

The impact of ethical leadership on counterproductivity among cabin crews

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Abstract

Underpinned by signalling theory, this study develops and tests a research model that posits person- job fit and person-organization fit as the mediators in the relationship between ethical leadership and counterproductive work behaviour. Through a quantitative research method and judgmental sampling, data were collected from 192 flight attendants in the private and public airline companies in Iran in three different waves. To control common method variance, this study applied procedural and statistical remedies. The results emerging from this study show that implementing ethical leadership behaviours by airline managers sends signals concerning ethical values of the organization among cabin crews which results in greater perceived ethical values fit in terms of person-organization and person-job fit. Cabin crews, who perceive high levels of fit with the job and the airline, are less expected to involve in counterproductive work behaviour. The study discusses theoretical implications and provides useful recommendations for managers in the airline industry.

Keywords

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Ethical leadership, Person-Job fit, Person-Organization fit, Counterproductive work behaviour, Cabin crews

Citation

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