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Prepared by

عايد الرشيدى



مهمة (١)
نقد الإطار النظري

01

المهمة (١)

اختيار رسالة دكتوراه في مجال تخصصك، نقد
الإطار النظري ، للدراسة المختارة، والتعليق على
مدى ملائمتة وشموليته.

02

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Title	The Impact of Ethical Leadership on Employee Performance in the Hotel Industry in Bahrain: The Mediating Effect of Employee Voice تأثير القيادة الأخلاقية على أداء الموظف في قطاع الفنادق بالبحرين: الدور الوسيط للسلوك الصوتي للموظف رسالة الدكتوراة : باللغة الانجليزية
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Alyaa Rabea Hamad Aldoseri

تأثير القيادة الأخلاقية على أداء الموظف في قطاع الفنادق بالبحرين: الدور الوسيط للسلوك الصوتي للموظف

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- رسالة دكتوراة حديثة - ٢٠٢٠ - مقدمة لاستكمال متطلبات الحصول على درجة الدكتوراة في إدارة الأعمال بكلية الإدارة والاقتصاد بجامعة الإمارات العربية المتحدة
- تتناول مفاهيم إدارية حديثة في مجال الإدارة وهو (القيادة الأخلاقية – أداء الموظف) في قطاع الفنادق بالبحرين
- ترتبط بمجال التخصص وهي الإدارة وخاصة انها تتعلق بالقيادة وتأثيرها على أداء الموظفين
- متاحة وسهل الوصول اليها بالموقع الالكتروني للجامعة ومتوفرة بنسخة (PDF) سهلة التحميل والتعامل .

متغيرات الدراسة كما تتضح من العنوان

- المتغير (المستقل) (Independent :) variable القيادة الأخلاقية
- المتغير (التابع) (Dependent :) variable أداء الموظف
- المتغير الوسيط (Mediating :) variable السلوك الصوتي للموظف

نبذة عن الإطار النظري والدراسات السابقة

- الإطار النظري ومكوناته أحد الأجزاء الأساسية لأي بحث علمي، ويأتي بعد الانتهاء من المقدمة، يشرح العلاقات والتدخلات التي تتعلق بفكرة او موضوع البحث.
- يشكل الإطار النظري للبحث الأساس الذي تبنى عليه الفكرة التي يقوم الباحث بدراستها، وهو العمود الفقري للبحث العلمي، ويفترض أن يبلغ حجم هذا الإطار ما يقارب الأربعين حتى الخمسين صفحة
- من الضروري ارتكاز الإطار النظري على المراجع والدراسات السابقة، التي توضح أهمية الدراسة ويستنبط منها الباحث الفجوات البحثية التي يبني عليها بحثه ويميزه .

الإطار النظري (literature review & theoretical Farmwork) في قائمة المكونات (Table of Contents)

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- وضعت الباحثة الإطار النظري (literature review & theoretical Farmwork) في الفقرة الثالثة (Chapter 3) مباشرة بعد المقدمة وسياق الدراسة والخلفية وهو الموضوع الصحيح للإطار النظري في تنسيق الدراسة .
- نجد ان الإطار النظري يبدأ من الصفحة (٢١ - ٦١) يعني (٤٠) صفحة من الرسالة ما يمثل (١٨%) من الرسالة (٢٢٥ صفحة) ويأتي ذلك متناسبا مع المعايير المطلوبة للإطار النظري في الدراسة البحثية وموضوع الرسالة .
- قامت الباحثة بممارسة جيدة في تقسيم وترقيم الإطار النظري الى عناوين رئيسية وفرعية مرقمة لمزيد من التوضيح والتنسيق وعدم التشتت.
- وفقت الباحثة في تنسيق موضوعات الإطار النظري باستخدام منهجية الهرم المقلوب (من العام الى التفاصيل) مثال بدأت بالمفهوم العام للقيادة ثم تناولته بالتفصيل مع (Attributes) الخاصة بكل متغير.

الإطار النظري (literature review & theoretical Farmwork) في قائمة المكونات (Table of Contents) (يتبع)

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- قامت الباحثة بتحديد موضوعات ومكونات الإطار النظري والدراسات السابقة المتعلقة بمتغيرات الدراسة وتناول كل متغير وعلاقته مع البقية (, Ethical Leadership Performance & Employee Voice Behavior)
- وفقت الباحثة في وضع (Summary and Gaps in the Literature)
- الا ان الباحثة أظهرت في قائمة المحتويات الخاصة بالإطار النظري (Moderating Variables) والتي لم تظهر أو يُشار لها في العنوان

Chapter 3: Literature Review and Theoretical Framework

3.1 Introduction

This chapter highlights the gaps in literature that this research intends to fill. It presents key concepts, a general review of previous studies, the main streams of literature, a definition of constructs used for the study, and notable findings in the field. The chapter ends by outlining theoretical framework, study hypotheses and the theories utilized in developing them.

3.2 Leadership and Ethical Leadership

Leadership essentially entails managing and influencing teams, groups, departments, organizations, and countries (Antonakis & House, 2014; Hiller,

DeChurch, Murase, & Doty, 2011). Moreo

positively or negatively influence people

& Avolio, 2013). For these reasons,

understanding the nature of leadership

Magomaeva, & Den Hartog, 2012). Sh

"leadership is a multi-faceted and comple

(2013a, p. 49) defined it as "a skill or ab

relationship between leader and follower"

was generated in August 1994 by rese

Leadership and Organizational Beha

conference. The definition is a reflecti

viewpoints, and states that leadership is

motivate, and enable others to contribute t

considerably across cultures (Den Hartog et al., 1999; Dickson, Den Hartog, & Mitchelson, 2003; Gerstner & Day, 1994). A study by Resick et al. (2011) involving both Eastern and Western countries provided interesting insights, revealing that when it comes to ethical leadership there is a convergence of leaders' character between Eastern and Western societies. This ethical leadership construct closely aligns with the findings of Treviño et al. (2003), and Brown et al. (2005), where ethical leadership is the same across cultures. Moreover, the themes of ethical leadership outlined by Resick et al. (2011) are represented in a 10-item scale for measuring ethical leadership proposed by Brown et al. (2005), and are utilized in the current study.

3.3 Employee Voice Behavior

Voice behavior is the discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organizational or unit functioning (Morrison, Wheeler-Smith, & Kamdar, 2011). Scholars in the field of human resources management have explained that employee voice behavior aims to enrich employee work experience and organizational performance by creating opportunities for the employee to participate in the process of decision making in organizational and work-related affairs (Boxall & Purcell, 2011; Harley, 2014). Further, Aryee and his colleagues (2017) suggested that organizations need to support voice behavior if they want to preserve sustainable advancement and continuous progression.

Thus, voice behavior covers various aspects, such as policies and procedures, working conditions, work methods, and compensation. It can also operate through various channels, including individual or collective, formal or informal, and direct or

• في هذا الجزء تعرض الباحثة الإطار النظري للدراسة وتوثيقه بالدراسات السابقة ذات العلاقة بموضوع الدراسة

• وفقت الباحثة في تنسيق موضوعات الإطار النظري باستخدام منهجية الهرم المقلوب (من العام الى التفاصيل) (كما تم لها الإشارة سابقا)

• في المقدمة أوضحت الباحثة الغرض من فقرة الإطار النظري ومنهجية عرض الدراسات السابقة بانها لتوضيح الفجوات البحثية بها مما يدل على المام الباحثة بموضوع الرسالة

• اشتمل الإطار النظري على جميع أفكار موضوع ومتغيرات البحث الرئيسية مع ترابط وتسلسل في الأفكار .

• قام الباحث بتعريف دقيق وشامل وواضح لمتغيرات الدراسة (نستعرض أهمهم على سبيل المثال

لا الحصر) (Ethical Leadership-performance-Employee voice Behavior)

الإطار النظري (literature review & theoretical Farmwork) في محتوى الرسالة

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Table 1: Most Common Leadership Theories (Continued)

Theory	Reference
18. Servant leadership	Raes, Kyndt, Decuyper, Van den Bossche, and Dochy (2015)

19. Skills/trait approach	
---------------------------	--

organizations of which they are members" (House, Javidan, Hanges, & Dorfman, 2002, p. 5).

Starting from the early part of the twentieth century, researchers began to develop leadership theories (Avolio, Reicher, & Walumbwa, 2009). Table 1 shows the most common leadership theories.

Table 1: Most Common Leadership Theories

Theory	Ref
1. Affiliated leadership	Cummings T and Cummings (2006)
2. Authentic leadership	Carasco-Saul, Kim W, & Clarke (2013); Van Veen (2010)
3. Charismatic leadership	Clarke (2013); Van Veen (2010)
4. Direct/indirect leadership	Gilley et al. (2010)
5. Distributed leadership	D'Annunzio-Green and D'Annunzio (2010)
6. Emotional intelligence	Collins (2012); Djib (2010); Drodge and Drodge (2013a, 2013b); Kim and Shim (2003); Herd (2012); Sofo, Yec Carden and Callahan (2005)
7. Entrepreneurial leadership	Carden and Callahan (2005)
8. Ethical leadership	Carden and Callahan (2005)
9. Five domains	Harland (2003)
10. Leadership style	Blakeley and Higgs (2003)
11. Leadership transition	Ma Rhea (2013)
12. Leader-member exchange theory	Byrd (2007); Noelliste (2007)
13. Participative theory	McWhorter, Lynham, and Brown (2009)
14. Path-goal theory	Brown, McCracken, and Kim (2003); Hutt (2013)
15. Relational goal theory	Kim and Shim (2003); Hutt (2013)
16. Team leadership	Callahan and Rosser (2005)
17. Situational leadership	Ayiro (2009); Bolst (2009); Cottledge, and Lonnq Allcorn (2009); Mense Parry and Sinha (2005)

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3.2.1 Conceptualizing Ethical Leadership

Ethical leadership, particularly through (1977), became a significant concept in leadership research.

Behavior is a continuous process that is influenced by both individual and organizational factors. Ethical leadership is defined as the degree to which a leader's actions and decisions are consistent with ethical principles and standards. This concept is crucial for understanding the relationship between leadership and organizational outcomes.

Many studies have shown that ethical leadership leads to positive organizational outcomes, such as increased employee trust, commitment, and performance. These findings are supported by research from Bandura (1969) and others.

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& Roberts, 2013; Ofori, 2009; Piccolo et al., 2010; Sharif & Scandura, 2014; Tu & Lu, 2016; Walumbwa et al., 2011; Walumbwa & Schaubroeck, 2009).

Table 2: Outcomes of Ethical Leadership

Employee-Level Outcomes	Group and Organizational-Level Outcomes
1. Ethical behavior (Avey, Palanski, & Walumbwa, 2011; Lu & Lin, 2014)	1. Firm level OCB (Mayer et al., 2009)
2. Reduction in bullying (Stouten et al., 2010)	2. Normative organizational commitment (Neubert et al., 2013)
3. Extra-role performance (Tu & Lu, 2016)	3. Organizational fairness (Pucic, 2015)
4. Employee misconduct (Mayer, Kuenzi, & Greenbaum, 2010)	4. Inter-organizational conflict (Mo, Booth, & Wang, 2012)
5. Turnover intention (Demirtas & Akdogan, 2015)	5. Distribute justice (Xu, Loi, & Ngo, 2016)
6. Booking questionable journal entry (Arel, Beaudoin, & Cianci, 2012)	6. Top management team effectiveness (Rubin, Dierdorff, & Brown, 2010)
7. Job search behaviors (Palanski, Avey, & Jiraporn, 2014)	7. Leader-member exchange (Gu, Tang, & Jiang, 2015)
8. Counterproductive behavior (Den Hartog & Belschak, 2012)	8. Leader promotability (Rubin et al., 2010)
9. Promotability (Kacmar, Andrews, Harris, & Tepper, 2013)	9. Unit unethical behavior (Mayer et al., 2012)
10. Personal initiative (Ruiz P, Ruiz C, & Martinez, 2011)	10. Internal social capital (Pastoriza & Ariño, 2013)
11. Voice behavior (Walumbwa & Schaubroeck, 2009)	11. Unit relationship conflict (Mayer et al., 2012)
12. Employee well-being at work (Chughtai, Byrne, & Flood, 2015)	12. Financial performance (Shin, Sung, Choi, & Kim, 2015)
13. Job satisfaction (Avey, Wernsing, & Palanski, 2012; Sharif & Scandura, 2014)	13. Corporate social responsibility (Wu, Kwan, Yim, Chiu, & He, 2015)
14. In-role job performance (Bouckennooghe et al., 2014)	14. Firm performance (Eisenbeiss, Van Knippenberg, & Fahrbach, 2015)
15. Emotional exhaustion (Gu et al., 2015)	

- وفقت الباحثة في التنسيق الزمني للدراسات السابقة من الاحدث الى الاقدم
- تميزت الباحثة بعرض النظريات الأساسية للإطار النظري وتنظيمها في جداول جمعت فيها النظريات ودمجت الدراسات السابقة لكل نظرية (جدول - ١)
- وفقت الباحثة في الدمج الإيجابي للدراسات السابقة ذات العلاقة أما في فقرة او جداول (جدول ٢) مما يشير الى جودة في الكتابة والمأم بالموضوع

في محتوى الرسالة

organizational success. OCB is positively linked with organizational effectiveness measures; thus, it is essential to explore these behaviors in the hospitality and tourism industry.

3.6 Summary and Gaps in the Literature

The third chapter of this study provided a review of literature concerning the four constructs, namely ethical leadership, employee voice, cultural similarity, and

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employee performance. Further, it articulated the relationship between ethical leadership and employee performance with the mediating effect of employee voice.

Recent studies have concentrated on understanding the mechanism through which ethical leadership affects high-performance outcomes (Byun et al., 2018). However, Yang and Wei (2017) argued that the relation between ethical leadership and task performance requires more scholarly attention, while Park et al. (2015); Zoghbi-Manrique-de-Lara and Viera-Amas (2019) claimed that the mechanism underlying the relation between ethical leadership and OCB has yet to be fully studied. In addition, Testa (2007) reported that cultural similarity increases the effectiveness of the communication process and improves the leader-follower relationship. Accordingly, it has been assumed that cultural similarity impacts ethical leadership and employee voice. The identified gaps presented by various researchers are explored in the current study.

- وفقت الباحثة في عمل ملخص لمراجعة للأدبيات المتعلقة بالأربعة مفاهيم، الخاصة بالدراسة
- وهي القيادة الأخلاقية، وصوت الموظف، والتشابه الثقافي، وأداء الموظف. وعلاوة على ذلك، فقد أوضح العلاقة بين القيادة الأخلاقية وأداء الموظف مع التأثير الوسيط لصوت الموظف.
- ركزت الباحثة على الدراسات الحديثة (١٠١٧ - ٢٠١٨ - ٢٠١٩) ولخصت الفجوات البحثية وأوضحت الاستفادة منها في تصميم فروض الدراسة الحالية (الفقرة باللغة العربية) :
- أن العلاقة بين القيادة الأخلاقية وأداء المهمة تتطلب المزيد من الاهتمام العلمي، بينما زعم بارك وآخرون (٢٠١٥)؛ وزغبي مانريك دي لارا وفيريرا أرماس (٢٠١٩)
- أن الآلية التي تقوم عليها العلاقة بين القيادة الأخلاقية والسلوك التنظيمي المؤسسي لم تتم دراستها بالكامل بعد. بالإضافة إلى ذلك، أفاد تيسستا (٢٠٠٧) أن التشابه الثقافي يزيد من فعالية عملية الاتصال ويحسن العلاقة بين القائد والتابع. وعليه،
- فقد افترضنا أن التشابه الثقافي يؤثر على القيادة الأخلاقية وصوت الموظف. وقد استكشفت الدراسة الحالية الفجوات التي حددها باحثون مختلفون.

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3.7 Theoretical

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leader and employees strengthens the relationship between ethical leadership and employee voice because of enhanced understanding and connection between the leader and the follower due to cultural similarity. Employee voice, in turn, eventually enhances employee performance. The suggested framework will be tested using a quantitative method.

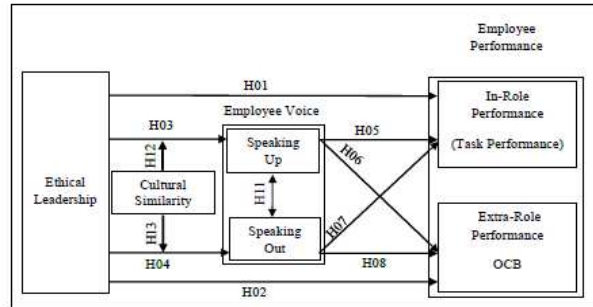


Figure 1: Research Conceptual Framework

3.7.1 Ethical Leadership and Employee Performance

SLT and SET are the theoretical bases used to understand the relationship between ethical leadership and employee performance, and the mediating effect of employee voice. According to Brown et al. (2005), SLT indicates that ethical leaders act as instructors who teach employees how best to serve their organization. The leader does this through his or her own actions and reactions, reinforcing employees to follow his or her steps and improving their performance through a reward-and-punishment system. On the other hand, SET proposes that ethical leaders show integrity, fairness, and care, while employees, in turn, might feel obliged to return the

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leader's favor by meeting his or her expectations (Brown & Treviño, 2006; Brown et al., 2005). Employees who experience a positive relation with their direct manager might reciprocate with better performance as a way to return this favor to their supervisor. The following two hypotheses are thus proposed to capture this relationship:

Hypothesis 01. Ethical leadership has a significant positive effect on employee in-role performance.

Hypothesis 02. Ethical Leadership has a significant positive effect on employee OCB.

3.7.2 Ethical Leadership and Employee Voice

Through role modeling, employees observe their leader's behavior and learn task requirements, appropriate behavior, and expected performance (Brown et al., 2005; Walumbwa & Schaubroeck, 2009). Accordingly, employees are encouraged to speak to their leader when they notice inappropriate behavior that contradicts what they have learned. For instance, previous studies have revealed that employees' willingness to report problems is important to ethical leaders (Walumbwa et al., 2012; Walumbwa & Schaubroeck, 2009); this is similar to speaking up or voice behavior (Chen & Hou, 2016).

Voice behavior is shown when ethical leaders encourage employees to express their suggestions and thoughts for development and courageously report inappropriate or immoral behavior. In addition, since ethical leaders create a climate of trust and fairness, employees feel they can speak to their co-workers about anything because they share the same principles, which are taught by the same

• نقد الشكل العام لنموذج الدراسة من اهم نقاط النقد حيث يوضح نموذج الدراسة متغيرات الدراسة (المستقل والتابع والوسيط) والعوامل المدروسة في الرسالة.

• بمراجعة النموذج

• المتغير (المستقل) (Independent :) القيادة الأخلاقية

• المتغير (التابع) (Dependent :) أداء الموظف

• المتغير الوسيط (Mediating :) السلوك الصوتي للموظف

• المتغير المعدل Moderating تشابه الثقافة

• ووفقاً لذلك، استعانت الباحثة بنظرية القيادة الأخلاقية لإثبات العلاقة بين القيادة

الأخلاقية وأداء الموظفين ووثقتها بالدراسات السابقة مع الربط بفروض الدراسة.

• نجحت الباحثة في تصميم نموذج دراسة شامل وواضح (Figure 1: Research Conceptual Framework)

مع رسم الأسهم الخاصة بالدراسة

بطريقة صحيحة لتوضيح العلاقات بين المتغيرات وصياغة فروض الدراسة.

• ملحوظة هامة : الصفحات الموضحة هي على سبيل المثال لا الحصر

ملخص نقد والتعليق على الإطار النظري

- تميز الإطار النظري بالشمولية حيث تناول جميع الأفكار المتعلقة بموضوع ومتغيرات الدراسة الرئيسية مع ترابط وتسلسل في الأفكار .
- قام الباحث بتعريف دقيق وشامل وواضح للمتغيرات الأساسية بالدراسة
- نجحت الباحثة في تصميم نموذج دراسة شامل وواضح مع رسم الأسهم الخاصة بالدراسة بطريقة صحيحة لتوضيح العلاقات بين المتغيرات وصياغة فروض الدراسة.

من اهم النقاط التي تميز بها الإطار النظري :

- وضع ملخص للأدبيات والدراسات الحديثة مع توضيح الفجوات البحثية والاستفادة منها في وضع فروض الدراسة
- وضع نموذج للدراسة واضح وشامل والمبني على نظريات موثقة بالدراسات السابقة
- مما يدل على الجودة والشمولية والملائمة للإطار النظري والدراسات السابقة في الرسالة الحالية



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Thank You

