The Impact of Organizational Justice on the Ethical Leadership under the Moderating Influence of Perceived Support: A Conceptual Study

Hussam Al Halbusi[a]*, Shehnaz Tehseen[b] & T. Ramayah[c]

a PhD Candidate, University of Malaya, Faculty of Business and Accountancy

b Lecturer, Sunway University Business School, Sunway University, Malaysia

c School of Management, UniversitiSains Malaysia, Moden 11800 Penang Minden

Abstract

While a number of the researchers have conducted several studies on ethical leadership, however, not much is known about the role of organizational fairness in relationship to the ethical leadership behavior. This paper presented the proposed model in order to find out the perception of justice towards ethical leadership by using the two moderators namely perceived organizational support and perceived supervisor support. Thus, the proposition was made with respect to the impact of organizational justice on ethical leadership. It is also proposed that the perceived support such as organizational support and supervisor support could moderate the relationship between organizational justice and ethical leadership. The proposed model has been developed after reviewing the relevant existing studies and two underpinning theories namely social exchange theory and organizational support theory have been used to support the proposed model as well.

Keywords: organizational justice, organizational fairness, ethical leadership, perceived support, perceived organizational support, perceived supervisor support

1   Introduction

Recent ethical scandals in business (Colvin, 2003; Mehta, 2003) have raised important questions about the role of leadership in shaping the ethical conduct. The leadership acts as a role model at the workplace and most employees are too much concerned that how he/she behaves for ethical guidance (Kohlberg, 1969; Trevino, 1986). Therefore, over the past few years, there have been several corporate scandals including WorldCom, Enron, AIG, Nortel, and the Lehman Brothers, which have garnered a lot of negative publicity. Also, in 2008, the subprime mortgage crisis highlighted the corporate greed and excessiveness and led to issues related to ethical leadership in business (Bedi, Alpaslan, & Green, 2016). Many national surveys were carried out in the US and the results revealed that very few of the people had a confidence in the integrity and the ethics of the national leaders of business, government and other similar institutes (Jones, 2011). Hence, one of the essential and important methods used by any organisation for

Corresponding author E-mail address: Hussam.mba@gmail.com

promoting ethics is by considering and contemplating the ethics of its leaders. However, these issues need an ethical leadership managing all the activities; and it integrates fairness and ethics in all the operations; provides a strong guidance to solve the issues in an ethical manner; promotes a transparency in all the activities; identifies the ethical leaders amongst the top management; respects the confidentiality of the ethical advisory procedure at all the organisational levels; supports and assists others in the institutes in their ethical and honest activities. Furthermore, if there are good policies and guidelines for disciplined working and a reward system for a fair and ethical behaviour; along with a frequent benchmarking of the honesty and ethical activities; a formal evaluation of the ethics training for a more effective working and its constant improvement and updates; along with publication of annual reports regarding the honesty and the ethics can greatly help the organization to solve the problems ethically, fairly and honestly.

As observed by Brown, Treviño, and Harrison (2005), the leaders of an organisation greatly influence the work behaviour of their followers, where the leaders being honest, fair and principled, use a reward and punishment technique and different communication mechanisms for affecting the ethical behaviour of the people. Though there is a general consensus about the significance of the ethical leaders, a very little integration of this ethical leadership and organisational justice has been seen in the published studies.

A review of the published literature showed that a majority of the studies focused on the results of an ethical leadership, where the ethical leaders were good role models and a 2-way relationship between the subordinates and the leaders was investigated by several reports (Hansen, Alge, Brown, Jackson, & Dunford, 2013; Avey, Wernsing, & Palanski, 2012; Schaubroeck et al., 2012; Kacmar, Bachrach, Harris, & Zivnuska, 2011; Mayer, Kuenzi, & Greenbaum, 2010; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; De Hoogh & Den Hartog, 2008). The published literature consists of very few reports which focus on the components or factors of an ethical leadership (Brown & Mitchell, 2010). Many personality based antecedents are proposed (Brown & Treviño, 2006). However, two of the traits, i.e., leader agreeableness and a conscientiousness, are related to the follower ratings of an ethical leadership (Kalshoven, Den Hartog, & De Hoogh, 2011a; Walumbwa & Schaubroeck, 2009). In one study on the components, Jordan, Brown, Treviño, and Finkelstein (2013) observed that an ethical leadership was positively related to the cognitive moral development of the leader and was seen to be maximal when his cognitive moral development diverged from and was higher than the cognitive moral development of his followers. Mayer, Aquino, Greenbaum, and Kuenzi (2012) noted that both the dimensions of the leader's moral identity namely internalisation and symbolisation were related to an ethical leadership. Furthermore, Brown and Treviño (2014) also observed that if the leader had a role model in his career, it greatly influenced his subordinate-rated ethical leadership. The effect was regulated by

his age, wherein a strong relationship between the career mentoring and an ethical leadership was noted for old leaders. The leader's age controlled the relation between the childhood models and the ethical leadership rating. In one study, Zhu, Treviño, and Zheng (2016) investigated the added aspects of the moral identity of the leader along with his moral attentiveness as the determinant of the perceived ethical leadership. Not many studies have predicted the perceived justice as the essential component of ethical leadership.

Other than the issues mentioned above, the factors contributing towards the ethical leadership could be a problem to any organisation and have to be studied (Zhu et al., 2016; Zhu, He, Treviño, Chao, & Wang, 2015; Brown & Treviño, 2014; Jordan et al., 2013). Based on the earlier studies, the organisational components have found to be significantly affected the ethical leadership (Camps, Decoster, & Stouten, 2012). Hence, role of organisational justices including distributive, procedural, and interactional could act as the factors to an ethical leadership.

In order to explain further, this paper has addressed the question "what is the effect of organizational justice on the ethical leadership under the moderatorating influence of Perceived Organizational Support (POS) and the Perceived Supervisor Support (PSS)"?

Theory and Proposition's Development

The research performed by social psychologists Thibaut & Kelley (1959) and sociologists namely Blau (1964) and Homans (1958) served as the basis of the social exchange theory. A major part of the theory that is used to explain the ethical leadership, perceived support, interactional, and organisational justice was taken from the social exchange theory (Blau, 1964). It has been stated that social exchange refers to "the voluntary actions individuals who are motivated by the returns they are likely to bring and characteristically do in fact bring from others"(Blau, 1964, p.p. 91) . The social exchange theory seems to be related to the principle of the reciprocity wherein the people are obligated to display a reciprocal beneficial behaviour when they think that someone else has been fair and just towards them (Blau, 1964; Gouldner, 1960).

According to social exchange theorists, resources obtained from others are valued more if they are attained by discretionary choice instead of circumstances that go beyond the control of the giver. In other words, voluntary aid is seen as a sign that the donor genuinely respects and values the recipient (Cotterell, Eisenberger, & Speicher, 1992; Eisenberger, Cotterell, & Marvel, 1987; Blau, 1964; Gouldner, 1960). Therefore, rewards, organisational justice, and favourable conditions such as promotions and pay influence over organisational policies, and they all including job enhancement have a greater contribution to the perceived organisational support (POS) if the employee perceives it being a result of the organisation's actions instead of being products of external constraints like governmental and safety regulations or union

negotiations (Einsenberger, Cummings, Aemeli, & Lynch, 1997; Shore & Shore, 1995).

This belief is in accordance with the social exchange theory (Blau, 1964), which emphasises the role that fairness plays in the development and maintenance of a long-term employment relationship. Employees who feel to be more trusted and treated with fairness in their organisation are more likely to believe in the development of a social exchange relationship with the organisation. Consequently, they will have more motivation to foster positive expectations about the actions, words, decisions, and motives of the organisation (Lewicki, 1995). Therefore, they will have higher probabilities of developing a higher level of workplace obligation and behaviours (Cook & Wall, 1980), They will also want to stay with the organisation longer, work harder and behave better in the workplace (Wong, Ngo, & Wong, 2006; Dirks & Ferrin, 2001; Konovsky & Cropanzano, 1991). Furthermore, Colquitt, Conlon, Wesson, Porter, and Ng (2001) have noted that perceptions of fairness (i.e. organisational justice) are generally contingent on the results of the actions (i.e. distributive justice), the manner by which these results are obtained (i.e. procedural justice), allocation of resources, manner by which decisions are made, and (i.e. interactional justice) whether an employee is being treated with respect. Hence, the theme of this research has its basis on the social exchange theory (Blau, 1964), i.e. the actions of justices given by the organisation will necessitate the need for ethical behaviour in return.

Furthermore, organizational support theory (Shore & Shore, 1995; Eisenberger, Huntington, Hutchison, and ... 1986) states that employees develop a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Based on the reciprocity norm, such perceived organizational support (POS) would cause the employees to feel as the obligation to care about the organization's welfare and to assist the organization in attaining its objectives. Employees could satisfy this indebtedness through greater affective commitment to the organization and desired behaviour and efforts to help the organization. Along with that, the organisational support theory states that the development of perceived organisational support (POS) is fostered by the tendency of employees to assign humanlike characteristics to the organisation (Eisenberger et al., 1986). As stated by Levinson (1965), the actions that the organisation takes are often perceived as indicators of the organisation's intent instead of being solely attributed to motives. Thus, Levinson (1965) suggested that this personification of the organisation is helped by the organisation's moral, legal, and financial responsibility for the actions that its agents take. This can be explained by the organizational norms, policies, and culture that offer continuity and prescribe role behaviors within the organization. Another factor is the power that is being exerted by the organization over its individual employees. In terms of the organization personification, employees perceive their favorable or unfavorable treatment as indicators that the organization either favors or disfavors them. Hence, this idea consider perceived support as a vital moderator between distributive, procedural, interactional justice and ethical leadership behaviour.

Figure 1 shows the proposed research model that has been developed for this study. The organizational justice with its three dimensions including distributive justice, procedural justice, and interational justice has been taken as independent variable, while perceived organizational support and perceived supervisor support have been taken as moderators. Whereas ethical leadership is the dependent variable in this proposed research model.
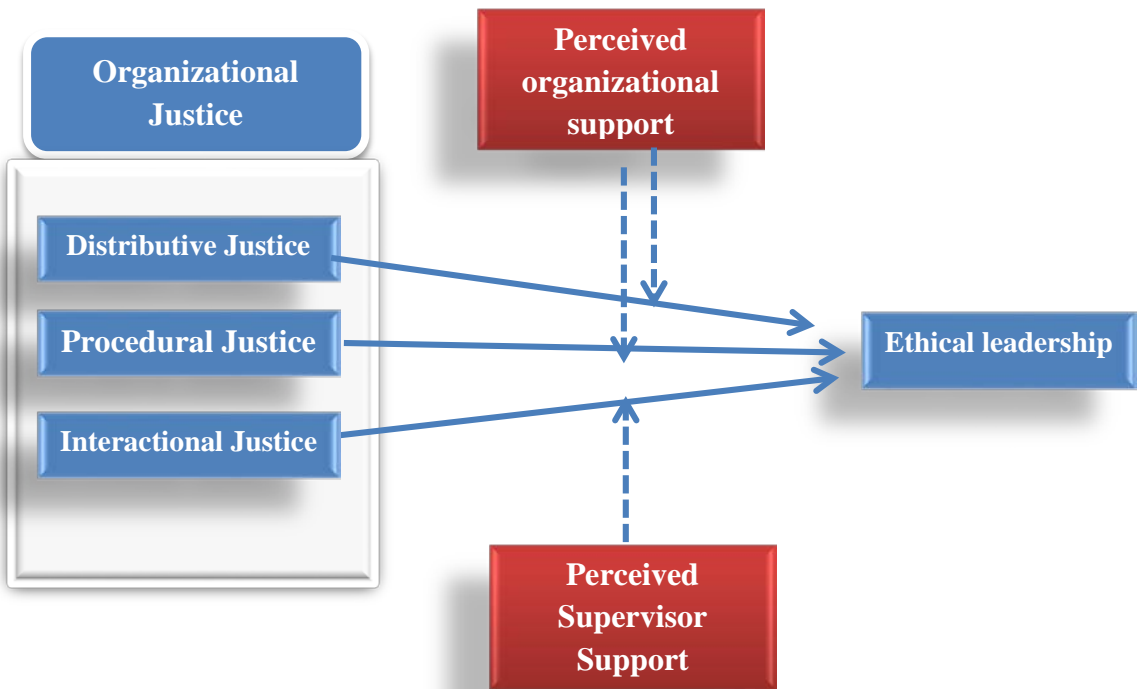
Research Model:

Figure 1: Research Model

Ethical Leadership

The ethical leadership can be defined as ''the exhibition of normatively appropriate behaviour through personal actions and interpersonal relationships, and the promotion of such behaviour to followers by means of two-way communication, reinforcement, and decision making''(Brown et al., 2005, p.p.120). According to Brown and Treviño (2006), the social exchange theory (Blau, 1964) can be used to explain the principle of the reciprocity, wherein the people are obligated to display a reciprocal beneficial

behaviour when they think that someone else has been fair and does justice towards them. The theory posits that when subordinates are treated with respect and considerate care in a fair and an ethical manner, they will feel obliged to return the favour by showing more appropriate behaviour, commitment, performance (Brown & Treviño, 2006). Ethical leadership is considered as an organisational goal and has been demonstrated to have a positive relationship with employee behaviour, this is in accordance to the proposal of Brown & Treviño (2006). This paper attempts to make use of the social exchange theory (Blau, 1964) to study the relationship between organisational justice and ethical leadership by introducing underlying moderators namely perceived organisation support (POS) and perceived supervisor support (PSS).

Organisational justice

Colquitt et al. (2001) have defined the organizational justice as the subjective perception of people of fairness in organisations. Generally, the organisational justice can be classified into three types including procedural, distributive, and interactional justice. Distributive and procedural justices are often perceived as the structural forms of justice that focus on the organisation. On the other hand, interactional justice is considered as the interactional forms of justice that focuses on the manager or the supervisor (Loi, Yang, & Diefendorff, 2009; Greenberg & Cropanzano, 1993). It has been previously noted that in comparison to the interactional forms of justice, organisation-focused distributive and procedural justice are better predictors of organisational outcomes like organisational deviance and turnover intentions (El Akremi, Vandenberghe, & Camerman, 2010; Olkkonen & Lipponen, 2006) . The justice theory is often utilised to describe the perception of employee regarding the fairness within the organisation (Parker, Nouri, & Hayes, 2011). The emplyee's perceived fairness or organisational justice can significantly affect burnout, job satisfaction, behaviours, stress, commitment, job, actual turnover, and turnover intentions (Herda & Lavelle, 2012; Parker et al., 2011) . Nonetheless, it is interesting to note that current literature has mostly focused on organisational justice being as the consequence of ethical leadership. Furthermore, majority of the studies were utilised as separate variables (Xu, Loi, & Ngo, 2016; Shin, Sung, Choi, & Kim, 2015; Wang, Lu, & Liu, 2015; Camps et al., 2012; Loi, Lam, & Chan, 2012; Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009). By letting go of the notion of organisation justice as full constructs (i.e. procedural justice, distributive justice, and interactional justice), one can now examine how it can influence the ethical leadership behaviour. This research therefore attempts to propose all three forms of organisational justice in a single conceptual model.

Distributive Justice and Ethical Leadership

Distributive justice describes the fairness of the outcomes being received by employees such as promotion opportunities or pay (Cropanzano & Byrne, 2000; Moorman, 1991).

Distributive justice also describes the perceptions of fairness that are related to decision outcomes and resource allocation (Ambrose & Schminke, 2009; Colquitt et al., 2001). This explains most of the variances in outcomes that exist among the three dimensions.

Previous empirical studies have provided varying evidence to support the relationship between ethical leadership and organisational justice. For instance, Xu et al. (2016) have stated that employees under fair climate and ethical leadership are more likely to trust and believe their organisation and have more confidence that the rewards of the organisation are allocated fairly (Colquitt et al., 2001). The subordinates are more likely to perceive their leader's behaviour and job well-being more positively when they have been fairly treated by their leader. Distributive justice affects the employees' perceptions of management and about living standards and income. Furthermore, it is assumed that greater distributive justice contributes to their improved psychological condition and overall behaviours when higher distributive justice is perceived (Oshio & Kobayashi, 2009; Schyns, 2001). On the other hand, Camps et al. (2012) have defined self-serving leaders as those leaders who place their own interests and well-being above their followers' needs and the organisation's goals. The results revealed that distributive fairness works as a way to protect employees from a self-serving leadership's potentially harmful consequences. It should be noted that leaders who prioritise their own well-being could still partially behave in an ethical way (Gino, Moore, & Bazerman, 2009). Their study also revealed that people have a tendency to take into account the fairness of outcomes while evaluating the ethical behaviours of others. Moreover, employees who have to deal with a leader who puts his/her self-interest first, but maintain an image of fairness, are better suited to handle the personal implications of that leader's behaviour. Recently, Umphress, Bingham, and Mitchell (2010) were able to demonstrate that under certain conditions, the organisational identity of an employee has a positive relationship with the unethical pro-organisational behaviours. Thau and Mitchell (2010) were able to come up with evidence for the negative impact that distributive justice has in situations where employees have to deal with leaders who do not take care for others. Moreover, De Cremer (2007) observed that when employees are confronted with such types of leaders (i.e. a leader being pushy during the decision-making process), distributive justice does not have a beneficial or a detrimental effect on the emotions of the employees. Therefore, based on these arguments, this proposed framework suggests that distributive justice improves the perception of employees towards ethical leadership in the workplace if they receive high distributive justice instead of low distributive justice. Furthermore, the perceived distributive justice of the subordinates is directly associated with the employees' perception. Thus, the following proposition can be drawn:

P 1: Distributive justice is positively related to ethical leadership when distributive justice is high instead of low.

Procedural Justice and Ethical Leadership

Procedural justice describes the procedures and processes that are involved while allocating the decisions (Folger & Greenberg, 1985; Thibaut & Walker, 1975). Procedural justice is nurtured when the inputs of the employees are taken into account during the decision-making processes and when the implementation of procedures is done with consistency, accuracy, bias suppression, representativeness, correct ability, and ethicality (Leventhal, 1980). An important component of procedural justice is making sure that participants have a voice or an input in the outcome.

The empirical studies have considered these evidences. Loi et al. (2012) emphasised that adhering to organisational practices and policies draws the behaviours and attentions of the employees to the fair procedures of the organisation. One study discovered that subordinates who work with ethical leaders are able to perceive greater procedural justice (Li, Wu, Johnson, & Wu, 2012). Bal, de Lange, Ybema, Jansen, and van der Velde (2011) established that trust and belief in an organisation's process has a central role in the evaluation of procedural justice in the workplace. Fairness is affected when employees develop their confidence in the organisation (Loi et al., 2012; De Cremer, 2006). There has been an empirical evidence that proves that procedural justice, ethical leadership, and higher perceptions of justice and ethics of leaders can assist in lower perceived turnover intention. Previous researches have contradicts in assuming the situations when employees give more importance to the fairness. For instance, some studies were able to demonstrate that procedural justice does not provide any benefit to the employees' cooperation when they perceive a leader as untrustworthy (Li et al., 2012; De Cremer & Tyler, 2007; Van den Bos, Wilke, & Lind, 1998). Furthermore, van Knippenberg and De Cremer (2008) stated that perceptions of fairness could have more importance if other aspects are less capable of supporting a leader's trustworthiness. Recent empirical studies examines that how the relationship between ethical climate and organisational justice perceptions affect the quality of manager-employee relationships, and the studies have discovered that there is a significant negative relationship between procedural justice and ethical climate (Burton, Peachey, & Wells, 2016; Fein, Tziner, Lusky, & Palachy, 2013). Thus, this study assumes that when procedural justice is high then it has the capacity to influence the ethical leadership. The second proposition for this study has been drawn as follows:

P 2: Procedural justice has a positive relationship with ethical leadership when procedural justice is high instead of low.

Interactional Justice and Ethical Leadership

Interactional justice is a kind of organisational justice that makes predictions about ethical behaviour at work. Furthermore, it refers to the perceptions of the employees about the degree to which authority figures treat them with respect and dignity (Bies & Joseph, 1986). The perceived interactional justice towards others could be the greatest influence on the perceptions of employees as to whether their co-workers are being treated fairly in the workplace (Alicke, 1992). Previous research and theory state that interactional justice has a more interactive effect among leaders and subordinates compared to other types of fairness.

Studies have shown that leadership style such as paternalistic leadership and transformational leadership indirectly affects the employee's quality of work life, loyalty to organisation, and trust on supervisor via interactional justice (Gillet, Fouquereau, Bonnaud-Antignac, Mokounkolo, & Colombat, 2013; Wu, Neubert, & Yi, 2007). It has been documented by previous research that the links between interactional justice and ethical leadership are based on the leader's personal characteristics and qualities that are perceived as normatively appropriate by their subordinates, these qualities include honesty, caring, fairness, and trustworthiness (Kalshoven, Den Hartog, & De Hoogh, 2011b). Leaders who exhibit these behaviours during their interpersonal interactions can stimulate the perceptions of the subordinates of being treated with respect, equality, and dignity. Consequently, these perceptions serve as the hallmarks of interactional justice, which is mainly concerned with the fairness that is experienced by employees during interpersonal exchanges between leaders and their subordinates. Recently, Li et al. (2012) studied the relationship of moral leadership with psychological empowerment (i.e. competence, impact, meaning, and self-determination). They also investigated the role that interactional justice plays in this relationship. The results revealed that interactional justice is positively related to moral leadership and the perception of the subordinate. A study by Wang et al. (2015) revealed the significant positive effect of the subordinates' loyalty to supervisors and their perceived interactional justice (Fein et al., 2013). Their research aimed to study the relative strength of the connections between ethical climate and these three types of justice perceptions. They discovered a significant positive relationship between the manager levels and the perceived interactional justice. Furthermore, their study revealed that no significant relationships exist between the other kinds of justice perceptions and leaders. However, some researchers have gathered different findings. For example, Walumbwa, Hartnell, and Misati (2017) observed that the fair treatment from the supervisor could be perceived as less important by the subordinates as compared to the fair treatment that they get from their peers. This is due to the fact that to accomplish goal, as groups tend to interact with and depend more on each other

than on their leaders. Second, the fair treatment given by the supervisor or the leader may account for the lowered unique variance in group in relation to peer justice after considering the ethical leadership behaviour of the supervisor. Fox, Spector and Miles (2001) have mentioned that having an unfair perception of treatment results in negative feelings and beliefs in an ethical climate. Additionally, it has been observed that mistreatment and disrespectful behaviour from a supervisor (interactional justice) have a negative effect on the perception of employees towards leader's behaviours, resulting in negative feelings like frustration, stress, or anger (Cropanzano, Stein, & Nadisic, 2011; Chen & Spector, 1992). In relation to this, in the work place, the main category of anger-eliciting events is related to the perception of interactional justice (Fitness, 2000). In other words, perceived interactional justice is lower when there is unfair treatment, such as receiving false accusations of poor perceptions of performance and behaviour. Moreover, it is expected that interactional justice act as a substantive link between the subordinates' perceptions and ethical leadership behaviour.

P 3: Interactional justice is positively related to ethical leadership when the interactional justice is high instead of low.

Perceived Organisational Support

According to Eisenberger et al. (1986), perceived organisational support (POS) can be defined as "the extent to which employees perceive that their contributions are valued by their organisation and that the firm cares about their well-being." One can understand perceived organisational support (POS) using a vital component of social exchange theory which is the norm of reciprocity. The perceived organisational support (POS) theory states that employees develop a perception about how much the organisation takes an interest in their well-being and values their contributions (Eisenberger et al., 1986). Workers exchange effort and dedication with the organisation for financial benefits and in order for them to meet their socio emotional needs, such as esteem and approval (Shanock & Eisenberger, 2006). This leads to the development of feelings of trust between the parties, resulting into long-term reciprocal obligations (Rhoades & Eisenberger, 2002). Moreover, perceived organisational support is taken from the organisational support theory (Eisenberger et al., 1986). It describes relationships between employees and employers based on the social exchange theory. It also explains how employees perceive support based on their personification of the organisation. Given this definition, POS has a relationship with the employees' themselves and how they perceive their contributions in the organisation.

Based on the empirical result reported by Cheng, Chen, Teng, and Yen (2016), it was observed that perceived organisation support exhibits a moderating effect on the relationship between the tour leaders' job outcomes and job crafting. In particular, high POS was observed to be related to a stronger effect of individual crafting on the tour

leaders' organisational commitment, job satisfaction, and job performance. Epitropaki and Martin (2013) specifically studied the role that the employees' perceptions of their leader's

transformational and transactional leadership plays in their succeeding choice of upward influence tactics via an introduced moderator, i.e. the perceived organisational support (POS), for the relationship between upward influence tactics and leadership behaviours. They discovered that when there is low perceived organisational support, employees tend to see that their work environment is resource-constrained, whereas they perceive it as resource-munificent when POS is high. As has been observed by Erdogan and Enders (2007), The study revealed that the positive relationship between job satisfaction and LMX was stronger when they obtained high perceived organisation support. Moreover, LMX only had a relationship to perform when supervisors obtained high perceived organisational support. Rhoades and Eisenberger (2002) conducted a meta-analysis showing that such relationships depend on processes that have already been assumed by the organisational support theory: feeling of obligation to help the organisation, belief of employees that the actions of the organisations were discretionary, fulfilment of socioemotional needs, and expectancies for performance-reward. Thus it can be assumed that when there is high support of the organisation, the ethical leadership is positively influenced. Therefore, the following propositions can be drawn as:

P 4.a: Perceived organisational support will have positive moderating influence for the relationship between distributive justice and ethical leadership.

P 4.b: Perceived organisational support will have positive moderating influence for the relationship between procedural justice and ethical leadership.

Perceived Supervisor Support

Perceived supervisor support (PSS) can be defined as the degree to which employees believe their superior offers assistance, values their contributions, and cares about their well-being (Kossek, Pichler, Bodner, & Hammer, 2011; Cole, Bruch, & Vogel, 2006; Eisenberg, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Kottke & Sharafinski, 1988; House, 1981). Perceived supervisor support (PSS) includes the development of perceptions related to how their supervisors value their contributions and care for them. It differs from perceived organisational support where perceived supervisor support (PSS) is specifically focused on the way that supervisors as agents of the organisation provide support to the employees. It includes the interactions that take place between the supervisor and his or her employee that are considered positive. These interactions ultimately raise the level of perceived supervisor support (PSS). Consequently, negative interactions were observed to reduce perceived supervisor support (PSS) (Cole et al., 2006). Furthermore, the social exchange theory argues that workers have the ability to develop a relationship between both the supervisor and the

organisation (Settoon, Bennett, & Liden, 1996). In terms of organisational justice, distributive, procedural justice can be seen as having a relationship with perceived organization support (POS) (exchanges in the organisation). On the other hand, interactional justice is focused on the interaction with the supervisor and has a relationship with supervisory belief or perceived supervisor support (PSS) (Stinglhamber, Cremer, & Mercken, 2006; Hopkins & Weathington, 2006; Roch & Shanock, 2006; Ambrose & Schminke, 2003; Moorman, Blakely, & Niehoff, 1998).

The empirical study conducted by Zhang and Tu (2016) have shown that supportive supervisor behaviours (SSB) had a positive moderating impact on the relationship between work family enrichment (WFE) and ethical leadership. In other words, when supportive supervisor behaviours (SSB) were higher, the relationship was strengthened. Jin, McDonald, and Park (2016) emphasized that behaviour plays an important role on employee's perceived job satisfaction and acknowledged the moderating impact of perceived supervisor support (PSS) in this regard. The study revealed that the perception of employees about active followership was high when there was high perceived supervisor support (PSS). This was noted by Stephens (2016) as well. The researcher studied the moderating effects that perceived supervisor support (PSS) had on the relationship between teamwork behaviours and affective commitment. The result revealed that perceived supervisor support (PSS) exerted a significant moderating effect on the relationship between affective commitment and teamwork behaviours. Particularly, employees who had higher levels of perceived supervisor support (PSS) were observed to have a stronger and more positive relationship between affective commitment and teamwork behaviours compared to employees who possess lower levels of perceived supervisor support. Recently, Day, Crown, and Ivany (2017) proposed that supervisor support could act as moderators for the relationship between burnout and change stressors. The research also showed that support had a direct relationship with all of the burnout components, and that the supervisor's support was related to cynicism and exhaustion. In other words, supervisor support offered protection for the negative relationship between exhaustion and change stressors and between cynicism and change stressors. Hence, the supervisor's support significantly affects the ethical leadership behaviour.

P 5: Perceived supervisor support will have a positive moderating effect on the relationship between interactional justice and ethical leadership.

Conclusion

This study's proposed model has mentioned the employee's perception of fairness towards ethical leadership behavior through shaping the fairness policies. Moreover, the ethical leadership is influenced once the fairness is higher that gives a great perception regarding the ethical leadership by treating the subordinates in the most desired ways. Also the perception of ethical leadership was enhanced according to perceived support. Leaders who viewed justice procedures and practices that increasing the perception towards ethical

leadership. Hence, the framework in this study has been developed to analyse the influence of organizational justice (i.e. distributive and procedural and interactional justice) and on the ethical leadership under the moderating impact of perceived supports.

Camps et al. (2012) have highlighted the importance of examining the impact of different types of fairness on leadership styles and observed that not many studies had examined the influence of a different types of fairness on the ethical leadership. Moreover, the most of the pervious researchers focused on consequences of ethical leadership on the fairness and tested one or two specific types of fairness only. Therefore, this study has examined a broader range of fairness covering distributive, procedural, and interactional justice on the ethical leadership.

The current model contributes to a new model which determines the new relationship through the moderating roles of the perceived support including perceived organizational support (POS) and perceived supervisor support (PSS) that could enhance the relationship between the types of fairness and ethical leadership. The future studies are suggested to test the proposed model under various contexts.

References

Alicke, M. D. (1992). Culpable causation. *Journal of personality and social psychology, 63*(3), 368.

Ambrose, M. L., & Schminke, M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of applied psychology, 88*(2), 295.

Ambrose, M. L., & Schminke, M. (2009). The role of overall justice judgments in organizational justice research: a test of mediation. *Journal of applied psychology, 94*(2), 491.

Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012). Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. *Journal of Business Ethics, 107*(1), 21-34.

Bal, P. M., de Lange, A. H., Ybema, J. F., Jansen, P. G., & van der Velde, M. E. (2011). Age and trust as moderators in the relation between procedural justice and turnover: A large - scale longitudinal study. *Applied Psychology, 60*(1), 66-86.

Bedi, A., Alpaslan, C. M., & Green, S. (2016). A meta-analytic review of ethical leadership outcomes and moderators. *Journal of Business Ethics, 139*(3), 517-536.

BIES, R. J., & JOSEPH, S. (1986). MOAG, Interactional justice: Communication criteria of fairness: research on negotiation in organiza tions. Greenwich, Conn: JAI Press.

Blau, P. M. (1964). *Exchange and power in social life*: Transaction Publishers.

Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. *Business Ethics Quarterly, 20*(04), 583-616.

Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly, 17*(6), 595-616.

Brown, M. E., & Treviño, L. K. (2014). Do role models matter? An investigation of role modeling as an antecedent of perceived ethical leadership. *Journal of Business Ethics, 122*(4), 587-598.

Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes, 97*(2), 117-134.

Burton, L. J., Peachey, J. W., & Wells, J. E. (2016). The Role of Servant Leadership in Developing an Ethical Climate in Sport Organizations. *Journal of Sport Management*, 1-37.

Camps, J., Decoster, S., & Stouten, J. (2012). My share is fair, so i don't care. *Journal of Personnel Psychology*.

Chen, P. Y., & Spector, P. E. (1992). Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of occupational and organizational psychology, 65*(3), 177-184.

Cheng, J.-C., Chen, C.-Y., Teng, H.-Y., & Yen, C.-H. (2016). Tour leaders' job crafting and job outcomes: The moderating role of perceived organizational support. *Tourism Management Perspectives, 20*, 19-29.

Cole, M. S., Bruch, H., & Vogel, B. (2006). Emotion as mediators of the relations between perceived supervisor support and psychological hardiness on employee cynicism. *Journal of organizational Behavior, 27*(4), 463-484.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research: American Psychological Association.

Colvin, G. (2003). Corporate crooks are not all created equal. *Fortune, 148*(9), 64-64.

Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non fulfilment. *Journal of occupational psychology, 53*(1), 39-52.

Cotterell, N., Eisenberger, R., & Speicher, H. (1992). Inhibiting effects of reciprocation wariness on interpersonal relationships. *Journal of personality and social psychology, 62*(4), 658.

Cropanzano, R., & Byrne, Z. S. (2000). Workplace justice and the dilemma of organizational citizenship. *Collective problems in modern society: Dilemmas and solutions*, 142-161.

Cropanzano, R., Stein, J. H., & Nadisic, T. (2011). *Social justice and the experience of emotion*: Routledge.

Day, A., Crown, S. N., & Ivany, M. (2017). Organisational change and employee burnout: The moderating effects of support and job control. *Safety Science*.

De Cremer, D. (2006). When authorities influence followers' affect: The interactive effect of procedural justice and transformational leadership. *European Journal of Work and Organizational Psychology, 15*(3), 322-351.

De Cremer, D. (2007). Emotional effects of distributive justice as a function of autocratic leader behavior. *Journal of Applied Social Psychology, 37*(6), 1385-1404.

De Cremer, D., & Tyler, T. R. (2007). The effects of trust in authority and procedural fairness on cooperation. *Journal of applied psychology, 92*(3), 639.

De Hoogh, A. H., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *The Leadership Quarterly, 19*(3), 297-311.

Dirks, K. T., & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organization science, 12*(4), 450-467.

Einsenberger, R., Cummings, J., Aemeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of applied psychology, 82*(5), 812-820.

Eisenberg, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of applied psychology, 87*(3), 565-573.

Eisenberger, R., Cotterell, N., & Marvel, J. (1987). Reciprocation ideology. *Journal of personality and social psychology, 53*(4), 743.

Eisenberger, R., Huntington, R., Hutchison, S., & ... (1986). Perceived Organizational Support. *Journal of Applied Psychology, 71*(3), 500-507.

El Akremi, A., Vandenberghe, C., & Camerman, J. (2010). The role of justice and social exchange relationships in workplace deviance: Test of a mediated model. *Human relations, 63*(11), 1687-1717.

Epitropaki, O., & Martin, R. (2013). Transformational–transactional leadership and upward influence: The role of relative leader–member exchanges (RLMX) and perceived organizational support (POS). *The Leadership Quarterly, 24*(2), 299-315.

Erdogan, B., & Enders, J. (2007). Support from the top: supervisors' perceived organizational support as a moderator of leader-member exchange to satisfaction and performance relationships. *Journal of applied psychology, 92*(2), 321.

Fein, E. C., Tziner, A., Lusky, L., & Palachy, O. (2013). Relationships between ethical climate, justice perceptions, and LMX. *Leadership & Organization Development Journal, 34*(2), 147-163.

Fitness, J. (2000). Anger in the workplace: An emotion script approach to anger episodes between workers and their superiors, co-workers and subordinates. *Journal of organizational Behavior*, 147-162.

Folger, R., & Greenberg, J. (1985). Procedural justice: An interpretive analysis of personnel systems. *Research in personnel and human resources management, 3*(1), 141-183.

Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of vocational behavior, 59*(3), 291-309.

Gillet, N., Fouquereau, E., Bonnaud-Antignac, A., Mokounkolo, R., & Colombat, P. (2013). The mediating role of organizational justice in the relationship between transformational leadership and nurses' quality of work life: A cross-sectional questionnaire survey. *International journal of nursing studies, 50*(10), 1359-1367.

Gino, F., Moore, D. A., & Bazerman, M. H. (2009). No harm, no foul: The outcome bias in ethical judgments.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.

Greenberg, J., & Cropanzano, R. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. *Justice in the workplace: Approaching fairness in human resource management, Lawrence Erlbaum Associates, Hillsdale, NJ*.

Hansen, S. D., Alge, B. J., Brown, M. E., Jackson, C. L., & Dunford, B. B. (2013). Ethical leadership: Assessing the value of a multifoci social exchange perspective. *Journal of Business Ethics, 115*(3), 435-449.

Herda, D. N., & Lavelle, J. J. (2012). The auditor-audit firm relationship and its effect on burnout and turnover intention. *Accounting Horizons, 26*(4), 707-723.

Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology, 63*(6), 597-606.

Hopkins, S. M., & Weathington, B. L. (2006). The relationships between justice perceptions, trust, and employee attitudes in a downsized organization. *The Journal of Psychology, 140*(5), 477-498.

House, J. S. (1981). *Work stress and social support*.

Jin, M., McDonald, B., & Park, J. (2016). Followership and job satisfaction in the public sector: The moderating role of perceived supervisor support and performance-oriented culture. *International Journal of Public Sector Management, 29*(3), 218-237.

Jones, J. M. (2011). Honesty, Ethics of Members, Retrieved from,. http://www.gallup.com/poll/151460/Record-Rate-Honesty-Ethics-Members-Congress-Low.aspx.

Jordan, J., Brown, M. E., Treviño, L. K., & Finkelstein, S. (2013). Someone to look up to: Executive–follower ethical reasoning and perceptions of ethical leadership. *Journal of management, 39*(3), 660-683.

Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Zivnuska, S. (2011). Fostering good citizenship through ethical leadership: exploring the moderating role of gender and organizational politics. *Journal of applied psychology, 96*(3), 633.

Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011a). Ethical leader behavior and big five factors of personality. *Journal of Business Ethics, 100*(2), 349-366.

Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011b). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The Leadership Quarterly, 22*(1), 51-69.

Kohlberg, L. (1969). *Stage and sequence: The cognitive-developmental approach to socialization*: Rand McNally.

Konovsky, M. A., & Cropanzano, R. (1991). Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance. *Journal of applied psychology, 76*(5), 698.

Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work–family conflict: A meta-analysis clarifying the influence of general and work-family specific supervisor and organizational support. *Personnel psychology, 64*(2), 289-313.

Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and psychological Measurement, 48*(4), 1075-1079.

Leventhal, G. S. (1980). What should be done with equity theory? *Social exchange* (pp. 27-55): Springer.

Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative science quarterly*, 370-390.

Lewicki, R. J. (1995). Trust in relationships: A model of development and decline'in Conflict, cooperation and justice. Barbara B. Bunker and Jeffrey Z. Rubin (eds.), 133-173: San Francisco: Jossey-Bass.

Li, C., Wu, K., Johnson, D. E., & Wu, M. (2012). Moral leadership and psychological empowerment in China. *Journal of Managerial Psychology, 27*(1), 90-108.

Loi, R., Lam, L. W., & Chan, K. W. (2012). Coping with job insecurity: The role of procedural justice, ethical leadership and power distance orientation. *Journal of Business Ethics, 108*(3), 361-372.

Loi, R., Yang, J., & Diefendorff, J. M. (2009). Four-factor justice and daily job satisfaction: a multilevel investigation. *Journal of applied psychology, 94*(3), 770.

Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of management Journal, 55*(1), 151-171.

Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. B. (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational behavior and human decision processes, 108*(1), 1-13.

Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. *Journal of Business Ethics, 95*, 7-16.

Mehta, S. N. (2003). MCI: Is being good good enough? *Fortune, 148*(9), 117-117.

Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of applied psychology, 76*(6), 845.

Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of management Journal, 41*(3), 351-357.

Neubert, M. J., Carlson, D. S., Kacmar, K. M., Roberts, J. A., & Chonko, L. B. (2009). The virtuous influence of ethical leadership behavior: Evidence from the field. *Journal of Business Ethics, 90*(2), 157-170.

Olkkonen, M.-E., & Lipponen, J. (2006). Relationships between organizational justice, identification with organization and work unit, and group-related outcomes. *Organizational behavior and human decision processes, 100*(2), 202-215.

Oshio, T., & Kobayashi, M. (2009). Income inequality, area-level poverty, perceived aversion to inequality, and self-rated health in Japan. *Social Science & Medicine, 69*(3), 317-326.

Parker, R. J., Nouri, H., & Hayes, A. F. (2011). Distributive justice, promotion instrumentality, and turnover intentions in public accounting firms. *Behavioral Research in Accounting, 23*(2), 169-186.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature: American Psychological Association.

Roch, S. G., & Shanock, L. R. (2006). Organizational justice in an exchange framework: Clarifying organizational justice distinctions. *Journal of management, 32*(2), 299-322.

Schaubroeck, J. M., Hannah, S. T., Avolio, B. J., Kozlowski, S. W., Lord, R. G., Treviño, L. K., . . . Peng, A. C. (2012). Embedding ethical leadership within and across organization levels. *Academy of management Journal, 55*(5), 1053-1078.

Schyns, P. (2001). Income and satisfaction in Russia. *Journal of Happiness Studies, 2*(2), 173-204.

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader–member exchange, and employee reciprocity. *Journal of applied psychology, 81*(3), 219.

Shanock, L. R., & Eisenberger, R. (2006). When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of applied psychology, 91*(3), 689.

Shin, Y., Sung, S. Y., Choi, J. N., & Kim, M. S. (2015). Top management ethical leadership and firm performance: Mediating role of ethical and procedural justice climate. *Journal of Business Ethics, 129*(1), 43-57.

Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organizational justice. *Organizational politics, justice, and support: Managing the social climate of the workplace*, 149-164.

Stephens, C. A. (2016). *The moderating role of perceived organizational support and perceived supervisor support on the relationship between teamwork behaviors and affective commitment.* San Jose State University.

Stinglhamber, F., Cremer, D. D., & Mercken, L. (2006). Perceived support as a mediator of the relationship between justice and trust: A multiple foci approach. *Group & Organization Management, 31*(4), 442-468.

Thau, S., & Mitchell, M. S. (2010). Self-gain or self-regulation impairment? Tests of competing explanations of the supervisor abuse and employee deviance relationship through perceptions of distributive justice. *Journal of applied psychology, 95*(6), 1009.

Thibaut, J., & Kelley, H. (1959). The social psychology of groupsWiley. *New York*.

Thibaut, J. W., & Walker, L. (1975). *Procedural justice: A psychological analysis*: L. Erlbaum Associates.

Trevino, L. K. (1986). Ethical decision making in organizations: A person-situation interactionist model. *Academy of management review, 11*(3), 601-617.

Umphress, E. E., Bingham, J. B., & Mitchell, M. S. (2010). Unethical behavior in the name of the company: the moderating effect of organizational identification and positive reciprocity beliefs on unethical pro-organizational behavior. *Journal of applied psychology, 95*(4), 769.

Van den Bos, K., Wilke, H. A., & Lind, E. A. (1998). When do we need procedural fairness? The role of trust in authority. *Journal of personality and social psychology, 75*(6), 1449.

van Knippenberg, D., & De Cremer, D. (2008). Leadership and fairness: Taking stock and looking ahead. *European Journal of Work and Organizational Psychology, 17*(2), 173-179.

Walumbwa, F. O., Hartnell, C. A., & Misati, E. (2017). Does ethical leadership enhance group learning behavior? Examining the mediating influence of group ethical conduct, justice climate, and peer justice. *Journal of Business Research, 72*, 14-23.

Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. *Journal of applied psychology, 94*(5), 1275.

Wang, H., Lu, G., & Liu, Y. (2015). Ethical leadership and loyalty to supervisor in china: The roles of interactional justice and collectivistic orientation. *Journal of Business Ethics*, 1-15.

Wong, Y.-T., Ngo, H.-Y., & Wong, C.-S. (2006). Perceived organizational justice, trust, and OCB: A study of Chinese workers in joint ventures and state-owned enterprises. *Journal of World Business, 41*(4), 344-355.

Wu, C., Neubert, M. J., & Yi, X. (2007). Transformational leadership, cohesion perceptions, and employee cynicism about organizational change the mediating role of justice perceptions. *The Journal of Applied Behavioral Science, 43*(3), 327-351.

Xu, A. J., Loi, R., & Ngo, H.-y. (2016). Ethical leadership behavior and employee justice perceptions: The mediating role of trust in organization. *Journal of Business Ethics, 134*(3), 493-504.

Zhang, S., & Tu, Y. (2016). Cross-Domain Effects of Ethical Leadership on Employee Family and Life Satisfaction: the Moderating Role of Family-Supportive Supervisor Behaviors. *Journal of Business Ethics*, 1-13.

Zhu, W., He, H., Treviño, L. K., Chao, M. M., & Wang, W. (2015). Ethical leadership and follower voice and performance: The role of follower identifications and entity morality beliefs. *The Leadership Quarterly, 26*(5), 702-718.

Zhu, W., Treviño, L. K., & Zheng, X. (2016). Ethical Leaders and Their Followers: The Transmission of Moral Identity and Moral Attentiveness. *Business Ethics Quarterly, 26*(01), 95-115.