however, in some cases specific types of organizational structure could create some self-interest groups that negatively affect the organizational performance, employees' behavior, and the atmosphere within the organization.

Typically, organizational structure can be measured through:

- The degree of employees' job engagement.
- The degree of job performance motivation that the organization represents to the employees.
- The level of responsibility about the organizational fate that the employee holds.

According to Kılıçoğlu et al. (2017), Organizational structures are defined as the formal system of responsibility and authorization relationships that regulate how people organize their activities and utilize resources to fulfill organizational goals. Additionally, Organizational structures facilitate implementing the standard operating procedures and methods.

Typically, Organizational structures can be measured through:

- The work is distributed equitably in the company.
- The employee is selected to do a task based on competence.
- The organizational goals and objectives are delivered to all employees.

Furthermore, this measuring mechanism was utilized for its reliability, confidence, newness, and accuracy in the measurement.

Organizational structures support the organizational hypocrisy dilemma because organizational structure influences organizational action and implements standard operating processes and methods. Furthermore, organizational structures facilitate the creation of self-interest groups within the organization.

Organizational processes

According to Alam (2020), organizational processes positively affect the organization's goals accomplishment, and progress, on the contrary, inferior organizational processes could harmfully affect the organizational progress, achievement, and stated goals alignment.

Typically, organizational processes can be measured through:

- The organization designs its processes familiarly with its existing purpose.
- The organizational processes serve the organization's ambition.
- The organizational processes are designed to accomplish the organization's aims.

According to Kılıçoğlu et al. (2017), Organizational Processes are defined as a series of activities and techniques that lead an organization to accomplish its objectives and goals; furthermore, organizational processes include planning, controlling, communicating, planning, and decision-making.

Typically, Organizational processes can be measured through:

- The company implements its services according to its organizational purpose.
- The employees in the company implement the objectives of the company.
- The company executes its mission within the framework of its strategic plan.

Furthermore, this measuring mechanism was utilized for its reliability, confidence, newness, and accuracy in the measurement.

Organizational processes promote the organizational hypocrisy dilemma by failing to assign tasks to the right employees, failing to plan for the required tasks, and performing tasks to obey personal interests rather than obeying the organization's interests and achieving its goals.

Organizational ideologies

According to Verma and Mohapatra (2020), organizational ideologies determine the employees' behavior within the organization either to act ethically or to act unethically; furthermore, the organizational ideologies consist of systematic ideas, rituals, norms that are implemented within the organization. Hence, marvelous organizational ideologies prevent unethical behaviors, actions, and activities, besides, improving the organizational atmosphere.

Typically, organizational ideologies can be measured through:

- There are no ethical principles that are so important that they should be a part of any code of ethics.
- Moral standards should be seen as being individualistic; what one person considers to be moral may be judged to be immoral by another person.
- Rigidly codifying an ethical position that prevents certain types of actions could stand in the way of better human relations and adjustment.

According to Kılıçoğlu et al. (2017), Organizational Ideologies are defined as an assortment of shared values and standards that guide the behavior of a group of people in the company.

Typically, Organizational ideologies can be measured through:

- The practices match what the company states and what happens.
- The employees in the company act according to its core values.
- The company determines what must be accomplished.

Furthermore, this measuring mechanism was utilized for its reliability, confidence, newness, and accuracy in the measurement.

Organizational ideologies facilitate the creation of organizational hypocrisy dilemma; through the corrupt ideas and ideals that define and govern the behavior of the employees in the organization; as a result, hypocritical mores expand and flourish in such an atmosphere.

Ethical leadership

Ethical leadership concept evolution

The roots of the ethical leadership concept referred to in (1978) refers to a leader who inspires followers by regulating their value systems toward critical moral principles; The ethical leader shares and embodies his ethical behavior and morals in the employees besides showing high standards of ethical behavior such as integrity and honesty, moreover an ethical leader is considered a model to be imitated by the employees in the organization (Burns, 1978).

The ethical leader sets clear standards and laws; these standards are defined by integrity, fairness, and equality; the ethical leader implements these standards and laws to all employees in the same fair manner. Furthermore, ethical leadership establishes a fair approach for performance evaluation, rewards, and punishments for all employees in the organization (Gini, 1998).

Ethical leadership refers to personal action, and interpersonal interactions are used to demonstrate normatively proper behavior, and two-way communication, reinforcement, and decision-making are used to promote such behavior to followers; that embodies through two prominent varieties the first one refers to the adopted morals and values by the leader himself, the second one refers to the actions that the leader encourages to inculcate such ethical values in followers; this is achieved through the communication between the employees and the leader however the organizational ideologies facilitate the communication process and values sharing within the organization (Brown et al., 2005).

Ethical leadership is considered a part of an organizational culture that framed the shared moral behaviors of leaders at all levels within the organization; hence organizational culture facilitates sharing ethical behaviors to the employees that positively affects the organizational environment, performance, and organizational purposes achievement. Besides enhancing employees' trust in their leaders, consequently, the employees can honestly share their opinions and ideas about the work circumstances (Mayer et al., 2012).

Besides, ethical leadership means the implicit and explicit pursuit of desirable ethical conduct for self and followers by efforts controlled by morals that improve learning motivation, healthy optimism, and clarity of purpose in order to defend the ideals of empowerment, service to others, concern for human rights, change for the better, and fulfilling responsibilities to society, future generations, the environment, and its sustainability (Shakeel et al., 2018).

According to Lee and Cheng (2011), ethical leadership is represented in some characteristics that the leaders must have for instance personal ethics that consists of (honesty, integrity, trustworthiness, courage, and empathy) also, Interpersonal behaviors that consist of (fairness with others, respect for others, and accepting of other people's failures). Besides,

ethical knowledge that consists of (intuitive, and emotional) these characteristics will influence the employees' behavior positively when they are dealing with ethical leadership.

Furthermore, ethical leadership is measured through:

- Put ethics above self or company interests.
- Hold others accountable for their actions.
- Show consistency in ethical vision.

According to Hsieh et al. (2020), ethical leadership prevents employees from engaging in unethical behaviors within the organization by adjusting the employees' behavior besides the most effective way to adjust the employees' unethical behaviors through implementing the ethical behavior by the leaders within the organization. Furthermore, ethical leadership is measured through:

- Clearly explains integrity related codes of conduct.
- Clarifies the likely consequences of possible unethical behavior by the employees.
- Compliments employees who behave according to the integrity guidelines.

According to Nazir et al. (2020) ethical leadership assures that the leaders will become role models in leading the employee to adopt identical ethical principles, values, and morals; the ethical leader holds several characteristics, for instance, a high level of integrity aggregated with the same way of dealing with all employees in work. Furthermore, ethical leadership measured through:

- The leader dealing approach with the employees in work.
- The leader conducts morals and ethical principles.

As a result, this measurement mechanism was utilized for its reliability, confidence, newness, and accuracy in the measurement

By the evolution of management approaches and deviating from the classic management approaches that depend on a one-way communication method, moving to the contemporary approaches, ethics are an increasingly important element and point of discussion in the business world today, so leadership with ethics is critical to understanding, developing, and recognizing in the business world; perhaps ethical leadership consists of various activities, for instance, building a two ways communications, holding altruistic actions, rewarding moral behavior, taking fair decision-making, upholding norms, and taking corrective actions.

The importance of ethical leadership

Ethical leadership in shaping organizational integrity plays a vital role in shaping a culture of corruption by setting the norms and serving as role models of what ethical behavior is. Moreover, determining ethical decision-making in the organization (Brown & Trevino, 2006).

Ethical leadership promotes sanctuary performance behaviors and attitudes among employees; moreover, ethical leadership results in positive workplace results, including practical activities performance and positive employee behaviors. Besides, leaders are likely to support workplace safety through their idealized influence and caring for employees (Lievens & Vlerick, 2014).

Ethical leadership promotes sanctuary performance behaviors and attitudes among employees; moreover, ethical leadership results in positive workplace results, including practical activities performance and positive employee behaviors. Additionally, leaders are likely to

support workplace safety through their idealized influence and caring for employees (Lievens & Vlerick, 2014).

Moreover, ethical leadership has been chiefly employed to defeat unethical behaviors and promote morally courageous opinions and ethical actions such as moral voice by the employees; despite concerns, risks, and fears associated with the expression of sensitive ethical opinions, moral efficacy is a critical psychological conduit and a proximal psychological pathway that helps ethical leaders to motivate followers to display moral voices (Bilal, 2017).

The concept of ethical leadership includes the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and promoting such conduct to followers through two-way communication, reinforcement, and decision making (Nazir, 2020).

Furthermore, ethical leadership has a primary influence on organizational norms and restrictions; at the same time, ethical leadership has an oblique effect in forming employee attitudes toward corruption and their intent to whistleblow how ethical leadership shapes the organization's culture of corruption and decision-making process. (Hechanova & Manaois, 2020).

Ethical leadership has various positive impacts on, first employees; ethical leadership heightens employee morale and helps them feel passionate about work. Besides, ethical leadership increases positivity and collaboration within the organization and makes the employees feel happier to be at work. Second customer; ethical leadership is crucial to formulating a concrete ethical culture that increases customer loyalty. Moreover, ethical leadership makes investors feel that the organization is trustworthy. However, the partners and vendors will similarly trust and work well with an organization that consists of ethical leadership. Finally, for the organization as a whole, ethical leadership prevents organizational scandals,

ethical dilemmas, and ethical issues. Furthermore, ethical leadership help organizations to obtain more partnerships and customers, leading to more earnings.

2.2 Previous studies

Notably, there is considerable interest in the phenomenon of organizational hypocrisy due to its importance and its vast impact on organizations. Therefore, this part reveals the most important studies that dealt with the topic and the study variables. Additionally, a summary of those studies with chronological descending order, as follows:

A study (Kılıçoğlu, 2017) entitled: "Do Schools Fail to "Walk Their Talk"? Development and Validation of a Scale Measuring Organizational Hypocrisy." This study aimed to explain the effect of organizational hypocrisy in educational organizations in Turkey. The study sample included (503) teachers in primary and secondary schools in Eskisehir, Turkey. Moreover, the sample's distribution has been considered representative of the teachers working in these educational organizations under statistical rules. This study has concluded that; organizational hypocrisy includes inconsistency in Practices. Besides, organizational hypocrisy is negatively related to organizational trust; as organizational hypocrisy increases in an organization, organizational trust between school members' decreases. Inconsistencies between talk, decisions, and actions— not keeping the words into practice—decrease trust between organizational members. Moreover, this is mostly because inconsistency in actions influences the organization members' behavior, such as their intention to believe others. Admittedly, organizational trust is the conviction of people to rely upon others who act under their declarations and promises, are honest in negotiations, and are not excessively opportunistic in taking advantage. Furthermore,

organizational hypocrisy is significantly related to Organizational Cynicism; when actions deviate from words, individuals show negative attitudes toward their organization.

Organizational cynicism originates from the belief that the organization lacks moral integrity, acting with double standards.

A study (Bilal, 2017) entitled: "Linking ethical leadership and moral voice." This study explored the significance of ethical leadership in construction companies in Pakistan. The researchers distributed a questionnaire to (364) employees and their immediate supervisors working in construction companies in Pakistan to reach the study's goal. The study showed that ethical leadership is considered a mechanism to defeat unethical behaviors, and ethical leadership is useful in promoting morally courageous opinions and ethical actions such as moral voice. Furthermore, the more prominent the moral leadership between the leader and the employees, the greater the employees' capability to express their opinions and ideas about the organization's problems, which improves their ability to express and reduce the organization's problems and harmful phenomena.

A study (Kia et al., 2018) entitled: " Ethical leadership and employee in-role performance." This study explored the importance of ethical leadership in the Australian banking and financial services sec. The researchers distributed a questionnaire to (233) bank employees in Australia to reach the study's goal. The study showed that ethical leadership generates a positive association between ethical leadership and employee in-role performance. Besides, ethical leadership is essential in encouraging ethical and service-based climates and organizational identification. In

doing so, employees that identify with the organization and function within and internalize the values connected with service and ethical climates are more likely to be high in-role performers.

A study (Kılıçoğlu & Kılıçoğlu, 2019) entitled: "Understanding organizational hypocrisy in schools: the relationships between organizational legitimacy, ethical leadership,

organizational hypocrisy and work-related outcomes." This study investigated the relationship between organizational hypocrisy and other organizational behaviors in educational organizations in Turkey. The study sample included (574) teachers in primary and secondary schools in Eskisehir, Turkey; however, the study revealed that organizational hypocrisy is negatively associated with work-related outcomes, moral conflict, and cognitive dissonance may occur within the organization as a result of the presence of organizational hypocrisy. That will create employees to question the inconsistency, erode their trust in the leaders, and reduce their commitment to organizational goals and values. Also, organizational hypocrisy leads to lessening organizational commitment, job satisfaction, motivation at work, and organizational citizenship behavior among the organization's employees.

Furthermore, ethical leadership plays a vital role in reducing organizational hypocrisy through behavioral integrity and acting based on honesty, truthfulness, and respect for principles.

Besides, ethical leadership affects the employees' learning the appropriate behavior through the process of role-modeling. In addition, integrity is an ethical leader's most notable characteristics; if leaders are consistent in their actions, values, principles, expectations, and consequences, this will promote organizational citizenship behavior and promote the employees to suggest solutions, opinions, and new ideas about the organizational situation.

A study (Unler & Caliskan, 2019) entitled: "Individual and Managerial Predictors of the Different Forms of Employee Voice." This study aimed at investigating the impacts of the employees' voice in multiple companies within the telecommunication sector operating in Istanbul, Turkey. To achieve the goal of the study, the researchers distributed a questionnaire to (286) employees. The study showed that employees' voice is one form of participation in decision making. In this sense, any positive/negative ideas or opinions of employees contribute to the organization, which alleviates the organization's negative and harmful phenomena. Besides, the managerial relationship's quality is an essential variable to perceive while understanding the employee voice. When the supervisor-employee relationship is in good condition, the employee perceives the environment as psychologically safe. Thus, employees' perceived psychological safety level related to managerial relationships while expressing/sharing their voice mostly avoids destructive voice. Thus, it is concluded that the leadership affects the employees' voice within the organization; managers/supervisors, who have a positive relationship with employees, give attention to employees' ideas and let them feel appreciable, lead employees to speak up, and help the organizational development. Otherwise, when such a quality of relationship decreases, employees behave detrimentally to the organization.

A study (Liang & Yeh, 2019) entitled: "The effects of employee voice on workplace bullying and job satisfaction." This study explored the importance of the employees' voice in large manufacturing companies and public organizations in Taiwan. To reach the goal of the study, the researchers distributed a questionnaire to (447) employer-employee. The study showed that employees' voices create more positive interactions with the organization's leaders, rising in higher job satisfaction levels; thus, employee voice raises employee job satisfaction.

Furthermore, there is a positive impact on employee voice on workplace harmful dilemmas. When employees voice their opinions and ideas and receive praise from their supervisors, this behavior improves the relationship between supervisors and higher-ranked employees. A good relationship between supervisors and higher-ranked employees may indirectly improve voicing employees' relationships with other organization members to develop employee job satisfaction levels. Also, employees and leaders are more likely to cooperate on work duties, thus improving organizational efficiency and job satisfaction.

A study (Eva et al., 2019) entitled: "The relationship between ethical leadership and employees' internal and external community citizenship behaviors." This study explored the importance of ethical leadership in the Australian banking and financial services sector. The researchers distributed a questionnaire to (160) employees across 48 small- and medium-sized enterprises in China to reach the study's goal. The study showed that ethical leadership positively influences employees to work engagement and increases employee performance. Also, employees respond with prosocial behaviors to reciprocate the ethical leader's fair and caring treatment.

A study (Eva et al., 2019) entitled " The relationship between ethical leadership and employees' internal and external community citizenship behaviors " This study aimed at exploring the effects of ethical leadership on employees' community citizenship behaviors. The researchers collected the data from (160) employees in (48) small- and medium-sized enterprises in China. The study revealed that ethical leadership positively affects the employees' behaviors

within the work. Besides, ethical leadership influences the employees' behaviors in the community as well.

A study (Hai-Ming et al., 2019) entitled "The effects of social responsibility and hypocrisy on the relationship among psychological contract violation, trust and perceived betrayal "

The study sample was 287 students at four different university locations in Taiwan; the north was at National Taipei University. The findings revealed that hypocrisy had a significant negative impact on psychological contract violation toward trust; hypocrisy had a considerable positive impact on psychological contract violation toward perceived betrayal; trust had a significant negative impact on perceived betrayal; perceived betrayal had a significant favorable influence on both direct and indirect acts of retribution, and hypocrisy had an enormous positive impact on psychological contract violation toward perceived betrayal.; trust mediated the association between hypocrisy toward psychological contract breach and perceived betrayal, with higher hypocrisy producing a more significant influence on the associations between hypocrisy toward psychological contract violation and felt betrayal through trust.

A study (Chen et al., 2020) entitled: "The voicer's reactions to voice: an examination of employee voice on perceived organizational status and subsequent innovative behavior in the workplace." This study aimed at investigating the consequences of the employees' voice in large Chinese power companies. To achieve the goal of the study, the researchers distributed a questionnaire to (232) employees. The study showed that employees' voice is positively related to their positive behavior. This study reveals a positive relationship between voice behavior and innovative behavior in the workplace. Besides, reducing harmful phenomena within the

organizations and increasing the achievement of the goals and performance; as a result, this will create a vital impetus for the employee's positive behavior within the organization.

A study (Hechanova & Manaois, 2020) entitled: "Blowing the whistle on workplace corruption: the role of ethical leadership." This study explored the significance of ethical leadership in public and private hospitals in the Philippines. The researchers distributed a questionnaire to (503) individuals from (13) public and private hospitals in the Philippines aggregated with interviews conducted with twelve key informants from four hospitals to reach the study's goal. The study showed that ethical leadership positively influences organizational norms and controls. At the same time, ethical leadership has an indirect effect in shaping employee attitudes toward corruption and their intent to whistleblow to defeat any problem or harmful dilemmas within the organization.

Moreover, the leader's reaction toward unethical conduct expresses employees' directions about what is acceptable or not; that may promote whistleblowing. Ethical leadership can also counter and correct deviant practices by providing mechanisms, norms, and controls that encourage members to be vigilant and call-out corruption incidents. It provides empirical evidence that ethical leadership has an essential role in shaping controls in the organization that, in turn, influences intent to whistleblow about any problem within the organization.

A study (Snelson-Powell et al., 2020) entitled "Organizational hypocrisy in business schools with sustainability commitments: The drivers of talk-action inconsistency". This study explored the reasons behind the organizational hypocrisy in business faculties in the UK; moreover, the researchers the researchers executed interviews with (23) MBA directors to

understand this phenomenon. The study revealed that organizational hypocrisy is mainly related to the level of lack of sustainability and the fulfillment of obligations; in particular, this study is also related to the program director's level of control and influence on the course of operations curriculum.

A study (ul Haq & Rizvi, 2020) entitled "How Organizational Hypocrisy Cultivates Abusive Supervision Whereas Supervisor Resilience impedes it: Frustration Aggression Vs Resource Building Approach". This study investigated the positive effects of organizational hypocrisy on abusive supervision through the mediating role of the cynicism of supervisors. The researchers distributed the questionnaire to (420) employees in (33) public and private sectors. The study revealed that organizational hypocrisy practices have a pathological impact on employees and the organizational environment.

A study (Çayak, 2021) entitled " The Mediating Role of Organizational Hypocrisy in the Relationship Between Organizational Silence and Organizational Rumor: A Study on Educational Organizations "

This study examined the mediating role of organizational hypocrisy between organizational silence and organizational rumor; according to research conducted on firms in many industries, organizational hypocrisy negatively influences workers' organizational behavior. Additionally, organizational hypocrisy negatively affects organizational quiet, organizational rumor, organizational happiness, organizational dedication, and other factors in educational organizations. As a result, organizational hypocrisy may serve as a buffer between organizational quiet and organizational rumor. This study investigates the mediating function of organizational

hypocrisy in the link between organizational silence and organizational rumor in educational organizations, based on this hypothesis. (323) instructors participated in the research, including (236) females and (87) males. The study's findings revealed that organizational silence, organizational hypocrisy, and organizational rumor were significantly positively correlated. According to the bootstrapping results, organizational hypocrisy played a partial mediation role in linking organizational silence and organizational rumor.

2.3 What differentiates the current study from previous studies

- This study is distinguished from the previous studies by examining three variables that were not previously discussed collectively (employees' voice strategy styles, organizational hypocrisy, and ethical leadership); Hence, it extends the knowledge of the research phenomenon and a more accurate interpretation of the results.
- This study describes the areas not studied before in previous studies, expecting the findings to contribute to future studies' knowledge.
- Moreover, this study applies in the Jordanian environment, where variables have not been studied. Besides, the current study focuses on a critical sector, Royal Jordanian, that has not been considered yet in previous studies.
- This study utilized the case study approach.

Introducing the Royal Jordanian Journey (Royal Jordanian website, 16th of April, 2021).

Royal Jordanian Airlines Plc. In December. 15th, 1963 royal Jordanian was established by a royal decree issued by his majesty king Hussein as the national transporter of the Hashemite Kingdom of Jordan. The Royal Jordanian started with a few aircraft and some destinations like Kuwait, Beirut, and Cairo; nowadays, it reaches (45) direct destinations on its (25) young aircraft.

Royal Jordanian has the vision to be the airline of choice and connecting Jordan and Levant with the world. Its offices are located in the center of the capital Amman, and its flights are operated from Queen Alia airport. It continuously improves the aircraft and the operating systems used across the air transport industry, staying on par with the global airlines. Besides, the royal Jordanian 2015 – 2019 business plan focuses on financial and infrastructure improvements.

Furthermore, Royal Jordanian employs 3383 employees worldwide, and the consolidated value of property and equipment amounted to 79.6 million Jordanian Dinars. Besides, Royal Jordanian contributes to improving the local and regional economy by employing 3383 employees in numerous specializations, and it employs students from the Jordanian universities; moreover, Royal Jordanian develops the employees' skills in several ways such as continuous training courses, for instance, the technical, managerial, marketing, and passengers' services courses (Appendix 5).

Additionally, Royal Jordanian owns three companies; first, Royal Wings established in Jordan in 1975 as a limited liability company. It has no branches, and RJ wholly owns it. With the implementation of the company's strategy in November of 2005, regional services operated

by RW have been transferred to RJ, the parent company. Royal Wings became the primary operator of chartered flights. It also acts as an agent for chartered flights (i.e., it arranges alternative chartered aircraft when its aircraft is not available). It also leases its aircraft to the mother company when necessary. RW operates new routes to destinations that RJ does not currently serve.

Second, Royal Tours was established in 1979 to provide complementary services to RJ's services, to help RJ market its flights to tourist attractions worldwide. Royal Tours books tickets and arranges trips to tourist groups for various tourism sites and countries in the region and worldwide, always looking for new options for tourists. Today, Royal Tours is the company of choice for the stopover program "Zuwar" besides its responsibility for executing the Ministry of Tourism plans through the "City Tour" program.

Third Tikram was established in 2014 as a joint venture investment between Royal Jordanian and Worldwide Flight Services "WFS." In March 2017, "Tikram" became wholly owned by RJ with a capital of JD 764,804. Tikram's launch comes in line with RJ's strategy to expand vertically by identifying new and attractive business opportunities associated with air travel. Tikram is the exclusive meet and greet service provider at QAIA. Its diverse, state-of-the-art services include immigration and security fast-track, porter services and luggage wrapping, hosting passengers in the departure lounge (RJ's Crown Lounge) and oriental-style arrival lounge, limousine service to transport travelers from anywhere in the Kingdom to the airport, and vice versa, and in-terminal shuttle service; in addition to the Aqaba Lounge service for welcoming VIP visitors.

Tikram's 24/7 counters serve VIPs, families, and groups, including airlines, hotel guests, corporate entities, travel agencies, and tour operators, as well as embassy staff. RJ has chosen to

call this company "Tikram" which means "with pleasure" in Arabic; it symbolizes the genuine hospitality and warmth Jordan is known worldwide.

The total loss in 2020 was (63.9 million dinars) compared to a total profit of (113.4 million dinars) in the previous year.; the main reason is the decrease in the current year's revenues by a greater rate than the percentage of the decrease in revenue costs due to the inclusion of the revenue costs item on a group of fixed costs, which does not change according to the level of operation, especially in the short term.

As for the net operating loss, the company recorded for the year 2020 a net operating loss of 125.1 million dinars, compared to a net operating profit of 45.5 million dinars in 2019.

Royal Jordanian Vision:

We will be the airline of choice connecting Jordan and the Levant with the world.

Royal Jordanian Mission Statement:

To ensure that our customers will always recommend our airline because we consistently provide:

- The highest and stimulation level of safe, secure, and reliable air transportation.
- A seamless travel experience with exceptional customer care.
- Value for money through maintaining cost efficiency.

To ensure that our people will be motivated and work productively as a team because we offer:

- A healthy and stimulating work environment with open dialogue and participation.
- Competitive employment benefits and rewards.
- Opportunities for training and career development.

- Energetic and decisive leadership.

To ensure that our shareholders will invest in the company because we deliver:

- An attractive return on investment.
- Sustainable, profitable growth.
- The highest levels of corporate integrity and responsibility.

To ensure Jordan will be proud of us because we:

- Represent the best of Jordanian hospitality and culture.
- Promote Jordan as a destination and a gateway to the Middle East, business, and leisure travelers.
- Support local communities and charities.

Royal Jordanian Values:

We will strive for excellence, and those who will succeed in our company will be:

Team players:

- We will enjoy working and succeeding through effective communication, and we believe that we can achieve more by working together as one team.
- We respect people's opinions and learn from our differences.

Objective:

- We make decisions based on hard facts and robust business cases, not on emotion or opinion.
- We always provide data to make our point and convince our colleagues.

Reliable:

- We constantly endeavor to provide our customers with their needs.

- We guarantee strict compliance with the company's internal policies and external regulatory requirements.

Committed:

- We are dedicated to delivering the best to our stakeholders.
- We set and achieve high performance.
- We take responsibility for our actions and our work.
- We listen and respond to both our external and internal customer needs.

Caring:

- We are always understanding and helpful to our customers.
- We always try to be supportive and accommodating to our colleagues.
- We aim to deliver standards to others that we wish for ourselves.

Trustworthy:

- We are always honest and transparent with our customers, partners, and employees.
- We nurture trust and respect in our working environment and promote an atmosphere of open communication.

Chapter three: Research Methodology (Methods and Procedures)

The third chapter presents a comprehensive description of the study approach, study population, study sample, study instrument, instrument validation and reliability, and study variables. Additionally, the chapter also provides a review of the statistical methods used in analyzing the study's data to achieve its goals.

3.1 Introduction

This study examines the reflections of employees' voice strategy styles on organizational hypocrisy: the mediating role of ethical leadership; we apply this study at Royal Jordanian in Jordan.

This chapter examines the study design, validity, reliability of our sample collected from the population, the procedure and statistical processes which the researcher used in the study.

3.2 Study approach

This study follows the case study method, which is represented in in-depth contextual analyzes as a method for solving problems and phenomena that allow, through its results, the organization can obtain many clues about the factors that may work in the current situation and how the problem can be solved in addition to that the case study depends on qualitative and quantitative data to analyze and interpret the phenomenon to be studied (Sekaran & Bougie, 2020).

This study aims to study the reflections of employees' voice strategy styles on organizational hypocrisy: the mediating role of ethical leadership in the Royal Jordanian.

3.3 Study population

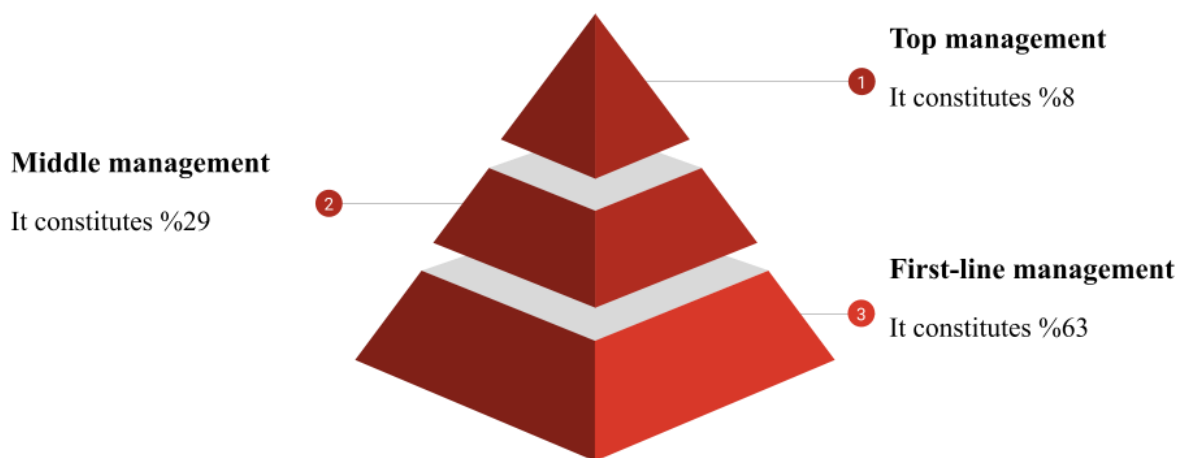
To accomplish the study's objectives, the studied variables require an organization that allows ethical leadership practices with its fundamental elements, defeating harmful phenomena, promoting good behavior, empowering employees, involving the employees in the decision-making process, and enhancing satisfaction. Besides, implementing employees' voice strategy styles to improve the working environment and circumstances. The field is the Royal Jordanian; the study population consists of employees in the Royal Jordanian in its various directorates and departments distributed to all managerial levels (Top, Middle, and first-line), considered the Royal Jordanian employees; however, the study population includes the employees in Royal Jordanian includes (3383) employees.

3.4 Study sample

The study sample consists of (346) employees distributed to all departments and managerial levels (top, middle, and first-line) in Royal Jordanian, from the private study population in Royal Jordanian; to attain enough perspective (Sekaran & Bougie, 2020). As for the sampling method, it has been utilizing the proportional stratified random sample.

Table 3. 1: Sample size

Managerial level	Strata level size
Top management	$\%8 * 346 = 28$
Middle management	$\% 29 * 346 = 100$
First-line management	$\% 63 * 346 = 218$
Total	$\%100 = 346$

**Figure 3. 1: Study sample**

- Proportional random stratified sampling indicates that the number of elements assigned to various strata is proportional to the representation of the target

population strata; the sample size extracted from each layer is proportional to the relative size of that sample layer in the target population Taherdoost (2016).

The questionnaire was distributed to (346) employees at different managerial levels (top, middle, and first-line) in Royal Jordanian. The following table shows the distribution of the study sample according to demographic variables:

Table 3. 2: Respondents' characteristics

Respondents' characteristics	Demographic variable	Frequency	Percent
Age (years)	18 - less than 25	34	% 9.8
	25 - less than 32	78	% 22.5
	32 - less than 39	158	% 45.7
	39 and above	76	% 22.0
	Total	346	% 100
Qualification	High-school	23	% 6.6
	Diploma	19	% 5.5
	B.A	275	% 79.5
	M.A.	26	% 7.5
	PHD	3	% 0.9
	Total	346	% 100
Gender	Female	149	% 43.1
	Male	197	% 56.9
	Total	346	% 100

Experience (years)	Less than 5	61	% 17.6
	5 - 10	151	% 43.6
	11 - 15	87	% 25.1
	16 and above	47	% 13.6
	Total	346	% 100
Managerial level	Top management	28	%8
	Middle management	100	%29
	First–line management	218	%63
	Total	346	%100

From the above demographic table, the respondents' ages are as follows: 18 – Less than 25 years (% 9.8), 25 – Less than 32 years is (% 22.5), 32 –Less than 39 years is (% 45.7). Finally, 39 years and above is (% 22), and the most significant percentage coming with “32 - less than 39” (% 45.7) followed by “25 - less than 32” is (% 22.5); that means that Royal Jordanian employs all ages from the local society that vastly helps to improve the societal situation.

The educational level of the respondents who had filled the questionnaire is consistent with the current level of the study results, as the table above, (%6.6) of the respondents have High School, (% 5.5) have Diploma degree, (%79.5) have B.A degree, (%7.5) have M.A. degree, and (%0.9) have Ph.D. degree; indicates that Royal Jordanian care about the educational level, contributing to the development of the provided services.

The respondents' genders are %56.9 males and %43.1 females; indicates that Royal Jordanian employs both genders fairly without gender bias and creates a homogeneous work environment.

The respondents' experiences are as follows: less than 5 years is %17.6, 5 to 10 years is %43.6, from 11 to 15 years is %25.1, and more than 16 years is %13.6; indicates that Royal Jordanian works on the sustainability of its human capital and emphasizes the principle of succession.

The respondents' managerial levels are as follows: top management is %8, middle management is %29, and managerial level is %63; indicates that Royal Jordanian employs a mechanical organizational structure to obtain a high degree of centralization and control.

3.5 Data Collection Methods

The researcher collected the data that help find the result for this study from two sources, secondary and primary, that discussed below, namely:

Secondary sources

The researcher relied on the secondary sources available in the field of study in order to address the theoretical framework. These sources are represented in research and scientific theses related to the study's subject that addresses the theoretical aspect of the study. The researcher depends on these sources in procedural definitions and previous studies to identify the study problem and questions.

Primary sources

The researcher relied on collecting primary data by developing a questionnaire as a primary tool for the study and addressing the analytical aspects of the subject of the study, as developing questionnaire questions are based on previous studies, the researcher's vision of the topic, the arbitrators' modifications, and preparing the questionnaire in its final form that covers all the study variables; the questionnaire has been prepared as follows:

- 1- A preliminary questionnaire has been prepared.
- 2- The questionnaire has been conferred to a group of arbitrators to test its suitability for data collection.
- 3- The arbitrators' observations have been taken into consideration, and the questionnaire was modified accordingly.

The questionnaire was distributed to the sample members to collect the necessary data for the study.

Besides, the researcher applied various structured interviews with various employees in Royal Jordanian at different managerial levels; the researcher executed seven interviews with an average duration of thirty minutes containing three main questions that aim to scrutinize the existence of the study variables within the Royal Jordanian (Appendix 1).

However, the questionnaire was developed of three parts and defined by three variables (employees' voice strategy styles), (organizational hypocrisy), and (ethical leadership); however, the questionnaire before the panel of arbitrators' modifications was contained (90) paragraphs, the questions as follows:

Table 3. 3: Questionnaire paragraphs

Variables	Reference	Paragraph Number
Employees' voice strategy styles	<ul style="list-style-type: none"> - Chen et al. (2020). - Unler and Caliskan (2019). - Jung and Yoon (2019). 	30
Organizational hypocrisy	<ul style="list-style-type: none"> - Babu et al. (2020) - Kılıçoğlu al. (2017) - Kılıçoğlu and Kılıçoğlu (2019) 	25
Ethical leadership	<ul style="list-style-type: none"> - Nazir et al. (2020) - Hsieh et al. (2020) - Al Halbusi et al. (2020) 	35
Total		90

3.6 Validity and Reliability Test

3.6.1 Validity

The study tool validity was examined through:

- **Face Validity**

The questionnaire was introduced to nine arbitrators from various universities and majors, for instance, Business administration, Marketing, and Human Resources (Appendix 3), to provide the researcher with their evaluations if the questionnaire will measure the study's purpose, the clarity of questions, and the conceptual definitions. After submitting the questionnaire to the panel of arbitrators, several recommendations were petitioned:

- Eight questions were merged.
- Twenty-four questions were deleted.
- Some synonyms were changed.
- The questions' order has been altered.

Furthermore, the researcher regarded their opinion and improvements as indicators of the tool's validity; after the panel of arbitrators' modifications and alterations, the questionnaire's final form contains (58) questions.

- **Construct validity:** it includes two methods:

1. Exploratory Factor Analysis (EFA).
2. Confirmatory Factor Analysis (CFA).

3.6.1.2 Construct Validity

The researcher used factor analysis to check the validity of the tool of this study. The factor analysis was conducted with two separate procedures, EFA (Exploratory factor analysis) and CFA (Confirmatory factor analysis). However, the data was entered into the computer memory. The SPSS program was used to process this data and know the number of extracted factors, as an exploratory factor analysis was conducted using the Principal Components Analysis (PC) method. The analysis (6) sifted the factors of the underlying root value for each of them exceeding one. Table No. (3.5) shows the results of the exploratory factor analysis:

Table 3. 4 the exploratory factor analysis of the study tool.

Study dimensions	Paragraph number	Factor value
Constructive voice	1	0.933
	2	0.914
	3	0.897
	4	0.849
	5	0.908
	6	0.893
	7	0.807
	8	0.895
	9	0.825
	10	0.825
Eigenvalue	7.668	
KMO	0.956	
Bartlett's test of Sphericity	3821.597	
Sig.	0.00	

Defensive voice	1	0.781
	2	0.779
	3	0.797
	4	0.807
	5	0.693
	6	0.835
	7	0.866
	8	0.796
	9	0.774
	10	0.777
Eigen value	6.268	
KMO	0.944	
Bartlett's test of Sphericity	2273.557	
Sig.	0.00	
Organizational structures	1	0.901
	2	0.708
	3	0.906
	4	0.905
	5	0.848
	6	0.762
Eigen value	2.695	
KMO	0.797	
Bartlett's test of Sphericity	1292.563	
Sig.	0.00	

Organizational processes	1	0.790
	2	0.716
	3	0.890
	4	0.874
	5	0.919
	6	0.898
Eigen value	4.350	
KMO	0.879	
Bartlett's test of Sphericity	1730.603	
Sig.	0.00	
Organizational ideologies	1	0.898
	2	0.873
	3	0.770
	4	0.880
	5	0.719
	6	0.741
Eigen value	4.003	
KMO	0.861	
Bartlett's test of Sphericity	1359.556	
Sig.	0.00	

Ethical leadership	1	0.856
	2	0.847
	3	0.852
	4	0.850
	5	0.856
	6	0.879
	7	0.868
	8	0.921
	9	0.847
	10	0.855
	11	0.901
	12	0.914
	13	0.904
	14	0.906
	15	0.873
	16	0.890
	17	0.903
	18	0.832
	19	0.854
	20	0.654
Eigen value	14.961	
KMO	0.974	
Bartlett's test of Sphericity	8750.313	
Sig.	0.00	

It is noted from the results of table No. (3.4) that all Eigenvalues were greater than (1), and all KMO test which is used to measure the adequacy of the study sample and it must be greater than

%50; that means the study sample sufficient to judge that this question follows the variable values, it is noted the values were greater than (0.50) (Hair et al., 2010).

Besides, Bartlett's test of Sphericity tests the hypothesis that your correlation matrix is an identity matrix, which would indicate that the variables are unrelated and therefore unsuitable for structure detection; however, all Bartlett's test of Sphericity was a function. Statistically, at the level of statistical significance ($0.05 = \alpha$), all the factor values were loaded on one factor, and their values were more than (0.40). As a result, the results of the exploratory factor analysis indicate that the study tool has a high degree of construct validity.

- CFA confirmatory factor analysis of the study variables:

The confirmatory factor analysis method was utilized to make sure that the study instrument can accurately measure, as a result the data was entered into the computer, and AMOS V23 was utilized to process this data Figure No. (3.3) shows a representation of the study model using the AMOS program:

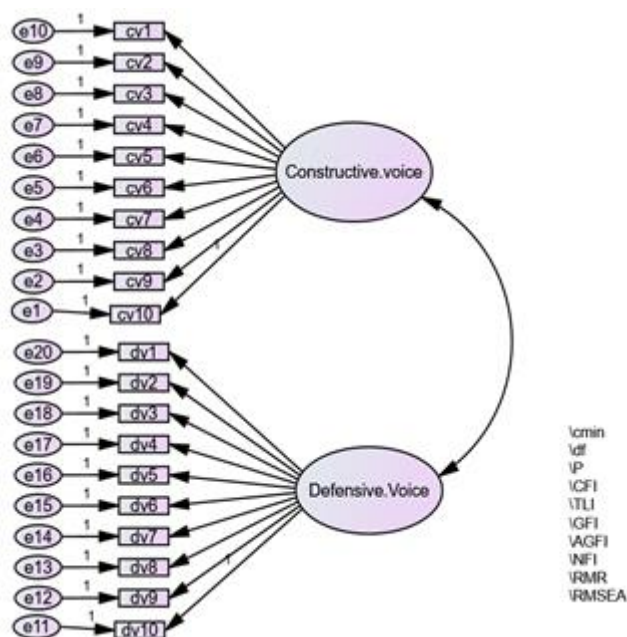


Figure 3. 2: CFA of the independent variable employees' voice strategy styles.

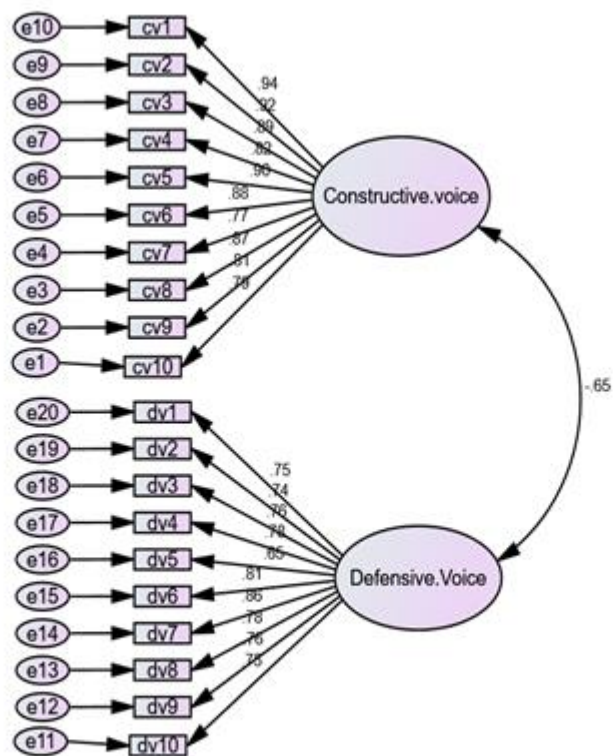


Figure 3. 3: CFA of the independent variable employees' voice strategy styles.

Figure 3.3 reveals that the confirmatory factor analysis results for the independent variable employees' voice strategy styles (constructive voice, defensive voice) the high level of measurement reliability.

Table No. (3.5) shows the statistics of matching the model to the data:

Table 3. 5: Model Fit Summary Statistics

Statistical index	Value
CMIN	636.038
DF	169
P	0.00
CFI	0.927
TLI	0.918
GFI	0.898
AGFI	0.928
NFI	0.904
RMR	0.065
RMSEA	0.070

It is noted from the results of table (3.5) that all indicators of conformity demonstrate that the employees' voice strategy styles measure has a high degree of reliability.

Figure (3.4) shows the plotting of organizational hypocrisy dimensions using AMOS:

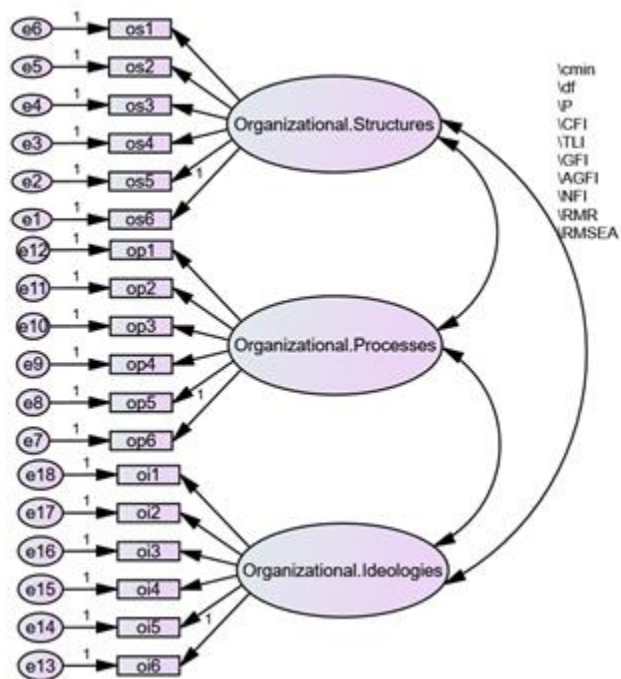


Figure 3. 4: CFA of the organizational hypocrisy dimensions.

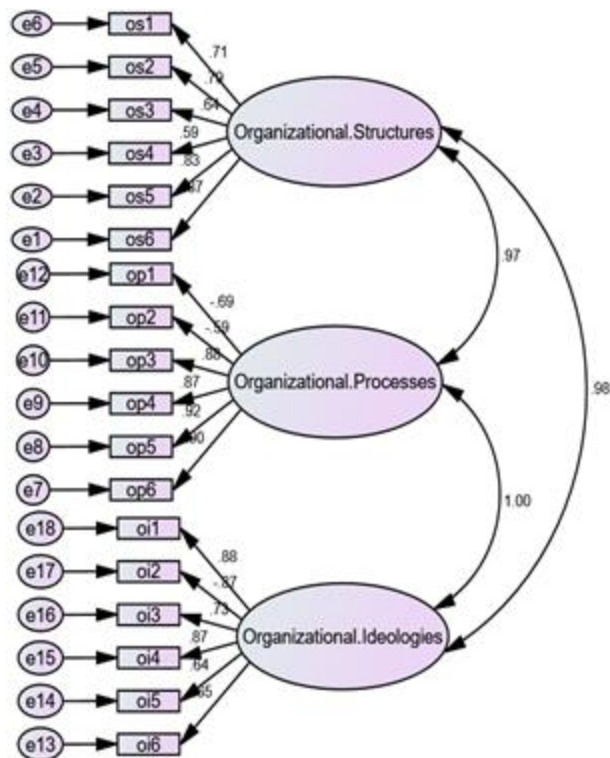


Figure 3. 5: CFA of the dependent variable organizational hypocrisy.

Table No. (3.6) shows the statistics of the model's matching of the data for the dependent variable (organizational hypocrisy):

Table 3. 6: Model Fit Summary statistics for Organizational Hypocrisy data.

Statistical index	Value
CMIN	1290.167
DF	132
P	0.00
CFI	0.901
TLI	0.932
GFI	0.917
AGFI	0.889
NFI	0.900
RMR	0.063
RMSEA	0.055

It is noted from the results of Table No. (3.7) that all indicators of conformity indicate that the organizational hypocrisy measure has a high degree of validity.

Figure No. (3.6) shows the drawing of the intermediate variable ethical leadership using the AMOS program:

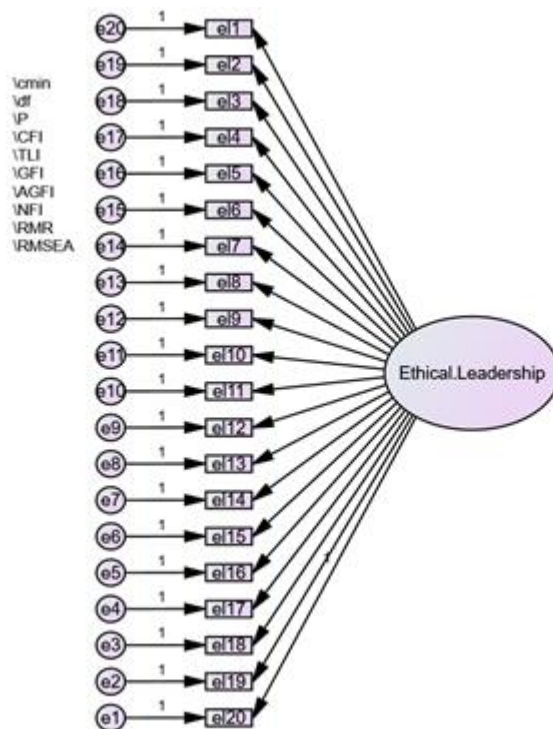


Figure 3. 6: Drawing of the mediator variable ethical leadership.

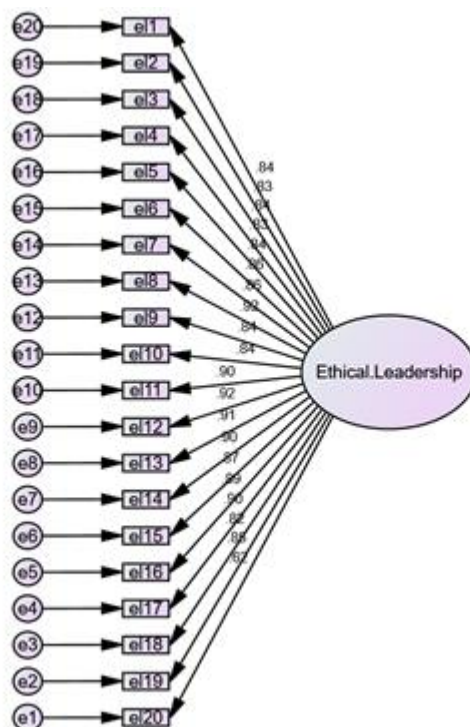


Figure 3. 7: CFA of the mediator variable ethical leadership.

Table No. (3.7) shows the model matching statistics for the data for the intermediate variable (ethical leadership):

Table 3. 7: Model fit statistics for ethical leadership (Model Fit Summary).

Statistical index	Value
CMIN	859.077
DF	170
P	0.00
CFI	0.921
TLI	0.912
GFI	0.900
AGFI	0.927
NFI	0.904
RMR	0.045
RMSEA	0.018

It is noted from the results of Table No. (3.7) that all indicators of conformity indicate that the scale of ethical leadership has a high degree of reliability.

Figure No. (3.8) shows the drawing of the study's variables using the AMOS program:

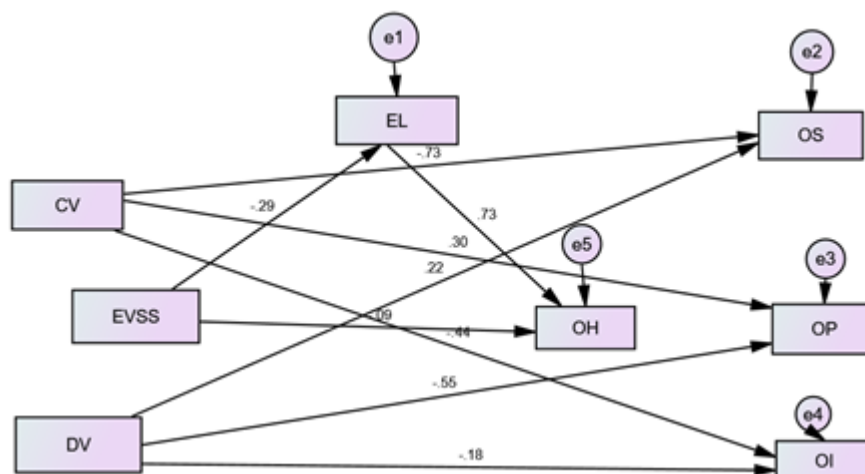


Figure 3. 8: CFA of the study's variables.

Table No. (3.8) shows the model matching statistics for the data for the study's variables:

Table 3. 8: Model fit statistics for the study's variables (Model Fit Summary).

Statistical index	Value
CMIN	636.038
DF	169
P	0.00
CFI	0.927
TLI	0.918
GFI	0.900
AGFI	0.928
NFI	0.904
RMR	0.065
RMSEA	0.070

It is noted from the results of Table No. (3.8) that all indicators of conformity indicate that the scale of the study's variables has a high degree of reliability.

3.7 The Reliability of the study tool test:

Table (3.9) shows the values of the reliability coefficients of Cronbach-alpha and half-segmentation for the dimensions of the study and the overall tool:

Table 3. 9: the values of reliability coefficients for the study tool.

Dimensions	Paragraphs number	Cronbach's alpha reliability factor	Split- Half method	Composite - Reliability
Constructive Voice	10	0.966	0.959	0.914
Defensive Voice	10	0.933	0.892	0.905
Independent variable Employees' Voice Strategy Styles	20	0.941	0.966	0.896
Organizational Structures	6	0.876	0.917	0.845
Organizational Processes	6	0.814	0.928	0.851
Organizational Ideologies	6	0.882	0.804	0.847
Dependent variable Organizational Hypocrisy	18	0.869	0.910	0.886
Mediating variable Ethical Leadership	20	0.982	0.975	0.953

It is noticed from Table No. (3.9) that all the values of the stability coefficients for the dimensions of the resolution were high. It is clear from the previous Table that all the values are acceptable ratios because they are higher than the permissible limit (0.70) (Pallant, 2005). Therefore, these values indicate that the study tool has acceptable stability coefficients and thus the suitability of the study tool for application to achieve the purposes of the study.

3.8 Study variables

The study adopts the following variables:

Independent variable (employees' voice strategy styles): The researcher has identified three critical dimensions that contribute to Royal Jordanian through literature review and structured interviews.

Dependent Variable (organizational hypocrisy): The researcher has identified two critical dimensions that contribute to Royal Jordanian through literature review and structured interviews.

Mediator variable (ethical leadership).

3.9 Methods and Procedures

Validity Test: Two methods used to confirm the content and construct validity: First, multiple data sources (literature, expert interviews, and panel of judges) were used to develop and improve the model and measures. Then, factor analysis was performed for all items included within the questionnaire.

Reliability Test: (Cronbach's Alpha): Reliability test (Cronbach's alpha coefficients of internal consistency) used to test consistency and the appropriateness of the measuring tools. Reliability was evident by Cronbach's alpha coefficients of internal consistency. Furthermore, therefore, test and retest using the Pearson correlation coefficient.

3.10 Statistical Tools and Analysis Methods

After completing the process of collecting data using Amos v23 in particular, the following statistical methods utilized:

1. Frequencies and percentages to describe the demographic characteristics of the sample.
2. Exploratory factor analysis to verify the validity of the construction of the study tool.
3. Confirmatory Factor Analysis to verify the conformity of the data to the study model using various statistical indicators.
4. Cronbach's alpha stability coefficient, split-half reliability corrected by Spearman-Brown's, and composite reliability; to check the tool's stability.
5. Means, standard deviations, and (T) one-sample test.
6. The relative importance of paragraphs and dimensions.
7. Verification of the normal distribution of the study variables through the Kolmogorov-Smirnov test and the Shapiro-Wilk test.
8. Variance Inflation Factor (VIF), Tolerance; this is to verify that there is no problem in the linear overlap between the independent variables.
9. Using the Structural Equation Model (SEM) through AMOS V.23 software to test the study hypotheses.

Chapter Four: Study Results and Hypotheses test

4.1 Study Results and Hypotheses test

This study sought to examine the reflections of employees' voice strategy styles on organizational hypocrisy with the presence of ethical leadership as a mediator variable; the study applied in Royal Jordanian in Jordan. Furthermore, to obtain the aim of the study, questions and hypotheses have been developed.

First, the values of the mean and the standard deviations of the study dimensions' representation; the questionnaire items were graded according to the pentagonal ranking as follows:

Grade	1	2	3	4	5
Rating	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The following criterion was adopted to evaluate the relative importance of the paragraphs:

Category	1 - 2.33	2.34 - 3.67	3.68 - 5.00
Rating	Low	Moderate	High

First: the independent variable employees' voice strategy styles dimensions (EVSS).

The Results reveal that the employees' voice strategy styles variable level including two dimensions (constructive voice, defensive voice) in Royal Jordanian in Jordan was moderate (3.2270); indicates that Royal Jordanian employs employees' voice strategy styles but in a limited and inadequate way.

Various descriptive statistics methods were utilized in this study; for instance, the mean to measure the central tendency of a distribution is an estimate of the “center” of a distribution of values, the standard deviation to more accurately and comprehensively estimate of dispersion because an outlier can greatly exaggerate the range and shows the relation that set of scores has to the mean of the sample.

Table No. (4.1) Show the values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (defensive voice), and (constructive voice); and the whole performance for (employees' voice strategy styles).

Table 4. 1: the mean, standard deviations, and "t" values of respondents' responses to Paragraphs (defensive voice), and (constructive voice; and the whole performance for (employees' voice strategy styles).

	N	Mean	Std. Deviation	T	Relative importance
Constructive voice	346	2.6410	1.14893	-5.812-	0.53
Defensive voice	346	3.8130	.81025	18.664	0.76
Employees' voice strategy styles	346	3.2270	.45788	9.223	0.65

To describe and analyze the dimensions of the study, the values of the means, the standard deviations, and the t-test of one sample were calculated. Table No. (4.2) shows the results of the analysis related to the dimension (constructive voice):

Table 4. 2: The values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (constructive voice).

	N	Mean	Std. Deviation	T	Relative importance
CV 1	346	2.8208	1.41102	-2.362-	0.56
CV 2	346	2.7341	1.40963	-3.509-	0.55
CV 3	346	2.8006	1.33540	-2.778-	0.56
CV 4	346	2.5607	1.26402	-6.465-	0.51
CV 5	346	2.7659	1.39983	-3.111-	0.55
CV 6	346	2.7081	1.33136	-4.078-	0.54
CV 7	346	2.4075	1.22242	-9.016-	0.48
CV 8	346	2.5809	1.25136	-6.229-	0.52
CV 9	346	2.5578	1.32462	-6.210-	0.51
CV 10	346	2.4740	1.15503	-8.471-	0.49
CV	346	2.6410			0.53

The study reveals that the level of constructive voice in Royal Jordanian in Jordan from the analytical perspective was moderate (2.6410), betokens that Royal Jordanian does not utilize constructive voice sufficiently and effectively. The aforementioned symbolizes that Royal Jordanian is not arousing and employing a constructive voice, which means that Royal Jordanian

does not utilize the employees' recommendations to make positive changes and to improve the company's situation.

Table No. (4.3) represents the values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (defensive voice).

Table 4. 3: The values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (defensive voice).

	N	Mean	Std. Deviation	T	Relative importance
DV 1	346	3.7543	.95420	14.705	0.75
DV 2	346	3.8064	1.08217	13.860	0.76
DV 3	346	3.7977	.97778	15.175	0.76
DV 4	346	3.8902	1.00985	16.397	0.78
DV 5	346	4.1185	.82029	25.363	0.82
DV 6	346	3.8006	1.02892	14.473	0.76
DV 7	346	3.7052	1.10589	11.862	0.74
DV 8	346	3.7168	1.12449	11.857	0.74
DV 9	346	3.7688	1.08682	13.158	0.75
DV 10	346	3.7717	1.02570	13.994	0.75
DV	346	3.8130			0.76

The study reveals that the level of defensive voice in Royal Jordanian in Jordan from the analytical perspective was high (3.8130), which means that employees make objections and speak out against business policies besides, employees contribute honest criticism regardless of

the consequences to improve the company's position and practices and seek to change the current situation.

Second: the dependent variable organizational hypocrisy dimensions (OH).

Table No. (4.4) show the values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational structures), (organizational processes), and (organizational ideologies); and the whole performance for (organizational hypocrisy).

Table 4. 4: the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational structures), (organizational processes), and (organizational ideologies); and the whole performance for (organizational hypocrisy).

	N	Mean	Std. Deviation	T	Relative importance
Organizational structures	346	2.3218	.82923	-15.214-	0.46
Organizational processes	346	2.9648	.58066	-1.126-	0.59
Organizational ideologies	346	2.6233	.63173	-11.091-	0.52
Organizational hypocrisy	346	2.6366			0.53

The results reveal that the organizational hypocrisy variable, including three dimensions (organizational structures, organizational processes, and organizational ideologies) in Royal Jordanian in Jordan is moderate (2.6366); means that Royal Jordanian possesses organizational hypocrisy. The aforementioned symbolizes the failure to implement what the company declares

and the failure to implement the planned goals and visions, and the variation in the company's members' beliefs and endeavors.

Table No. (4.5) shows the values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational structures).

Table 4. 5: the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational structures).

	N	Mean	Std. Deviation	T	Relative importance
OS 1	346	2.3988	1.04252	-10.726-	0.48
OS 2	346	2.2486	1.12498	-12.425-	0.45
OS 3	346	2.1185	.93892	-17.464-	0.42
OS 4	346	2.2110	.95644	-15.345-	0.44
OS 5	346	2.3960	1.05054	-10.695-	0.48
OS 6	346	2.5578	1.19582	-6.878-	0.51
OS	346	2.3218			0.46

The results reveal that the level of hypocrisy in the organizational structures in Royal Jordanian in Jordan is Low (2.3218); this indicates that the practices of the Royal Jordanian do not comply with what it declares and states, as well as the existence of a behavioral contradiction due to the existence of a hindrance in the organizational structures.

Table No. (4.6) shows the values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational processes).

Table 4. 6 the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational processes).

	N	Mean	Std. Deviation	T	Relative importance
OP 1	346	3.7254	.99114	13.614	0.75
OP 2	346	3.8150	1.10881	13.673	0.76
OP 3	346	2.5318	1.12694	-7.728-	0.51
OP 4	346	2.6561	1.19428	-5.357-	0.53
OP 5	346	2.5780	1.18247	-6.638-	0.52
OP 6	346	2.4827	1.26765	-7.591-	0.5
OP	346	2.9648			0.59

The results reveal that the level of hypocrisy in the organizational ideologies in Royal Jordanian in Jordan is Moderate (2.6233); this indicates that the practices of the Royal Jordanian do not comply with what it declares and states, as well as the existence of a behavioral contradiction due to the existence of a hindrance in the organizational structures.

Table No. (4.7) shows the values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational ideologies).

Table 4. 7 the mean, standard deviations, and "t" values of respondents' responses to paragraphs (organizational ideologies).

	N	Mean	Std. Deviation	T	Relative importance
OI 1	346	2.6012	1.24523	-5.958-	0.52
OI 2	346	3.4769	1.19214	7.441	0.7
OI 3	346	2.4451	1.10527	-9.339-	0.49
OI 4	346	2.5694	1.16822	-6.857-	0.51
OI 5	346	2.3555	1.05401	-11.374-	0.47
OI 6	346	2.2919	1.17648	-11.195-	0.46
OI	346	2.6233			0.52

The results reveal that the level of hypocrisy in the organizational ideologies in Royal Jordanian in Jordan is Moderate (2.6233); this indicates an issue in the system of ideas and ideals that define and govern the employees' behavior in Royal Jordanian.

Third: the mediator variable ethical leadership (EL).

Table No. (4.8) shows the values of the mean, standard deviations, and "t" values of respondents' responses to paragraphs (ethical leadership).

Table 4. 8: the mean, standard deviations, and "t" values of respondents' responses to paragraphs (ethical leadership).

	N	Mean	Std. Deviation	T	Relative importance
EL 1	346	2.4942	1.10923	-8.482-	0.5
EL 2	346	2.5867	1.17695	-6.532-	0.52
EL 3	346	2.6012	1.23823	-5.992-	0.52
EL 4	346	2.6272	1.21692	-5.699-	0.53
EL 5	346	2.3699	1.17294	-9.992-	0.47
EL 6	346	2.4480	1.17654	-8.727-	0.49
EL 7	346	2.5087	1.16030	-7.877-	0.5
EL 8	346	2.5202	1.22339	-7.295-	0.5
EL 9	346	2.4509	1.21782	-8.387-	0.49
EL 10	346	2.5405	1.21337	-7.045-	0.51
EL 11	346	2.4884	1.15276	-8.255-	0.5
EL 12	346	2.5983	1.17850	-6.341-	0.52
EL 13	346	2.5549	1.22706	-6.747-	0.51
EL 14	346	2.6474	1.25454	-5.228-	0.53
EL 15	346	2.6908	1.22995	-4.677-	0.54
EL 16	346	2.6301	1.14796	-5.994-	0.53
EL 17	346	2.5694	1.17810	-6.799-	0.51
EL 18	346	2.3497	1.12763	-10.727-	0.47
EL 19	346	2.5954	1.14885	-6.551-	0.52
EL 20	346	2.1792	1.03124	-14.805-	0.44
Ethical Leadership	346	2.5225			0.5

The results reveal that the ethical leadership variable in Royal Jordanian in Jordan is moderate (2.5225), which means that Royal Jordanian holds ethical leadership practices but insufficiently. This is represented in the manager's failure to listen to the employees' desires and preferences, the failure to take fair and equitable decisions for all employees, and the low level of trust between employees and managers in the company.

- The study variables normal distribution test.

The researcher checked whether the study sample data were normally distributed, the Kolmogorov - Smirnov test was used. The decision rule accepts the null hypothesis that the data follows a normal distribution if the likelihood value is greater than ($\alpha = 0.05$).

The torsion values were calculated, ranging from (1) to (-1), as well as the values of flattening, which must be less than (7). This indicates that all values approach the normal distribution. Table No. (4.9) shows the results of the normal distribution test:

Table 4. 9: Normal distribution test results

Kolmogorov – Smirnov			Shapiro-Wilk		Kurtosis	Skewness
Variables/ dimensions	Significant level	Statistical value	Indication level	Statistical value		
Constructive voice	0.200	0.0350	0.054	0.992	-0.571	0.104
Defensive voice	0.200	0.0390	0.656	0.997	0.052	-0.075

Independent variable employees' voice strategy styles	0.200	0.0247	0.434	0.996	-0.273	0.112
Organizational structures	0.200	0.0269	0.929	0.998	0.000	-0.072
Organizational processes	0.200	0.0310	0.735	0.997	0.091	0.157
Organizational ideologies	0.200	0.0298	0.892	0.998	-0.091	-0.021
Dependent variable organizational hypocrisy	0.200	0.0304	0.516	0.996	-0.289	0.010
Mediating variable ethical leadership	0.200	0.0250	0.851	0.997	-0.092	0.017

It is noted from Table No. (4.9) that all the values of the significance level of the Kolmogorov - Smirnov test was greater than (0.05), and all the values of the torsion coefficients were between (1) and (-1), and the values of the coefficients were less than (7), and these results support that all values are close to a normal distribution.

- Collinearity test:

To verify that there is no problem with linear interference between the independent variables; That is, there is no high and very strong correlation between the variables, as the strength of the general linear model depends mainly on the assumption that each variable is independent of the independent variables.

To verify this, the values of VIF that must be less than (10) were calculated, as well as the calculation of Tolerance values, which is an indication of the linear relationship between the intermediate variables, as its value is accepted if it is greater than (0.50), as it is equal to the reciprocal of the inflation factor VIF contrast, this indicates that there is no problem with linear interference (Gujarati & Porter, 2010).

Table No. (4.10) Tests the extent of linear Collinearity between independent variables:

Table 4. 10: linear collinearity.

Independent variables	VIF	Tolerance
Constructive Voice	1.365	0.733
Defensive Voice	1.175	0.851
Employees' Voice Strategy Styles	1.06	0.943
Ethical Leadership	1.341	0.746

It is noted from Table No. (4.10) that there is no problem in the linear interference between the independent variables, as all the VIF values were less than (10), and thus the independence of each variable from the independent variables. The analysis results show that the Tolerance values were greater than (0.50); Which is considered an indication of the linear relationship between the variables, and therefore there is no problem in the above statistical models.

4.2 Study hypothesis Testing:

The First Hypothesis Test:

H1: There is a negative impact of employees' voice strategy styles with all its dimensions (defensive voice, constructive voice) on organizational hypocrisy with all its dimensions (organizational structures, organizational processes, organizational ideologies) at a level of significance ($\alpha \leq 0.5$). To test this hypothesis and its six sub-hypotheses, a Structural Equation Model (SEM) was used by AMOS V.23 software. Table No. (4.11) shows the results of testing this hypothesis:

Table 4. 11: Results of the hypothesis analysis The effect of (Employees' Voice Strategy Styles) on (Organizational Hypocrisy).

No.	Direction of impact			β	T	Sig.	R ²	Adjusted R ²
H1.1	Constructive voice	→	Organizational structures	-0.30	- 6.775	0.00**	0.477	0.474
H1.4	Defensive voice	→	Organizational structures	-0.49	-11.115	0.00**		
H1.2	Constructive voice	→	Organizational processes	-0.56	-12.948	0.00**	0.467	0.464
H1.5	Defensive voice	→	Organizational processes	-0.20	-4.571	0.00**		
H1.3	Constructive voice	→	Organizational ideologies	-0.49	-5.043	0.00**	0.506	0.503
H1.6	Defensive voice	→	Organizational ideologies	-0.59	-13.905	0.00**		
H1	Employees' voice strategy styles	→	Organizational hypocrisy	-0.70	-18.268	0.00**	0.492	0.490

The study result revealed that the hypothesis is accepted that states: There is a statistically significant negative impact of employees' voice strategy styles with all its dimensions (defensive voice, and constructive voice) on organizational hypocrisy with all its dimensions (organizational structures, organizational processes, organizational ideologies) at a level of significance ($\alpha \leq 0.5$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the Employees' voice strategy styles do decrease the effect of organizational hypocrisy in Royal Jordanian.

Figure No. (4.1) shows the results of testing this hypothesis through the outputs of AMOS V.23:

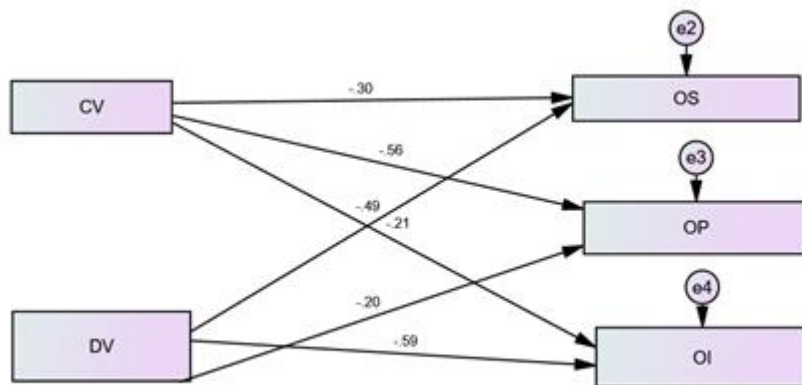


Figure 4. 1: The effect of the employees' voice strategy styles dimensions on the organization hypocrisy dimensions.

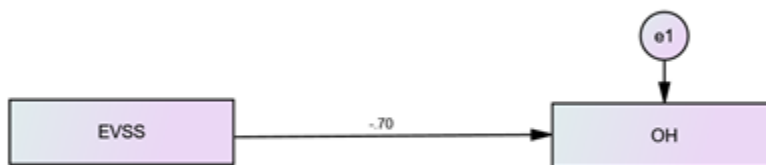


Figure 4. 2: Effect of employees' voice strategy styles on organizational hypocrisy.

The second hypothesis test:

H2: There is a positive impact of employees' voice strategy styles on ethical leadership at a level of significance ($\alpha \leq 0.5$).

To test this hypothesis, a structural equation model (SEM) was used by AMOS V.23 software.

Table No. (4.12) shows the results of testing this hypothesis:

Table 4. 12: Results of the hypothesis analysis the effect of (employees' voice strategy styles) on (ethical leadership).

No.	Direction of impact			β	T	Sig.	R ²	Adjusted R ²
H2	Employees' voice strategy styles	→	Ethical leadership	0.66	16.380	0.00**	0.437	0.436

The study result revealed that the hypothesis is accepted that states: There is a statistically significant positive impact of employees' voice strategy styles with all its dimensions (defensive voice, and constructive voice) on ethical leadership at a level of significance ($\alpha \leq 0.5$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the employees' voice strategy styles do increase the ethical leadership in Royal Jordanian.

Figure No. (4.3) shows the results of testing this hypothesis through the outputs of AMOS V.23:

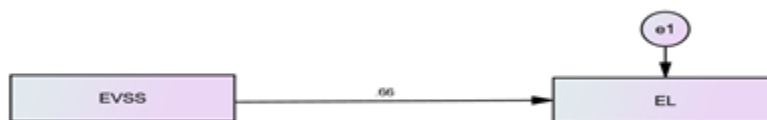


Figure 4. 3: Effect of employees' voice strategy styles on ethical leadership.

The third hypothesis test:

H3: There is a negative impact of ethical leadership on organizational hypocrisy at a level of significance ($\alpha \leq 0.5$). To test this hypothesis, a structural equation model (SEM) was used by AMOS V.23 software. Table No. (4.13) shows the results of testing this hypothesis:

Table 4. 13: Results of the hypothesis analysis the effect of (ethical leadership) on (organizational hypocrisy).

No.	Direction of impact		β	T	Sig.	R ²	Adjusted R ²	
H3	Ethical leadership	→	Organizational hypocrisy	-0.25	-7.884	0.00**	0.153	0.150

The study result revealed that the hypothesis is accepted that states: There is a statistically significant negative impact of ethical Leadership on organizational hypocrisy with all its dimensions (organizational structures, organizational processes, organizational ideologies) at a level of significance ($\alpha \leq 0.5$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the ethical leadership do decrease the effect of organizational hypocrisy in Royal Jordanian.

Figure No. (4.4) shows the results of testing this hypothesis through the outputs of AMOS V.23:

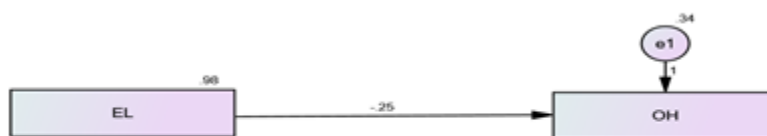


Figure 4. 4: Effect of ethical leadership on organizational hypocrisy.

The fourth hypothesis test:

H4: Ethical leadership mediates the negative impact of employees' voice strategy styles on organizational hypocrisy at a level of significance ($\alpha \leq 0.5$). To test this hypothesis, a structural equation model (SEM) was used by AMOS V.23 software. Table No. (4.14) shows the results of testing this hypothesis:

Table 4. 14: Results of the hypothesis analysis the effect of (employees' voice strategy styles) on (organizational hypocrisy) with the presence of (ethical leadership) as a mediator variable.

No	Direction of impact			Impact type	B	T	Sig.	R ²	Adjusted R ²
H1	Employees' voice strategy styles	→	Organizational hypocrisy	Direct	-0.21	-2.331	0.020**	Ethical leadership 0.797	Ethical leadership 0.796
H2	Employees' voice strategy styles	→	Ethical leadership	Direct	0.89	36.804	0.00**		
H3	Ethical leadership	→	Organizational hypocrisy	Direct	-0.44	-4.810	0.00**		
H4	Employees' voice strategy styles	→	Organizational hypocrisy with the ethical leadership as a mediator variable	Indirect	-0.39	-4.796	0.00**	Organizational hypocrisy 0.410	Organizational hypocrisy 0.406

** (meaning): a statistically significant function at the level of statistical significance ($\alpha = 0.05$).

The study result revealed that the hypothesis is accepted that states: There is a statistically significant negative impact of employees' voice strategy styles with all its dimensions (defensive

voice, and constructive voice) on organizational hypocrisy with all its dimensions (organizational structures, organizational processes, organizational ideologies) in the existence of ethical leadership as a mediator variable at a level of significance ($\alpha \leq 0.05$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the ethical leadership increase the employees' voice strategy styles that decrease the effect of organizational hypocrisy in Royal Jordanian.

Figure No. (4.5): The indirect effect test by entering the mediating variable.

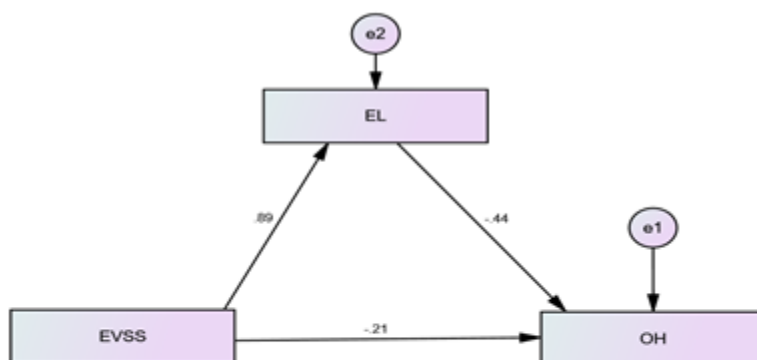


Figure 4. 5: Effect of employees' voice strategy styles on organizational hypocrisy with the presence of ethical leadership.

To determine the significance of the value of the indirect effect of the mediating variable, the researcher used the SOBLE test, in addition to the indicator for determining the nature and quality of the calculated variable (VEF) (Variance Accounted for). To calculate the value of the Soble test, the following website was used:

<http://quantpsy.org/sobel/sobel.htm>

Table No. (4.15) shows a summary of the results of the analysis:

Table 4. 15: SOBEL test for the significance of the indirect effect values of the mediating variable.

The nature of the mediating role	Indication level Sig.	Beta(a)	Beta(b)	SE(a)	SE(b)
		-0.89	-0.44	0.040	0.072
		Indirect impact	Holistic effect	Computed variance VAF	Test Mediation Sobel
Partial	0.00**	-0.39	-0.602	0.410	5.89

It is perceived from the results of Table No. (4.15) that the value of the indirect effect of the mediating variable in the relationship between the independent variable and the dependent variable reached (-0.39), and according to the result of Sobel's test of (5.89), the value of this effect is considered a statistically significant function. It is statistically significant because the test significance level value reached (0.00), and it is less than the value of the statistical significance level ($\alpha = 0.05$), which means accepting the value of the indirect effect statistically. The value of the calculated variance was 41.0%, and this value reflects the nature of a partial effect of the mediating variable; This is because she was greater than (20) and less than (80) (Hair et al., 2010, 224-225).

The following are the results of the SOBEL TEST:

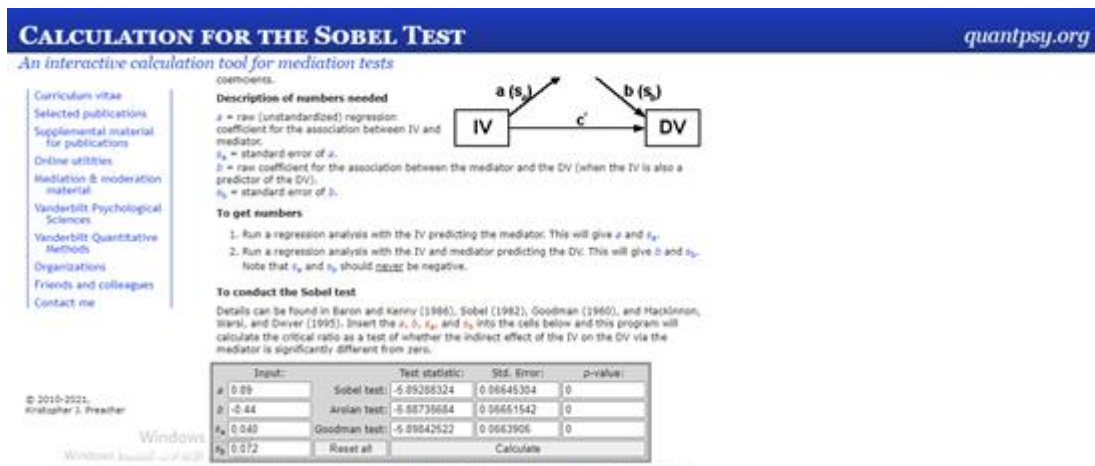


Figure 4. 6: the results of the SOBEL test

Chapter Five: Results Discussion and Recommendations

5.1 Introduction

This chapter contains the descriptive analysis for the study variables and tests the hypothesis according to the results from chapter four.

This chapter discusses the result that the researcher has found, with the presentation of a recommendation and a set of suggestions for future studies reached according to the study results.

5.2 Discussion of descriptive analysis

Employees' voice strategy styles

The results reveal that the employees' voice strategy styles variable level including two dimensions (constructive voice, defensive voice) in Royal Jordanian in Jordan was moderate (3.2270); indicates that Royal Jordanian employs employees' voice strategy styles but in a limited and inadequate way. The aforementioned symbolizes the weakness of the employees' participation in the decision-making process in Royal Jordanian. Besides the lack of expressing their opinions, ideas, and suggestions about work-related matters.

Consequently, this matter needs to be improved, developed, and increased awareness to actuate employees' role in participating and expressing their ideas and suggestions, and the mentioned results consistent with the study Unler and Caliskan (2019), which aims to increase

the employees' participation in the decision-making process and to express their suggestions and impressions.

Employees' voice strategy styles:

1. Constructive voice

The study reveals that the level of constructive voice in Royal Jordanian in Jordan from the analytical perspective was moderate (2.6410), betokens that Royal Jordanian does not utilize constructive voice sufficiently and effectively. The aforementioned symbolizes that Royal Jordanian is not arousing and employing a constructive voice, which means that Royal Jordanian does not utilize the employees' recommendations to make positive changes and to improve the company's situation.

Consequently, this matter needs to be changed, developed, and increased the employees' constructive voice that means declaring their recommendations and producing positive changes in the company, and the mentioned results consistent with the study Lee and Varon (2020) that sought to increase and promote the employees' constructive voice and positive participation to improve the company situation.

2. Defensive voice

The study reveals that the level of defensive voice in Royal Jordanian in Jordan from the analytical perspective was high (3.8130), which means that employees make objections and speak out against business policies besides, employees contribute honest criticism regardless of the consequences to improve the company's position and practices and seek to change the current situation.

Consequently, this matter needs to be changed, developed, and increased the employees' constructive voice, declaring their recommendations and producing positive changes in the company. The mentioned results, consistent with Unler and Caliskan (2019) study, sought to encourage the employees' defensive voice to enhance the company situation.

Organizational hypocrisy

The results reveal that the organizational hypocrisy variable, including three dimensions (organizational structures, organizational processes, and organizational ideologies) in Royal Jordanian in Jordan is moderate (2.6366); means that Royal Jordanian possesses organizational hypocrisy. The aforementioned symbolizes the failure to implement what the company declares and the failure to implement the planned goals and visions, and the variation in the company's members' beliefs and endeavors.

Hence, this matter necessitates being transformed, developed, and solved, reconsidering its authority hierarchy, and consolidating all employees' desires and endeavors to adhere to the company goals. The mentioned results, consistent with Arli et al. (2019) study, sought to encourage the employees' defensive voice to enhance the company situation.

Organizational hypocrisy dimensions:

1. Organizational structures

The results reveal that the level of hypocrisy in the organizational structures in Royal Jordanian in Jordan is Low (2.3218); this indicates that the practices of the Royal Jordanian do not comply with what it declares and states, as well as the existence of a behavioral contradiction due to the existence of a hindrance in the organizational structures, which leads to facilitate the

occurrence of such a phenomenon from by creating indirect channels of communication between the employees and promoting the practices of organizational hypocrisy within the Royal Jordanian according to Kılıçoğlu et al. (2017) who revealed similar results.

2. Organizational Processes

The results reveal that the level of hypocrisy in the organizational ideologies in Royal Jordanian in Jordan is Moderate (2.6233); this indicates that the practices of the Royal Jordanian do not comply with what it declares and states, as well as the existence of a behavioral contradiction due to the existence of a hindrance in the organizational structures which leads to facilitate the occurrence of such a phenomenon from by creating indirect channels of communication between the employees, promoting the practices of organizational hypocrisy within the Royal Jordanian, and failure to communicate the organization's objectives to all employees clearly, also selecting the employees incompetently according to Kılıçoğlu et al. (2017), they asserted similar results.

3. Organizational Ideologies

The results reveal that the level of hypocrisy in the organizational ideologies in Royal Jordanian in Jordan is Moderate (2.6233); this indicates an issue in the system of ideas and ideals that define and govern the employees' behavior in Royal Jordanian by the organization members do not follow the organization values, insufficiency in the organizational policies that determine the goals and objectives, also, the organization members do not follow the determined goals and objectives, according to Kılıçoğlu et al. (2017), asserted similar results.

Ethical leadership

The results reveal that the ethical leadership variable in Royal Jordanian in Jordan is moderate (2.5225), which means that Royal Jordanian holds ethical leadership practices but insufficiently. This is represented in the manager's failure to listen to the employees' desires and preferences, the failure to take fair and equitable decisions for all employees, and the low level of trust between employees and managers in the company.

Hence, this matter needs to be modified, modernized, and increased the ethical leadership practices within the company that aims at increasing effective communication and trust between managers and employees within the company, making moral decisions and utilizing them to all employees, and dealing with all employees in the same way. The mentioned results, consistent with Nazir et al. (2020) study, aim to promote ethical leadership practices within the company to affect the overall situation positively.

5.3 Discussion of the result of the study hypotheses

First Hypothesis:

H1: The study result revealed that the hypothesis is accepted that states: There is a statistically significant negative impact of employees' voice strategy styles with all its dimensions (defensive voice, and constructive voice) on organizational hypocrisy with all its dimensions (organizational structures, organizational processes, organizational ideologies) at a level of significance ($\alpha \leq 0.5$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the employees' voice strategy styles do decrease the effect of organizational hypocrisy in Royal Jordanian; that means there is an impact on reducing the organizational hypocrisy effect on Royal Jordanian in

Jordan; this is harmonized with Lee and Varon (2016) study, which affirms employees' voice styles have significantly negatively interacted with organizational hypocrisy.

Second Hypothesis:

H2: The study result revealed that the hypothesis is accepted that states: There is a statistically significant positive impact of employees' voice strategy styles with all its dimensions (defensive voice, and constructive voice) on ethical leadership at a level of significance ($\alpha \leq 0.5$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the employees' voice strategy styles do increase the ethical leadership in Royal Jordanian; that means there is an impact on increasing the ethical leadership practices in Royal Jordanian in Jordan; this is harmonized with Hechanova and Manaois (2019) study, which affirms employees' voice styles have significantly positively interacted with ethical leadership.

Third Hypothesis:

H3: The study result revealed that the hypothesis is accepted that states: There is a statistically significant negative impact of ethical leadership on organizational hypocrisy with all its dimensions (organizational structures, organizational processes, organizational ideologies) at a level of significance ($\alpha \leq 0.5$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the ethical leadership do decrease the effect of organizational hypocrisy in Royal Jordanian; that means there is an impact on reducing the organizational hypocrisy effect on Royal Jordanian in Jordan; this is harmonized with Javed et al. (2018) study, which affirms ethical leadership has significantly negatively interacted with organizational hypocrisy.

Fourth Hypothesis:

H4: The study result revealed that the hypothesis is accepted that states: There is a statistically significant negative impact of employees' voice strategy styles with all its dimensions (defensive voice, and constructive voice) on organizational hypocrisy with all its dimensions (organizational structures, organizational processes, organizational ideologies) in the existence of ethical leadership as a mediator variable at a level of significance ($\alpha \leq 0.05$) in Royal Jordanian in Jordan, the hypothesis is accepted, and this attests that the ethical leadership increase the employees' voice strategy styles that decrease the effect of organizational hypocrisy in Royal Jordanian; that means there is an impact on reducing the organizational hypocrisy effect on Royal Jordanian in Jordan; this is harmonized with Afsar and Shahjehan (2017) study, which affirms ethical leadership improves employees' voice styles have significantly negatively interacted with organizational hypocrisy.

5.4 Recommendations:

After scrutinizing the study problem, examining the study sample substantiality, and testing the study hypotheses, the researcher recommends the following:

- Affirms creating the employees' voice strategy in Royal Jordanian to enhance the employees' participation in problem-solving and making suitable improvements.
- Proposes increasing constructive voice utilization in Royal Jordanian, intensifying the employees' suggestions about working in new or more effective ways at work, and giving critical comments about the organization's work practices or methods.

- Focuses on the organizational structure due to its reflection on the employees' behavior, increasing collaboration, inventiveness, modernization, and prosperity; by arranging a time between managers and employees to develop their capabilities and communications. However, the managers go beyond self-interest for the group's interest, give time to help colleagues, and consider the ethical consequences of the decisions.
- Consolidates the principle of implementing regulations to all employees at various managerial levels and job titles, distributing work fairly and equitably, and improving teamwork.
- Affirm the importance of discussions, and effective listening increases motivation and provides support and direction to develop the employees' performance. By affording feedback on tasks, the manager listens appropriately to the employees, provides the employees with assistance in exchange for their efforts, and involves excellent individuals in decisions that directly affect their work; through helping the employees to improve their thinking way and seeks various problem-solving perspectives.
- Focuses on ethical behaviors between all the employees in different managerial levels, emphasize the importance of taking responsibility for the decisions made by each employee, paying attention toward organizational standards adherence, and promoting values that exceed employee's self-interest.
- Focuses on notifying obscure and unobservable behaviors such as (organizational hypocrisy) between the employees, establishing authoritarian rules, illuminating the required performance according to job descriptions, and utilizing a decent salary policy.
- Adopt a geocentric staffing policy instead of the current utilized staffing policies; to develop the human capital quality that will positively reflect on the overall performance.

- Develop suitable training policies that enhance the required competencies and skills according to each employee's job description and analysis.
- Formulate a decent performance evaluation method, distinguish performance criteria, establish guidelines for feedback, create disciplinary and termination procedures, create an adequate compensation policy, and establish an evaluation plan.
- Focuses on tasks allocating, distributing work fairly to increase satisfaction and promote the service quality level. Besides, distribute the workload equitably on employees, designate tasks according to the managerial positions.

5.5 Directions for future studies:

- Execute a related study on a different industrial or service sector in Jordan.
- Executing more studies related to the effect of employees' voice strategy styles on organizational hypocrisy new variables.
- Executing a study with the same variables and a different mediator variable.
- Executing more studies related to the effect of employees' voice strategy styles on organizational hypocrisy in different sectors.

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Appendices

Appendix 1 Interviews

The table below presents the interviewees' names and the interview duration:

	Name	Position	Department	Interview Duration
1	Mrs. Rawan Almro	Senior manager	HR department	(23) Minutes
2	Mr. Amer Almomani	Supervisor 2	HR department	(30) Minutes
3	Mr. Omar Almasri	Manager	Airport services department	(35) Minutes
4	Mr. Mohammad Mami	Manager	Departures	(45) Minutes
5	Mr. Sufyan Alobeidat	Supervisor 2	Departures	(20) Minutes
6	Ms. Aseel Alsondos	Senior Officer	Departures	(35) Minutes
7	Mr. Mohannad Albibi	Senior Officer	Departures	(25) Minutes

Upon the interviewees' request, the answers will not be mentioned separately; to keep the confidentiality of their answers and comply with the disclosures contract between Royal Jordanian and the researcher.

Note that all the interviews were designed as a structured interview that contain three questions, the questions as follows:

1. Do you think that there are practices of organizational hypocrisy in Royal Jordanian?

2. Do you think that there are practices of employees' voice strategy styles in Royal Jordanian?
3. Do you think that there are practices of ethical leadership in Royal Jordanian?

The answers to the first question were divided into two parts. The first group confirmed the existence of organizational hypocrisy practices within Royal Jordanian, and the second group emphasized practices that may be considered practices of organizational hypocrisy.

The answers to the first question indicate the existence of organizational hypocrisy in Royal Jordanian.

The answers to the second question were divided into two parts. The first group emphasized the existence of employee' voice strategy styles practices but in a limited and restricted form. The other group emphasized the absence of employees' voice strategy styles practices and demonstrated the critical need for these practices.

The answers to the second question emphasized the limitations and need of employees' voice strategy styles in Royal Jordanian.

The answers to the third question explained the existence of ethical leadership practices but in a limited range.

The answers to the third question indicate the need to increase and generalize ethical leadership practices within Royal Jordanian.

Note that the researcher used the results of these interviews to define the study problem accurately, as well as to provide efficient and effective recommendations

Appendix 2 Consent letter



Date: 22-Jun-2021

Middle East University
Faculty of Business

Referring to the previous letter of the student Emran Alsaawad to conduct his M.A. thesis (The reflections of employees' voice strategy styles on organizational hypocrisy: the mediating role of ethical leadership) this is to confirm that Royal Jordanian Airlines has accepted his request, as this study is only to be used for scientific research purposes.

Best Regards,

Human Resources Department



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RJ57

Appendix 3 Referees Committee

The table below shows the used questionnaire referees Committee:

	Name	Degree	University
1	Prof. Mohamed Al-Nuiami	Professor	University of Jordan
2	Prof. Mahfuz Judeh	Professor	Applied science Private university
3	Prof. Salem Al-Oun	Professor	Al al-Bayt University
4	Prof. Ghazi Abu Qauod	Professor	Mutah University
5	Prof. Fayez Al-Najjar	Professor	The World Islamic Sciences and Education University
6	Prof. Belal Barhem	Professor	Amman Arab University
7	Dr. Ashraf Bany Mohammed	Associate Professor	University of Jordan
8	Dr. Abdallah Al- Bataineh	Associate Professor	Middle East University
9	Dr. Sameer Al-Jabali	Associate Professor	Middle East University
10	Dr. Nahla Al-Nazer	Associate Professor	Middle East University
11	Dr. Ahmad Tabieh	Associate Professor	Middle East University

Appendix 4 The study's questionnaire



Dear Participants,

It has been discerned that the internal environment exemplifies one of the fundamental pedestals of organizations. It is recognized as one of the most effective elements that influence performance and the goal's achievement.

From this aspect, the researcher is attending a study entitled: **The reflections of employees' voice strategy styles on organizational hypocrisy: the mediating role of ethical leadership -A Case Study in the Royal Jordanian in Jordan.** in order to complete the master's degree in Business Administration (MBA) from the Middle East University, Faculty of Business- Department of Business Administration, Amman-Jordan.

Since you are a staff member in the Royal Jordanian, you can give your opinion in this field. Therefore, the researcher requests you to read the attached questionnaire carefully and answer each paragraph by marking an (√) in the box that corresponds to your opinion in each paragraph.

The researcher is confident that you will be an extensive help for scientific research and contribute to your company's development. The information contained in the questionnaire is only for scientific research and will be treated with complete confidentiality.

With sincere thanks and appreciation.

The researcher:
Emran Ahmad ALSwaeer

Supervised by:
Prof. Ahmad Ali Salih

July 2021

أعزائي المشاركين ،
لقد تم إدراك أن البيئة الداخلية تمثل أحد الركائز الأساسية للمنظمات. من المعترف به كواحد من أكثر العناصر فاعلية التي تؤثر على الأداء وتحقيق الأهداف.
ومن هذا المنطلق يحضر الباحث دراسة بعنوان: انعكاسات أنماط استراتيجية صوت العاملين على النفاق التنظيمي: الدور الوسيط للقيادة الأخلاقية - دراسة حالة في الملكية الأردنية في الأردن. من أجل الحصول على درجة الماجستير في إدارة الأعمال من جامعة الشرق الأوسط ، كلية الأعمال ، قسم إدارة الأعمال ، عمان ، الأردن.
بما أنك موظف في الملكية الأردنية ، يمكنك إبداء رأيك في هذا المجال. لذلك يطلب منك الباحث قراءة الاستبيان المرفق بعناية والإجابة على كل فقرة بوضع علامة (✓) في المربع الذي يتوافق مع رأيك في كل فقرة.
الباحث واثق من أنك ستكون عوناً مكثفاً للبحث العلمي وستساهم في تطوير شركتك. المعلومات الواردة في الاستبيان هي فقط للبحث العلمي وسيتم التعامل معها بسرية تامة.
مع خالص الشكر والتقدير.

بإشراف:
أ.د. أحمد علي صالح

الباحث:
عمران احمد السواعير

يوليو 2021

التعريفات الإجرائية لمتغيرات الدراسة:

Procedural definitions of study variables:

Independent variable (Employees' voice strategy styles): refers to the form and schemes for employees to improve, change or overcome the company's difficulties and address work-related issues that hinder and negatively affect the overall company performance.

المتغير المستقل (أنماط استراتيجية صوت الموظفين): تمثل الشكل والوسائل المتاحة للموظفين لتحسين أو تغيير أو التغلب على الصعوبات التي تواجه الشركة ومعالجة القضايا المتعلقة بالعمل التي تعيق وتؤثر سلباً على الأداء العام للشركة.

Dependent variable (Organizational hypocrisy): refers to the failure to practice what the company claims, reflecting behavioral inconsistency; which is represented in many phenomena, the most critical is the contrast between what the company declares and the actual performance.

المتغير التابع (النفاق التنظيمي): يشير إلى الفشل في ممارسة ما تدعيه الشركة ، مما يعكس التناقض السلوكي ؛ والتي تتمثل في العديد من الظواهر ، وأهمها هو التناقض بين ما تعلنه الشركة والأداء الفعلي.

The Mediating variable (Ethical Leadership): refers to the leadership directed by respect for ethical beliefs, values, others' dignity, and rights besides the extent to which a manager models and makes employees accountable for ethical behavior. It is thus related to concepts such as trust, honesty, consideration, and fairness.

المتغير الوسيط (القيادة الأخلاقية): يشير إلى القيادة الموجهة من خلال احترام المعتقدات والقيم الأخلاقية وكرامة الآخرين والحقوق إلى جانب مدى قيام المدير بنمذجة الموظفين وجعلهم مسؤولين عن السلوك الأخلاقي ومن ثم فهو مرتبط بمفاهيم مثل الثقة والصدق و المراعاة والإنصاف.

(المعلومات العامة) الخصائص الديمغرافية

العمر:

18 - أقل من 25 سنة 25 - أقل من 32 سنة 32 - أقل من 39 سنة 39 سنة وأكثر

المؤهل العلمي:

ثانوية عامة دبلوم بكالوريوس ماجستير دكتوراه

الجنس:

ذكر أنثى

سنوات الخبرة:

أقل من 5 سنوات 5 - 10 سنوات 11 - 15 سنة 16 سنة فأكثر

المستوى الإداري:

موظفين الخط الأول الإدارة الوسطى الإدارة العليا

Paragraphs		5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		أُتفق بشدة	أُتفق	محايد	لا أُتفق	لا أُتفق بشدة
1	<p>The employee makes suggestions about how to do things in more effective ways at work</p> <p>يقدم الموظف اقتراحات حول كيفية القيام بالأشياء بطرق أكثر فعالية في العمل.</p>					
2	<p>The employee defends useful organization policies when other employees unfairly criticize the policies</p> <p>يدافع الموظف عن سياسات المنظمة المفيدة عندما ينتقد الموظفون الآخرون السياسات بشكل غير عادل.</p>					
3	<p>The employee supports company policies that have merit when others raise unjustified concerns about the procedures</p> <p>يدعم الموظف سياسات الشركة التي تستحق عندما يثير الآخرون مخاوف غير مبررة بشأن الإجراءات.</p>					
4	<p>The employee often makes critical comments about work practices in the organization.</p>					

	يقدم الموظف غالباً تعليقات انتقادية حول ممارسات العمل قي المنظمة.					
5	The employee makes recommendations concerning issues that affect the workgroup يقدم الموظف توصيات بشأن القضايا التي تؤثر على مجموعة العمل.					
6	The employee communicates his opinions about work issues to others in the organization, even if their opinion is different يوصل الموظف آرائه حول قضايا العمل إلى الآخرين في المنظمة حتى لو كان رأيهم مختلفاً.					
7	The employee dares to declare opinions on things that might affect the work unit's efficiency, even if that would embarrass others يتجرأ الموظف على إبداء الرأي في أمور قد تؤثر على كفاءة وحدة العمل ، حتى لو كان ذلك من شأنه إحراج الآخرين.					
8	The employee can point out problems when they appear in the organization, even if that would hamper relationships with other colleagues يمكن للموظف الإشارة إلى المشاكل عندما تظهر في المنظمة، حتى لو كان ذلك من شأنه أن يعيق العلاقات مع الزملاء الآخرين.					

9	<p>The employee reports wrongdoing by others, regardless of who did it</p> <p>يبلغ الموظف عن مخالفات ارتكبها آخرون ، بغض النظر عن من فعل ذلك.</p>					
10	<p>The employee shares his/her beliefs about the working procedures honestly irrespective of the consequences</p> <p>يشارك الموظف معتقداته حول إجراءات العمل بصدق بغض النظر عن العواقب.</p>					
11	<p>The employee stubbornly argues against changing work methods, even when the proposed changes have merit</p> <p>يجادل الموظف بعناد ضد تغيير أساليب العمل ، حتى عندما تكون التغييرات المقترحة لها مزايا.</p>					
12	<p>The employee speaks out against changing work policies, even when making changes would be for the best</p> <p>يتحدث الموظف ضد تغيير سياسات العمل ، حتى عندما يكون إجراء التغييرات هو الأفضل.</p>					
13	<p>The employee vocally opposes changing how things are done, even when changing is inevitable</p> <p>يعارض الموظف صراحة تغيير طريقة عمل الأشياء ، حتى عندما يكون التغيير أمراً لا مفر منه.</p>					

14	<p>The employee provides explanations that focus the discussion on others in order to protect himself</p> <p>يقدم الموظف تفسيرات تركز المناقشة على الآخرين من أجل حماية نفسه.</p>					
15	<p>The employee supports the group on a self-protection basis</p> <p>يدعم الموظف المجموعة على أساس الحماية الذاتية.</p>					
16	<p>The employee is strictly opposed to changing work procedures, even when making changes is necessary</p> <p>يعارض الموظف بصرامة ضد تغيير إجراءات العمل ، حتى عندما يكون إجراء التغييرات ضروريًا.</p>					
17	<p>The employee strives to convince other employees to refuse potential changes in the company due to self-protection</p> <p>يسعى الموظف لإقناع الموظفين الآخرين برفض التغييرات المحتملة في الشركة بسبب الحماية الذاتية.</p>					
18	<p>The employee agrees with the group because it is driven by the same goals even if it is not in the organization's best interest</p> <p>يتفق الموظف مع المجموعة لأنها مدفوعة بنفس الأهداف حتى لو لم تكن في مصلحة المنظمة.</p>					

19	<p>The employee avoids expressing ideas for improvements due to self-protection</p> <p>يتجنب الموظف التعبير عن الأفكار من أجل التحسينات بسبب الحماية الذاتية.</p>					
20	<p>The employee gives the organization's management pleasant news about the organization's situation to avoid potential changes</p> <p>يعطي الموظف لإدارة المنظمة أخبارًا سارة حول وضع المنظمة لتجنب التغييرات المحتملة.</p>					
21	<p>The manager embodies taken decisions by himself</p> <p>يجسد المدير القرارات المتخذة بنفسه.</p>					
22	<p>The manager distributes work equitably</p> <p>يوزع المدير العمل بإنصاف.</p>					
23	<p>The manager distributes work based on personal relationships</p> <p>يقوم المدير بتوزيع العمل على أساس العلاقات الشخصية.</p>					
24	<p>The manager acts contrary to the norms created by himself/herself</p> <p>يتصرف المدير بشكل مخالف للقواعد التي وضعها بنفسه.</p>					

25	<p>The employee is chosen to do a task based on competence</p> <p>يتم اختيار الموظف للقيام بمهمة على أساس الكفاءة.</p>					
26	<p>The organizational goals and ambitions are communicated to all employees clearly</p> <p>يتم توصيل الأهداف والطموحات التنظيمية لجميع الموظفين بشكل واضح.</p>					
27	<p>The organization's management sets unrealistic goals</p> <p>تضع إدارة المنظمة أهدافاً غير واقعية.</p>					
28	<p>The organization's management declares that they will solve problems, they do not</p> <p>تصرح إدارة المنظمة أنها ستحل المشاكل ، إلا أنها لا تفعل ذلك.</p>					
29	<p>The organization executes its mission within the framework of its strategic plan</p> <p>تنفذ المنظمة رسالتها في إطار خطتها الاستراتيجية.</p>					
30	<p>The employees in the organization implement the objectives of the organization</p> <p>يقوم الموظفون في المنظمة بتنفيذ أهداف المنظمة.</p>					

31	<p>The organization provides its services according to its organizational purpose</p> <p>تقدم المنظمة خدماتها بحسب ما ورد في غرضها التنظيمي.</p>					
32	<p>The work is done with a high level of coordination</p> <p>يتم العمل بمستوى عالٍ من التنسيق.</p>					
33	<p>The employees in the organization act according to its core values</p> <p>يتصرف الموظفون في المنظمة وفقاً لقيمها الجوهرية.</p>					
34	<p>The practices match between what the organization declares and what actually happens</p> <p>تتطابق الممارسات بين ما تعلنه المنظمة وما يحدث بالفعل.</p>					
35	<p>Any work-related mistake in the organization is covered up immediately</p> <p>يجري التستر على أي خطأ متعلق بالعمل في المنظمة على الفور.</p>					
36	<p>The organization establishes policy in line with the determined objectives</p> <p>تضع المنظمة سياسة تتماشى مع الأهداف المحددة.</p>					

37	<p>The organization determines what must be done, but the employees do another</p> <p>تحدد إدارة المنظمة الأشياء التي يجب فعلها ، ولكن الموظفين يفعلون شيئاً آخر.</p>					
38	<p>The organization pretends to be something while that it is not</p> <p>تتظاهر المنظمة بأنها شيء بينما هي ليست كذلك.</p>					
39	<p>My manager conducts his professional life in an ethical manner</p> <p>يدير مديري حياته المهنية بطريقة أخلاقية.</p>					
40	<p>My manager defines success by the way that they are obtained</p> <p>يحدد مديري النجاح بالطريقة التي يتم الحصول عليها بها</p>					
41	<p>My manager listens to what employees have to say</p> <p>يستمع مديري إلى ما يقوله الموظفون.</p>					
42	<p>My manager disciplines employees who violate ethical standards</p> <p>يقوم مديري بتأديب الموظفين الذين ينتهكون المعايير الأخلاقية</p>					
43	<p>My manager makes fair decisions</p>					

	يتخذ مديري قرارات عادلة.					
44	My manager can be trusted يمكن الوثوق بمديري.					
45	My manager discusses business ethics with employees يناقش مديري أخلاقيات العمل مع الموظفين.					
46	My manager sets an example of how to do things the right way in terms of ethics يضع مديري مثالاً على كيفية القيام بالأشياء بالطريقة الصحيحة من حيث الأخلاق.					
47	My manager has the best interests of employees in mind يراعي مديري مصالح الموظفين الفضلى.					
48	My manager makes the decision after getting an answer to the question, what is the right thing to do يتخذ مديري القرار بعد ما يحصل على اجابة على سؤال "ما هو الشيء الصحيح الذي ينبغي عمله؟".					
49	My manager clearly explains integrity-related codes of conduct يشرح مديري بوضوح قواعد السلوك المتعلقة بالنزاهة.					

50	<p>My manager shows what is expected from employees in terms of behaving with integrity</p> <p>يبين مديري ما هو متوقع من الموظفين من حيث التصرف بنزاهة.</p>					
51	<p>My manager clarifies integrity guidelines</p> <p>يوضح مديري إرشادات النزاهة.</p>					
52	<p>My manager makes sure that employees follow the rules of integrity</p> <p>يتأكد مديري من أن الموظفين يتبعون قواعد النزاهة.</p>					
53	<p>My manager clarifies the likely consequences of possible unethical behavior by myself and my colleagues</p> <p>يوضح مديري العواقب المحتملة للسلوك غير الأخلاقي المحتمل من قبلي أنا وزملائي.</p>					
54	<p>My manager stimulates the discussion of integrity issues among employees</p> <p>يحفز مديري مناقشة قضايا النزاهة بين الموظفين.</p>					
55	<p>My manager compliments employees who behave according to the integrity guidelines</p> <p>يثني مديري على الموظفين الذين يتصرفون</p>					

	وفقاً لإرشادات النزاهة.					
56	My manager interacts with all the employees in the same way at work يتفاعل مديري مع جميع الموظفين بنفس الطريقة في العمل.					
57	My manager asks the employees about their opinions on work-related matters يسأل مديري الموظفين عن آرائهم في الأمور المتعلقة بالعمل.					
58	My manager awards incentives based on personal relationships يقوم مديري بمنح الحوافز بناءً على العلاقات الشخصية.					

