

AMERICAN UNIVERSITY OF BEIRUT

THE PERCEPTION OF ETHICAL LEADERSHIP IN
THE MIDDLE EAST

by
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A project
submitted in partial fulfillment of the requirements
for the degree of Master of Human Resources Management
to the Suliman S. Olayan School of Business
at the American University of Beirut

Beirut, Lebanon
February 2015

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Date of project presentation: February 2nd, 2015.

ACKNOWLEDGMENTS

My first and utmost acknowledgment goes to Dr. Charlotte Karam for her enduring support, guidance, encouragement and endless positive energy. My gratitude goes way beyond the achievement of this project; it covers the moral support, the accurate and efficient guidance towards a better performance, the endless positive support and encouragement to never give up and complete this challenge. Bottom line it's the entire rich and breathtaking learning experience that Dr. Karam generously gave throughout the MHRM journey.

A special gratitude goes to Dr. Maurice Collis for the valuable feedback, generous & enduring help and support while searching and selecting the right candidates for the interviews. Many thanks go to Dr. Yusuf Sidani for all the feedback and guidance he provided.

My family, I thank you for your support and for bearing with me throughout this journey. No words could express my gratefulness for the opportunity my parents have granted me despite the challenging economic situation. Dearest husband, I could not have done it without you being by my side, encouraging me and protecting me from every single pitfall.

To all of you, I owe every success and achievement, and to you I am eternally grateful.

AN ABSTRACT OF THE PROJECT OF

Ferial Abbas Koubeissy for Master of Human Resources Management
Major: Human Resources Management

Title: The Perception of Ethical Leadership in the Middle East.

Ethical Leadership became one of the emerging topics in the business literature. Researchers rushed to study how ethical leadership became a new leadership style on its own. Studies have been made to identify the components of ethical leadership, what are the behaviors and characteristics that make an ethical leader. Most of the studies pertaining to ethical leadership were conducted in a Western context; roughly the Middle East context has been covered with almost a total absence of Lebanese context in particular. In this study we are assessing the perception of ethical leadership in Lebanese industries particularly. Nine different organizations headed by nine different leaders were approached, as agreed the names of both the organizations and their leaders will not be disclosed. Qualitative interviews have been conducted with the different participants to assess their perception of ethical leadership characteristics and behaviors and what makes an unethical leader. For further enrichment, gender stereotypes have been added to the interviews' questions in the attempt of studying to what extent leadership in Lebanon is fair and ethical to both genders.

In this paper ethical leadership was studied from leaders' perspective solely, subordinates on the other hand and how they are affected by ethical leaders were not tackled. Data analysis was conducted by coding statements of the interviewees, grouping them per questions, creating categories and sub categories accordingly. The whole process was in the attempt of identifying emerging themes. Findings revealed that the perception of ethical leadership in Lebanese context is similar to the findings of the western context on the awareness and theoretical level. Nevertheless, there were no practical examples or evidence revealing the application of these mentioned theories.

As for gender stereotypes, it is without any doubt an emerging case in the Middle Eastern culture, and statements from interviewees serve as evidence for the existence of; One, awareness about that topic and its relevant components, in other words leaders in Lebanon are aware of the potential existence of gender stereotypes in the business field. Two, some interviewees-from the female participants- gave personal experiences of being subjected to gender stereotypes and thus shedding the light on the hypothesis that links ethical leadership to gender stereotypes in Lebanon. Nevertheless, there was no representative evidence that proved or supported the accuracy of the mentioned hypothesis.

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To
My Beloved Family

CHAPTER I

INTRODUCTION

Overview

Organizations are currently witnessing diversions in their strategic thinking and practices, many trends toward better business practices and sustainable, ethically sound business have been introduced and are occupying top priority in the agenda of high level management. Business misconduct, fraud and related scandals have recently placed ethical leadership high on the priority list of organizations as ethical problems endanger the reputation of both leaders and organizations (Mendonca, 2001; Waldman *et al.*, 2006).

Today, companies are eager to implement new value sets and stronger components to maintain a leading business and gain competitive advantage. There is a broad focus to address not only external relationships between the company and its clients, but also building a stronger inner relationship with employees and internal stakeholders capable of promoting positive outcomes and generating new leads for the company directly. Researchers such as Aronson (2001), Brown *et al.* (2005), Kanungo (2001) & Treviño *et al.* (2003) expected Ethical leadership to generate positive effects on the attitudes and ethical conduct of employees and eventually on performance of business units or organizations. In this context, leadership is likely to serve as a pillar contributing to the alignment of the company's mission and vision with the latter. Scandals, illegal business practices and irresponsible managers have throughout the years raised serious needs to consider the importance of specific ethical leadership practices and behaviors.

Ethical leadership, as defined by Brown *et al.* (2005) is a “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” (p.120). Mihelic *et al.* (2010) argued further that ethical leaders think about consequences, drawbacks and benefits of their decisions, the more that leaders “walk the talk” and translate their values into action for the sake of the organization; the more employees are willing to do the same.

In the attempt of earning the title of ethical leadership, leaders may do well to abide by some basic rules and principles. Freeman, Martin, Parmar, Cording & Werhane (2006), for example, identified six basic rules of conduct ethical leaders should follow. These include: leader principle, constituents principle, outcome principle, processes/skills principle, situation/context principle and the ethics principle. An ethical leader according to Freeman *et al.* (2006) must serve the purpose and benefits of the organization; he/she must respect coworkers, their individuality and freedom and must attempt to create a dynamic atmosphere by respecting their boundaries and assuring that ethical behaviors are being conducted.

Some researchers examining international contexts suggest that perception of what constitutes ethical leadership is impacted by cultural factors. According to Resick *et al.* (2006), for example, although characteristics of ethical leaders such as integrity, altruism, empowerment and collective motivation were universally found as facilitators of effective leadership across multiple socio-cultural contexts, nevertheless the degree of their emphasis varied significantly across these cultures. These differences may be explained if one considers that social culture may place constraints on the types of leader behaviors and characteristics that are endorsed within particular culture (Lord *et al.*, 2001), and thus what people perceive to constitute ethical versus unethical

leadership practices.

Therefore throughout this paper, we aim to study from the leaders' point of view the differences in the perception of ethical leadership between men and women in the Middle East. Our main research questions are as follow:

- What are the main knowledge, skills and abilities associated with ethical leadership in the Middle East?
- Does gender shape the perceptions of what constitutes ethical leadership?
- To what extent do female and male leaders believe that "ethical" behaviors and practices contribute to the success of organizations in the Middle East?

Research Methodology

The study was based on a qualitative approach using a semi-structured interview. The interviews targeted ten leaders (five males and five females) in different organizations/industries mainly in Lebanon. In order to obtain reliable data, face-to-face interviews were conducted with these leaders. Both "note taking" and recording the dialogue (after earning the participants' informed consent) were done unless otherwise requested by the participant.

Conducted Data Analysis

A thematic analysis technique was conducted to confine the findings into patterns that elaborate the main topics and answers we were trying to tackle in these interviews.

CHAPTER II

LITERATURE REVIEW

Leadership Styles

Researchers have identified several types of leadership we list among which Authentic, Transformational, Spiritual, Transactional and Autocratic. Authentic leadership defined by “individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and high on moral character” (Avolio *et al.*, 2004, pp.802-803).

Transformational leadership defined by Burns (1978) as a moral leadership that supports and works on inspiring followers to collaborate for a collective purpose and look beyond self-interest. Spiritual leadership defined by “the values, attitudes, and behaviors that are necessary to intrinsically motivate one’s self and others so that they have a sense of spiritual survival through calling and membership” (Fry, 2003, pp. 694-695). Transactional leadership defined by Aronson (2001) a self-serving to the leader, exploitative of the followers, and isn’t seen as a role model by followers as he or she has an unremarkable influence. Autocratic leadership defined by Trevino & Brown (2006) as the leader who makes decisions and gives order neglecting employees’ thought and perceptions. And finally, passive leadership defined by Kalshoven *et al.* (2011) as the leader who avoids involving others in decision making and takes no initiative in treating organizational crisis unless urgent.

Reflecting on these leadership styles and given the ethical scandals diffusing

within almost every type of organization, the ethical parameter became more and more prominent. Treviño & Brown (2006) have compared the previously mentioned types of leadership and concluded that Authentic, Transformational & Spiritual leadership on one hand and Ethical leadership on the other hand all share several parameters such as Altruism, Ethical decision-making, Integrity and Role modeling. As for the Transactional style of leadership, Toor & Ofori (2009) observed no signs of correlation with Ethical leadership.

Nevertheless, leaders' emphasis is what varies between Ethical leadership and the other styles. Ethical Leaders emphasize on moral management, spreading awareness and ethical standards. While Authentic Leaders support authenticity, Transformational Leaders emphasize on vision, values, intellectual stimulation and spiritual leadership working on vocation (Treviño & Brown, 2006). Kalshoven *et al.* (2011) argued that both Autocratic and Passive leadership stand against Ethical Leadership which involves leaders who are more followers oriented and tend to spread awareness, encourage their participation for the sake of the organization as a whole, and act as credible and responsible role models to their followers (Treviño & Brown, 2006).

Employees' performance in the organization is basically the bottom-line indicator of organizational performance and effectiveness (Tsui *et al.*, 1997). Yorges *et al.* (1999) noted that insincerity reduces trust, and, consequently, the performance of followers or employees as trust is significantly positively related to follower performance.

Global Attributes of an Ethical Leader

Studies have shown the relevance of the cultural context in identifying the characteristics of an ethical leader and the extent to which it affects employee outcome

behavior (Resick *et al.*, 2006; Resick *et al.*, 2011; Neal & Tansey, 2010). Western-based research has identified different descriptive parameters associated with ethical leaders; some findings were overlapped; others were specific to each researcher. Resick *et al.* (2011) for example suggested that ethical leaders can be described along the following six dimensions: Character and Integrity, Ethical awareness, Altruism, Motivation, Encouraging & Empowering, and Managing Ethical accountability. These attributes are reflected in certain behaviors such as motivating employees, encouraging and empowering followers, and, holding people accountable for their mistakes (Resick *et al.* 2006).

Kalshoven *et al.* (2011), on the other hand, suggested seven dimensions including: Fairness, Power sharing, Role clarification, People orientation, Integrity, Ethical guidance and Concern for sustainability. Still others, such as Trevino *et al.* (2003) believed that Integrity, Honesty and Trustworthiness are the three pillars of ethical leadership. Furthermore, in better examining the attributes of ethical leaders, other researchers have examined how followers and employees perceive an ethical leader. From this follower perspective, Trevino & Brown (2006) suggested that leaders are identified along six dimensions: Agreeableness, Conscientiousness, Principled decision making, Applying the reward and punishment system, Sharing and Clarifying ethical guidelines and Moral judgment as positive attributes that characterize an ethical leader.

In their Cross-Cultural Examination of the ethical leadership, Resick *et al.* (2006) found cultural differences between different culture clusters. More specifically, they have found that out of a sample of several identified culture clusters -Anglo, Confucian Asian, Eastern European, Germanic European, Latin American, Latin European, Middle Eastern, Nordic European, Southeast Asian, and Sub-Saharan Africa

culture clusters - the Middle Eastern cluster rated significantly lower among societies who perceived Character and Integrity as facilitating a person being an effective leader.

Attributes of an Ethical Leader in the Middle East

In the Middle East, Character and Integrity are not seen as central to the definition of ethical leadership. However, gaining the respect of peers and subordinates, as well as maintaining one's own self-respect, is particularly important for leaders of the Middle East (Dickson & Den Hartog, 2005). These two findings appear to be somewhat counter to each other and therefore raise questions about the perceived behaviors, attitudes and characteristics associated with Ethical Leadership in the Middle East.

Indeed the notion of ethical leadership in the Middle East is an unclear concept. Some, for example, suggest that it is ethically acceptable – at least from a normative perspective - to take bribes and do some hidden favors under the title of “That’s how we do business here” (Neal, Finlay, Catana, & Catana, 2007). As an example, we refer to Lebanon – a very corrupted country- who according to the latest TI report (2007) ranked 99th out of 192 countries, with a Corruption Perceptions Index (CPI) of 3.0 (out of a possible 10). Nevertheless, Leaders in Lebanon-and here we are referring to politicians- proved that they can be effective corrupt leaders who actively pursue and deliver, tangible welfare benefits to their people such as the late Lebanese Prime Minister Hariri (Neil & Tansey, 2010). Others, however, believe that this is completely unacceptable, and that corrupted political leaders are generally ineffective, self-centered, and that they don't benefit their countries whatsoever and hold back their country from progressing (TI, 2008).

In either cases however, there is no doubt that context plays a significant role in shaping what is seen as ethically acceptable or unacceptable leadership behavior.

Furthermore, most Middle Eastern countries had post-colonial histories and as Khan (1996, 1998) argued that particularly within those countries the political settlement is “clientalist”, in other words, state-defined rights, regulations and procedures are vulnerable or subjectively enforced and ruled by informal groupings such as status groups, political networks and mafias. The history of these Middle Eastern societies has carved its identity and transformed it into societies built on social networks of interconnected relationships (Hutchings & Weir, 2004). Therefore the attributes and behaviors that are characteristic of ethical leaders according to Middle Eastern norms and expectations are likely to differ from other countries (Resick *et al.*, 2006). Consequently, we cannot neglect the fact that contexts and major differences in context set very different stages for business and leadership practices and what is judged to be ethical therein.

Middle Eastern societies are highly affected by their norms and values, their behavioral attitudes are impacted by religion (Dickson *et al.*, 2003) and politics as it plays a major role in shaping and identifying an ethical leader. Unlike Western societies that have previously argued how Autocratic and Passive leadership traits stand against becoming an ethical leader (Kalshoven *et al.*, 2011), Middle Eastern societies tend to tolerate and endorse high power distance, seniority, horizontal hierarchy and how leaders have a legitimate right of making decisions on their own, this is discrepant from the western notion of a leader’s vision (Dickson & Den Hartog, 2005). As a matter of fact, Middle Eastern society identifies a leader as a person willing and capable of forcing an opinion and taking actions without referring to others. Understanding the traditional status of Arab societies can provide us with insights on contemporary Arab leadership issues. The Sheikh for example -male tribal chief at the center of Arab civic life -has almost an absolute power over his subordinates and despite the fact that he

never passes rights and responsibilities to his subordinates yet, they perceive this relation as “paternalistic” (Neal *et al.*, 2007). The Western perception of this relation would have identified the Sheikh as an autocratic leader, but not Arabs. This traditional concept has been dragging ever since, Arabs may perceive a leader with reverence due to the high level of power distance, a statement that is rejected by western observers and seen as a reason of corruption (Neal *et al.*, 2007). This vertical relation embedded in the Middle Eastern concept of leadership relation, may indirectly explain the results of the research conducted by Resick *et al.* (2006) and how “collective motivation”, “encouragement” and “Character and Integrity” were endorsed to the least extent in the Middle East.

Referring to the historical background of the Middle Eastern culture, predominant leaders mostly known as the tribal chief or sheikh, were men (Neal *et al.*, 2007). Nevertheless, the history celebrated the role of female leaders who only rose to power by leveraging family connections and wealth (Guthrie, 2001; Mernissi, 1997). This highlights the endeavor of exceptional women in succeeding in male-dominated culture (Neal *et al.*, 2007) and struggling to perceive themselves as accountable to male scrutiny, stereotypes and traditional leadership prototypes (Gerstner & Day, 1994).

Ethical Leadership and Gender Challenges

From a broader perspective women represent about 50 percent of the world’s population, yet we rarely see the representation of this group on the board or in the upper management and in C level positions (Sikdar & Mitra, 2012). In the US women only present 18 per cent of the leaders (the White House Project, 2009). There are remarkable stereotypes that serve as a barrier for women reaching higher positions (Alimo-Metcalf, 1993). According to Bruni *et al.* (2004) gender stereotypes are not

referring to the sex a person was born with but rather what gender can “do” and these stereotypes are severe in the Arab world (Butler, 1990).

Despite the fact that social barriers and religious dominance stand against women’s progress in the working field, the Arab world has been witnessing an increasing number of women attaining leadership positions with their cooperative and democratic behavior (Yaseen, 2010). Nevertheless, that places extra burden on women because they face serious gender inequalities (Abdurrahman, 2004; Mowafaq, 2004). In their article on Gender-role stereotype, Sikdar & Mitra (2012) highlighted the existence of a “glass ceiling” that stands against women earning a leadership position and some referred to it as “cement ceiling” (Aguirre *et al.*, 2011). Sikdar & Mitra (2012) further added that despite the fact that only 36 per cent of women in the Gulf Cooperation Council (GCC) work outside the home, Middle East are witnessing the emergence of women leaders. “Successful women leaders like the CEO of ADCO in the United Arab Emirates (UAE); women employees of Al Jazeera Network TV and a Sama TV presenter; the President of Qatar University; the Chairperson, Capital Standard Rating; and the CEO, Traffic and Roads Agency in the UAE” (Sikdar & Mitra, 2012, pp. 148). Karam & Afiouni (2014) referred to these phenomena as a ‘bursting pipeline’ where Arab women are increasingly earning the necessary knowledge, skills and abilities, but are still unable to secure employment.

Reaching a leadership position on its own is challenging enough, women of the Middle Eastern societies have to deal with extra social barriers of living in a male dominant culture. This makes it often difficult for women to figure out the leadership style to follow. Do they engage in behaviors that are perceived as congruent with ethical leadership? Do women leaders perceive certain behaviors to be associated with ethics and ethical leadership and are their perceptions different from those of their male

counterparts?

Women are major element of the Middle Eastern society, and within the controversial definitions of ethical leadership, it's imperative to understand where women leaders stand. They [women] can't ignore the corrupted society they live in, whether they like it or not it's part of their identity. Therefore, this paper will tackle how Middle Eastern women perceive and identify ethical leadership; if they follow the traditional pattern of *wasta* and "paternalistic sheikocratic ethos" (Neil *et al.*, 2007, p.4), justify "effective corrupt leadership" (Neil & Tansey, 2010) or if they reveal an alternate view of what constitutes ethical leadership.

CHAPTER III

METHOD, ANALYSIS AND RESULTS

Identifying and Approaching Participants

This was a qualitative study; the complete sample consisted of nine (N=9) senior level leaders from different industries; banking, waste management, maintenance management, and telecommunication, human resources consultancy firms, consulting & training and postal operations firms. All participants held senior level positions at their companies ranging from founders, CEO, CSO, Vice Chairman, Human Resources directors and Operation Managers. Gender selection played major role in identifying these leaders as the selection was intended to cover an equal distribution of 5 males and 5 females.

For the purpose of this study, qualitative interviews had to be directly conducted with a selected pool. Participants were identified through their profiles on LinkedIn, an invitation email (Appendix II, Figure 1) was sent to each one clarifying the purpose of the project and inviting him or her to sit for an interview as their input is of a major value to the project. A total of 13 invitations were sent to participants (5 males and 8 females), however only 9 replied back confirming their willingness to participate in this research; among them 5 females and 4 males.

The first seven questions of the interview were adopted from previously-validated comparative study done across Anglo, Asian, and Germanic cultures' by Gillian S. Martin, Mary A. Keating, Christian J. Resick Erna Szabo, Ho Kwong Kwan and Chunyan Peng in 2013; the last two questions pertaining to the gender aspect were added for the purpose of the research.

Some Limitations

Referring to the second page of the consent form (Appendix II, Figure 2), participants were granted the freedom to accept or refuse recording the interview. In that matter, data was collected mainly from transcription of the recorded interview and the minority from note taking during the interview (Six recorded interviews, and Three Non-recorded interviews). Nevertheless, the three participants who precluded from recording their answers added some challenges to the note taking process.

With open ended questions, it's difficult for the interviewer to follow the pace of the interviewee. While that latter is giving personal examples and describing personal experiences, the interviewer has to reveal interest and show professionalism by actively listening to the interviewee. This includes nodding, eye contact, smiling (in certain cases) and some interaction while asking for a clarification or paraphrasing the answers to make sure that , on one hand, the interviewer has accurately understood what the person has to say, and on the other hand to indirectly ask the interviewee to confirm the message intended to share.

Note taking by itself is a burden that requires full concentration and it will be ultimate if the interviewee can only activate his listening sense while shutting down all the rest. But this unfortunately was not feasible as it might reflect unprofessionalism and can disturb the interviewee and offend him or her. The only available solution was trying to match between actively listening to the interviewee, showing interaction, and focusing on accurately transcribing all the answers while searching for patterns, writing key words and trying not to miss the details of relevant examples and information shared. It's only totally logical to assume that some information were lost or inaccurately taken. The data obtained from each participant -whether recorded or note taken- was coded and analyzed.

Analysis

As this was a qualitative study with open ended questions, participants often drifted from the path of the question and added valuable but irrelevant input to the research. Thus examining the answers and cleaning data was the first salient step in the analysis process. Maintaining and assessing rigor in a qualitative study was challenging (Anderson, 2010), there has been some missing information as some of the participants denoted a redundancy in some questions and decided to wrap up some of the questions by simply stating “the opposite of what I have mentioned in question One and Two” (Interviewee 5, female), “I think it’s really related to number Five” (Interviewee 5, female), “Opposite to number Two” (Interviewee 6, male), “Same as number Five” (Interviewee 8, female), “Same examples as above” (Interviewee 9, male).

Questions related to same topic were grouped together and treated comparatively, i.e. same couple of questions across all nine participants. Grouping was as follow, questions One and Two, Three and Four, Five and Six and finally Eight and Nine together. For the purpose of the study, question number Seven entitled “Please describe a situation where you consider a leader to have acted with integrity” (Martin *et al.*, 2013) was removed from this thematic analysis as most of the participants precluded from delving deeper into this specific question claiming that examples given previously while identifying ethical leadership examples and characteristics covered the acting with integrity part.

Following an ascending path of analysis, answers from every set of questions were separated from each interview, grouped together; carefully read and significant statements were highlighted. In the attempt of identifying patterns, all highlighted statements were cut from the original answers placed together and grouped into a set of categories at a first level. At a second level, these set of categories had to be grouped

together into themes. To accurately analyze the findings, in rare cases some statements were grouped into sub-categories prior to grouping them into categories.

Results

Questions One and Two, entitled (1) "Think about a situation where you consider an organizational leader to have demonstrated ethical leadership. Please describe this situation and explain why you consider the person to have behaved ethically" and (2) "Which behaviors and personal characteristics do you associate most closely with ethical leadership in organizations?" (Appendix I, Tables 1 and 2).

Participants were asked whether they can identify and recall a leader to have demonstrated ethical leadership and to describe certain situation(s) demonstrating that ethical act. In their answers, participants were triggered to disclose certain key words that according to them can be used interchangeably whenever they want to describe someone of being an ethical leader or list ethical behaviors. In their discussion, participants generated 132 statements that can be divided into 12 sub- categories, and 8 broad categories.

The first category mostly covered broad keywords that participants used interchangeably while describing ethical leadership such as "ethical behaviors" (Interviewee 2, male), "knowledgeable about what's right and wrong" (Interviewee 1, male), and "act ethically" (Interviewee 2, male), "Communicating with higher management" (Interviewee 9, male), "good judgment" (Interviewee 7, female), "discussed this of course with his direct supervisor" (Interviewee 7, female), "transparency" (Interviewee 7, female). These 16 keywords/statements, referring to the conversation and to the overall responses on these two specific questions reflected the category entitled "Ethical Awareness".

On a second level comes “building trust & Reputation”, a total of 42 statements supported the act of building trust with employees and the light that companies in Lebanon shed on the “Reputation” of their businesses. It was salient to divide this category into 5 sub-categories, in the attempt of better understanding if reputation and building trust go hand in hand towards employees’ benefit and thus ethical leadership as described by participants or do they contradict. Results have shown that the sub-category entitled “reputation” supports the same positive path covered in the other sub-categories, whereby –always according to the collected data- companies in Lebanon are working on building reputation through maintaining a healthy relationship with employees and building trust.

The remaining three categories, “courage to tell the truth, Fairness and Integrity & Consistency” didn’t need to be subdivided as the 13, 6 and 20 statements distributed accordingly clearly revealed a repetition in these key words leading to their division.

The first five categories generated the first theme “Ethical Leader’s character” as they all describe characteristics and traits internally related to identifying a leader.

- Theme 1: Ethical Leader’s character:
 - Category 1: Ethical Awareness
 - *Sub-Category 1*: Motivation
 - *Sub-Category 2*: Communication
 - *Sub-Category 3*: Respectful Assessment
 - Category 2: Building Trust & Reputation
 - *Sub-Category 1*: Building Trust
 - *Sub-Category 2*: Developing Employees
 - *Sub-Category 3*: Reputation

- *Sub-Category 4: Respecting Employees*
- *Sub-Category 5: Supporting Employees*
- Category 3: Courage to Tell the Truth
- Category 4: Fairness
- Category 5: Integrity & Consistency

Remarkably, on the other hand participants, not only addressed internal traits that craft a leader; they have mentioned a total of 35 statements covering the second theme of these two questions, entitled “Organizational culture”. Under this specific theme fall three categories “Business Oriented Decision Maker, Conflict of Interest and Providing an Appropriate Model”.

The answers pertaining to dividing the statements into sub-categories to be later grouped into broader categories covered the general value and culture of the organization, the strategic alignment of people with authority and ethical decision making. Examples would be “culture reticulated by CEO” (Interviewee 3, female), “Recruit at top level people with integrity” (Interviewee 3, female), “to set the tone for the rest of the organization” (Interviewee 2, male), “diversity is important” (Interviewee 4, female), “refuses to get into any type of corruption with an entity to their service” (Interviewee 3, female), “the way you demonstrate your integrity will be reflected in the way you deal with other people” (Interviewee 5, female), etc...

- Theme 2: Organizational Culture
 - Category 1: Business Oriented Decision Maker
 - *Sub-Category 1: Right Judgment*
 - *Sub-Category 2: Supporting Company’s Value*
 - Category 2: Conflict of Interest
 - Category 3: Providing an Appropriate Model

- . *Sub-Category 1: Business Interest Over Personal Interest*
- . *Sub-Category 2: Walk the Talk*

Questions Three and Four, entitled (3) “Excluding occasions when a person might have put themselves or another person at risk of civil or criminal liability, think about a situation where you consider an organization leader to have demonstrated unethical leadership. Please describe this situation and explain why you consider the person to have behaved unethically. Please submit a reworded protocol” and (4) “Which situation behaviors and personal characteristics do you associate most closely with unethical leadership in organizations?” (Appendix I, Tables 3 and 4).

These couple of questions was intentionally asked in the attempt of searching and digging deeper into answers that help identifying the different perception of ethical leadership in the Middle East. In this matter, 132 statements identified the existence of two general themes entitled “Inner Paradigm Defining Ethical Leadership” and “External Paradigm Defining Ethical Leadership”.

Opposite to identifying Ethical leadership Characteristics and behaviors, participants were easily capable of tackling detailed components that couldn't be sub divided, as they form separate clear clusters on their own. These components were grouped under 8 broad categories constituting the first theme as below:

- Theme 1: Inner Paradigm Defining Ethical Leadership
 - Category 1: Avoid Taking Responsibility
 - Category 2: Implausibility
 - Category 3: Endangering Yourself
 - Category 4: Fear of Confrontation
 - Category 5: Jeopardizing Responsibility
 - Category 6: Personal Over Business Interest

- Category 7: Power Contradicts Ethics
- Category 8: Demoting Employee's Organizational Citizenship

As the first question again, participants shed the light on the external aspects that negatively affect the leader's performance. The second theme "External Paradigm Defining Ethical Leadership" covered a total of 8 statements equally distributed into two broader categories as stated below:

- Theme 2: External Paradigm Defining Ethical Leadership
 - Category 1: Cultural Presence of Stereotypes Prejudice & Discrimination
 - Category 2: Lack of External Regulatory Environments

Questions Five and Six, entitled (5) "How would you define integrity?" and (6) "Which behaviors and personal characteristics do you associate most closely with leader integrity?" (Appendix I, Tables 5 and 6).

Integrity is the core topic pertaining to question Five and Six, however it's worth mentioning here that Integrity consisted one of the broad categories that identified the characteristics of ethical leader (under Theme one "Ethical leaders' Character" of the first couple of questions, entitled "Integrity & Consistency"), remarkably in the second couple of questions pertaining to identify the behaviors of unethical leadership, participants didn't mention absence of integrity as one of the characteristics. Only one participant mentioned "no integrity" (Interviewee 8, female) once and this was placed under the "Implausibility" category.

When participants were asked in question Five and Six to define integrity and the characteristics of a person with integrity, a total of 81 statements covered two themes "Integrity on a Leader's Level" and "Integrity on a Business Level".

Under the first theme, the bulk of the answers were grouped into 5 different

categories, consistency as in the first couple of questions played major role and had by itself a total of 24 statements. Question can be asked here, if participants are using Integrity and consistency interchangeably, while they clearly separated their role and gave them equal weight in the first question. Categories were distributed as below:

- Theme 1: Integrity on a Leader's Level
 - Category 1: Being consistent & Abiding By One's Value
 - Category 2: Courageous
 - Category 3: Earning Leadership
 - Category 4: Trustworthy
 - Category 5: Semantic Field Of Integrity

This remarkable pattern in all answers where there is always a room for external factors to play an almost equal role in identifying ethical leadership, revealed itself again in the second theme as below:

- Theme 2: Integrity on a Business Level
 - Category 1: Set The Tone of The Business

It's worth mentioning that so far, gender didn't play any role in identifying or crafting the answers of the participants. As previously mentioned there was an intentionally equal gender distribution, and so far throughout the six questions no participant brought the gender card as a component of one of the answers.

Questions Eight and Nine, entitled (8) "If you had the chance to select having a male leader or a female leader, who would you select and why?" and (9) "For a woman, what do you believe are the additional challenges she has to face to achieve the leading position?" (Appendix I, Tables 7 and 8)

This was an interesting part of the questions; from the first glance at the answers no significant patterns were allocated. However once, the answers were coded,

greater results were revealed. Despite my prejudgment, a total of 162 statements covered these couple of questions alone which was the highest number among all statements. Two major themes were allocated “Internal Patterns Affecting Career Path” and “External Patterns Affecting Career Path” a total of 12 broad categories fall under the first theme, as below:

- Theme 1: Internal Patterns Affecting Career Path
 - Category 1: Career Versus Family
 - Category 2: Empathy/Sympathy
 - Category 3: Reputation Versus Benefits
 - Category 4: Hypegiaphobia
 - Category 5: Marital Status
 - Category 6: Power Oriented
 - Category 7: Overcoming Weaknesses
 - Category 8: Gender Competition & Aggressiveness
 - Category 9: Background
 - Category 10: Competencies
 - Category 11: Fair Distribution
 - Category 12: Personality/Character

As noticed 2 out of 12 categories –according to the statements category 11 and 12- addressed the equality of the gender in the working environment whereby leaders revealed no preference of one gender.

- Theme 2: External Patterns Affecting Career Path
 - Category 1: Middle Eastern Culture's Threat
 - Category 2: Stereotyping Jobs Per Gender
 - Category 3: Work Life Balance

– Category 4: Glass Ceiling

The external patterns play its role again in these questions where a total of 76 out of 162 statements address the role of external factor in gender stereotyping. The table below summarizes the coding of the all the interviews.

Table 1

Emergent Themes for Questions and Themes

<i>Emergent Themes for Questions One and Two: Theme 1-Ethical Leader’s Character</i>	
Categories	Sub Categories
Ethical Awareness	Motivation
	Communication
	Respectful Assessment
Building Trust & Reputation	Building Trust
	Developing Employees
	Reputation
	Respecting Employees
	Supporting Employees
Courage to Tell the Truth	
Fairness	
Integrity & Consistency	
<i>Emergent Themes for Questions One and Two: Theme 2- Organizational Culture</i>	
Categories	Sub Categories
Business Oriented Decision Maker	Right Judgment
	Supporting Company’s Value
Conflict of Interest	
Providing an Appropriate Model	Business Interest Over Personal Interest
	Walk the Talk
<i>Emergent Themes for Questions Three and Four: Theme 1- Inner Paradigm Defining Ethical Leadership</i>	
Categories	
Avoid Taking Responsibility	
Implausibility	
Endangering Yourself	
Fear of Confrontation	
Jeopardizing Responsibilities	
Personal Over Business Interest	
Power Contradicts Ethics	
Demoting Employees’	
Organizational Citizenship	

Table 1

*Continued**Emergent Themes for Questions Three and Four: Theme 2- External Paradigm Defining Ethical Leadership**Categories*

Cultural Presence of Stereotypes Prejudice & Discrimination

Lack of External Regulatory Environments

*Emergent Themes for Questions Five and Six: Theme 1- Integrity on a Leader's Level**Categories*

Being consistent & Abiding By One's Value

Courageous

Earning Leadership

Trustworthy

Semantic Field Of Integrity

*Emergent Themes for Questions Five and Six: Theme 2- Integrity on a Business Level**Categories*

Set The Tone of The Business

*Emergent Themes for Questions Eight and Nine: Theme 1- Internal Patterns Affecting Career Path**Categories*

Career Versus Family

Empathy/Sympathy

Reputation Versus Benefits

Hypochondria

Marital Status Effect on Career

Power Oriented

Overcoming Weaknesses

Gender Competition & Aggressiveness

Background

Competencies

Fair distribution

Personality/Character

*Emergent Themes for Questions Eight and Nine: Theme 2- External Patterns Affecting Career Path**Categories*

Middle Eastern culture's threat

Stereotyping jobs per gender

Work life balance

Glass Ceiling

CHAPTER IV

DISCUSSION AND LIMITATIONS

Ethical Leadership Behaviors

On a first level, this study was initiated to identify the perception of ethical leadership in the Middle East, and especially in Lebanon within the context of various industries. The interviews conducted revealed a common perception of ethical leadership where the nine participants declared certain repetitive traits or characteristics they believe are associated to the description of ethical leadership. After being categorized we recall Ethical Awareness, Building Trust & Reputation, Courage to Tell the Truth, Fairness and Integrity & Consistency.

The above analysis revealed a remarkable level of awareness about ethical leadership and ethical conduct that interviewees, i.e. the nine leaders of different industries in Lebanon, currently have. Some of the industries had these categories or sub-categories embedded in their company's core values, we quote some of the statements "Faring, value, integrity, honesty, transparency, caring about employee (company's culture)" (Interviewee 8, female), "he can still be a leader if he has all company's value (deliver-care-inspire)" (Interviewee 8, female), "We have four values: integrity, customer focus, performance and team work" (Interviewee 6, male), . Since ethical leadership is a newly emerging research topic (Kalshoven *et al.*'s, 2011), it was keen to study and assess the perception of the latter [ethical leadership] in the Lebanese context. A corrupted country [Lebanon] who according to the latest Transparency International (TI) report (2014) scored 27 out of 100 (0 being highly corrupted and 100 being very clean). Always according to the TI (2014), Lebanon revealed in the 2010 a

Control of corruption score (CCS) of -0.837889113 (range between -2.5 to 2.5, higher values correspond to better governance outcomes). The Transparency International defines the Control of corruption as the perceptions of the extent to which public power is exercised for private gain. Including both petty and grand forms of corruption, as well as "capture" of the state by elites and private interests”

(<http://www.transparency.org/country/#LBN>).

Referring to the level of awareness witnessed in the answers, we can now answer the first research question pertaining to identifying the main knowledge, skills and abilities associated with ethical leadership in the Middle East. This is to remind readers that the results and discussion evolve around Lebanon as a sample from the Middle Eastern region. Several researchers started considering that ethical leadership is a set of behaviors on its own as opposed to concentrating on the ethical characteristics and components that other leadership styles enclose (Brown *et al.*, 2005; De Hoogh & Den Hartog, 2008, 2009; Kanungo, 2001).

The second emergent theme of the first couple of questions, entitled “Organizational Culture” (Appendix I, Table 2) mirrors the fact that organizations in coordination with their top managers hold the main responsibility of setting rules, standards and codes of conduct. These norms according to Beu & Buckley (2001) served as guidelines for ethical behavior, based on which leaders can raise subordinates' awareness. Brown *et al.* 2005 defines ethical leadership as a demonstration of an appropriate conduct through personal actions and interpersonal relationships in addition to promoting the latter [conduct] to followers through collaborative communication, reinforcement and decision-making. This can only be supported by the bulk of statements under the two broad categories entitled “Business Oriented Decision Maker” and “Providing an appropriate model” (Appendix I, Table 2).

Statements under the sub-category “Walk the talk” (Appendix I, Table 2) and the second category “Set the Tone of the Business” of theme number two (Appendix I, Table 6), revealed that according to Lebanese leaders it’s their responsibility as leaders to set the tone and craft the ethics in the business, leaders play role in creating ethical climate (Dickson, Smith, Grojean & Ehrhart, 2001). They [ethical leaders] should act as role models of appropriate behavior and stimulate ethical conduct through rewards and punishments (Brown *et al.*, 2005; Treviño *et al.*, 2003) a statement that has been asserted by one of the interviewee “we make sure that people understand that this is not what we expect them to do. If I catch some people that are trying to be cute about it, doing it in my favor I will not be happy whatsoever and they will be reprimanded. And as a result if anybody does it in every other context for them or anybody else in the organization they will not be tolerated, it will be grounds for dismissal” (Interviewee 2, male). This statement equally supports Resick *et al.* (2006) beliefs about leaders using their power in decision and actions.

An additional point can be raised here, referring to how Kanungo, (2001) has conceptualized ethical leadership, we notice that he [Kanungo] and many other researchers such as Turner, Barling, Epitropaki, Butcher, & Milder (2002) suggested that ethical leaders are driven by a system of accepted beliefs and appropriate judgments rather than self-interest. In other words, and always according to Kanungo (2001) and Turner *et al.* (2002), it is considered to be very beneficial for followers specifically, organization and thus society as whole, that a leader abides by a set of appropriate beliefs and judgments rather than his or her self-interest. Interviewee have repetitively mentioned that point, in a sense that it was categorized twice, one under “conflict of interest” (Appendix I, Table 2) and two under “Personal over business interest” (Appendix I, Table 3).

Behaviors including acting fairly, promoting ethical conduct, being concerned for people, allowing 'followers' voice, and sharing power, have been suggested to be part of ethical leadership by many researchers (Brown *et al.*, 2005; De Hoogh & Den Hartog, 2008, 2009; Den Hartog & De Hoogh, 2009), those were the same behaviors identified by Lebanese leaders. We list from the categories found successively, "Fairness", "Providing an Appropriate Model", "Building Trust & Reputation", "Communication", "Supporting Company's Value" (Appendix I, Table 1).

Unethical Leadership Behaviors

Moving to the identifying unethical leadership traits, Martin *et al.* (2013) wrote the third and fourth questions (Appendix I, Tables 3 and 4) in a way that triggers participants to rethink about their answers for the first couple of questions and not strict themselves to stating the opposite of what have been mentioned. But rather, stimulated to identify behaviors that identify unethical leadership behaviors. Leaders in Lebanon disclosed a list of behaviors grouped by statement under several categories (Appendix I, Tables 3 and 4).

All statements pertaining to questions Three and Four (except for statements under the second theme "External paradigm defining Ethical Leadership"), revealed an interesting pattern. They all evolved around internal motives and thus the theme entitled "Inner Paradigm Defining Ethical Leadership". Bass & Steidlmeier (1999) argued that unethical leaders have illegitimate motives for undesirable goals; nevertheless, Kalshovan *et al.* (2011) argued that the reason why Leaders acts unethically is due to the values they abide by as these altruistic values can be inconsistent. Statements under "Endangering Yourself", "Personal Over Business Interest" and "Power Contradicts Ethics" tackled the undesirable motives behind leaders' act thus unethical behaviors, we

quote “Taking bribes, or creating financial incentives of your organization”(Interviewee 2, male), “when a leader acts in a way that reflect conflict of interest as compared to the business interest and that would be described and demonstrated as unethical leadership” (Interviewee 5, female) and “thinking short term instead of long term” (Interviewee 9, male). It is worth mentioning that this research has witnessed the absence of “morality”, as some may not attribute it as a necessary component of authentic leadership as stated by some researchers such as Shamir & Eilam (2005) and Sparrowe (2005).

Referring to the qualitative study conducted Treviño *et al.*'s (2003), ethical leaders are characterized by a broad ethical awareness implying that they [leaders] should be concerned about the impact their ethical decisions have on their stakeholders and society as a whole. As ethical leaders hold the burden and responsibility of promoting the latter's [stakeholders] interest (Donaldson & Preston, 1995). Remarkably, in this study participants again, failed to mention “stakeholders”. Nevertheless, their answers concerning unethical behaviors emerged around endangering the business and setting personal gain on the top list of their priorities. We quote from the answers “as a leader you are supposed to preserve or save guard of the business interest” (Interviewee 5, female), “a lot of them are tempted because of economic situations and financial difficulties to put their interest first” (Interviewee 9, male).

Ethical Leadership and Integrity

According to Kalshoven *et al.*'s (2011), the last few years shed the light on ethics and integrity as both parameters have received a growing amount of attention in the leadership field. This was revealed in the bulk of statements under “Integrity & Consistency” category (Appendix I, Table **Error! Reference source not found.1**).

Remarkably, interviewees failed to mention anything about lack of integrity and consistency when they were asked to identify unethical characteristics. Nevertheless, in the third couple of questions (i.e. questions Five and Six), when they were asked to define integrity and identify some behaviors pertaining to a leader acting with integrity, conjoint answers was tracked with the first couple of questions concerning defining the characteristics of an ethical leader. Conjoint statements are grouped as below:

Table 2

Conjoint Answers Between Questions One & Two and Five & Six

Statements From Questions	Category or Sub-Category	Reference
One and Two	“Building trust”	Table A1
Five and Six	“Trustworthy”	Table A5
One and Two	“Integrity & Consistency”	Table A1
Five and Six	“Being Consistent & Abiding by one’s Value”	Table A5

According to Palanski & Yammarino (2007) Integrity shows some conceptual overlap with ethical leadership, yet is only one element of ethical behavior. The results of this research revealed compatibility with Palanski & Yammarino (2007) statement, as interviewees have indeed identified “Integrity & Consistency” as one of the characteristics of ethical leadership (Appendix I, Table 1). Other researchers have proven the legitimacy of consistency and integrity as one of a list of behaviors that have been suggested to be part of ethical leadership (Brown *et al.*, 2005; De Hoogh & Den Hartog, 2008, 2009).

Organizational Citizenship Behaviors

Organizational Citizenship Behaviors (OCB), are actions taken by employees reflecting loyalty to the organization they work for. As identified by several researchers, OCB include, helping others, taking responsibility of one's action, taking into consideration the consequences that one's action might have on others, in addition to being loyal (Organ, 1988; Podsakoff, MacKenzie, Paine & Bachrach, 2000).

As suggested by Treviño & Brown (2006), OCB is positively related to ethical leadership thus the perception of ethical leadership in the Lebanese context-covered in that paper- supports the perception of the Western's context. When leaders in Lebanon were asked to identify behaviors related to unethical leadership, statements arose pertaining to the failure of leaders in creating and maintaining healthy organizational citizenship. Thus came the category "Demoting employee's Organizational Citizenship" (Appendix I, Table 3); we quote some of the statements "I work for you' versus 'we worked together' " (Interviewee 2, male) "sometimes it has to do with our human relationship social relationships together which is key for any leader and leader has to pay attention" (Interviewee 5, female), "not to encourage team work" (Interviewee 6, male). Declaring "Not to encourage team work" (Interviewee 6, male) as a pitfall in ethical leader's behavior or as one of the characteristics defining unethical conduct, proves the extent to which the norms set by a leaders affect followers' behavior. As group norms are developed through communication and interaction with subordinates (Ehrhart &Naumann, 2004)) and as a groups' representative of appropriate behaviors (i.e. the ethical leader) (Platow & Van Knippenberg, 2001) it's the leader's responsibility to set the right example by referring to reward and punishment (Mayer *et al.*, 2009). In other words, ethical leaders holds the key to empowering or demoting team's spirit and thus fostering Organizational Citizenship Behaviors. As proven by

Mayer *et al.* (2009) there is a positive relationship between ethical leadership and group-level OCB.

Gender Stereotypes

Throughout this paper we were aiming to equally tackle the role or impact that gender stereotypes in Lebanon (if existing) has on ethical leadership and vice versa. A lot of statements from interviewed leaders from both genders helped identifying a set of categories and key points pertaining to that subject. The results represented in Table 9 and Table 10 reveal that leaders in Lebanon from both gender are equally aware of the existence of a problem entitled “Gender Stereotypes”. None of the interviewees neglected the existence of this dilemma nor precluded from answering that particular part of the interview.

In the early years, researchers have tackled the gender issues; Waylen (1998) has divided the policies pertaining to women into three categories. The first category encloses policies aimed particularly at women, the second category goes to policies covering the relations between men and women, and the third one is a general related to gender and having different impact on men and women. In other words the third category can be somehow virile and male-oriented, as these policies are generally related to war, economic trade and politics (Waylen, 1998).

Referring to an old report from the UNICEF pertaining to the situation of women in Lebanon dated 1995, “Women are usually excluded and marginalized at various levels including: a) discrimination against women in legislations in the existing laws. b) In norms, habits, traditions and social culture that limits the women's freedom c) political discrimination especially the exclusion of women in the real participation in political leadership and decision making positions at all levels. d) economic

discrimination regarding attaining production resources, type of jobs, salaries and giving credit to her for participation in the economic process. e) Statistical discrimination where there is a need for specific information on women” (UNICEF, 1995, pp.126). To date, women in Lebanon are still encountering that type of inequality; according to the Daily Star (2010), Lebanon ranked 116 out of 134 countries by the World Economic Forum in terms of gender inequality.

The Lebanese law states that “All Lebanese shall be equal before the law. They shall equally enjoy civil and political rights and shall equally be bound by public obligations and duties without any distinction” (Article 7, The Lebanese constitution, pp.5), additionally no article or clause explicitly prohibits gender discrimination (Dabbous, 2005). Lebanon as a nation is one determined by men, where women’s needs are either being regarded as less important than men’s (an example would be the Personal Status Laws), or ignored as witnessed in the gender-neutral language used in the Lebanese constitution (Khatib, 2008). Moving to the leading positions in Lebanon, we take for example the political representation of female in the parliament, as mentioned earlier there have been no signs in the Lebanese law revealing any type of discrimination against women pertaining to political participation and voting. Nevertheless, after the parliament elections of 2005 the number women in the Lebanese parliament was the highest in Lebanon’s history, but remained very low as 6 females out of 128 members made it to the parliament (Khatib, 2008).

Highlighting these points by interviewees today serves as evidence that gender problems identified in the early years continue to be relevant today. This has been said, we can now talk about that set of parameters such as glass ceiling that keeps women from reaching the leading position, or more correctly preclude the right number of women from representing their gender in the society. “Glass ceiling” as a category, was

reflected in the statements of interviewees (Appendix I, Table 8). Interviewees had a result of 76 statements under the theme entitled “External Patterns Affecting Career” pertaining the Middle Eastern culture standing as a threat against women’s progress. We recall the categories under which these statements falls “Middle Eastern culture’s Threats”, “Stereotyping jobs per gender”, “Work Life Balance” and “Glass Ceiling” (Appendix I, Table 8).

But how is this related to ethics? According to the collected results, investigated leaders in Lebanon who have revealed a remarkable level of awareness in ethical leadership have intelligently related gender stereotypes as one of the characteristics that ethical leader –according to them- should avoid in the selection and recruitment of subordinates and/or leaders. Statements under “Competencies”, “Fair Distribution” and “Personality/Character” (Appendix I, Table 7) reveals that the nine investigated leaders depends on a person’s competencies, characteristics and educational background to select him or her for any needed position. According to them, gender plays absolutely no role and shouldn’t play any role in an ethical business decision making, it’s all about the qualifications of that person whether he or she fits the requirements of the job or not. We quote some of the answers “I wouldn't chose based on gender but competencies, I don’t think gender is of any value for selection” (Interviewee 6, male), “I would select a better person” (Interviewee 5, female), “It’s about people being descent human being practicing their ethics regardless of their gender” (Interviewee 5, female), “It’s not a place that basically gives an advantages to man over woman except if the man happens to be more educated or has a better attitude to his work”(Interviewee 2, male), “the only reason I would prefer one to another would be diversity in the team that’s all, but absolutely not for any other reason”(Interviewee 4, female), “I would look for is someone who has intelligence, wisdom, integrity and I

don't care whether they or male or female" (Interviewee 7, female).

Regardless of the fact that the interviewed leaders in Lebanon has generously stated how their ethical decision is based on selecting the right qualified person for the job and not based on gender; they have slipped into points where they clearly differentiated or can we say "stereotyped" women. A list of patterns has been revealed in the participants' answers pertaining to the last couple of Gender related questions. These patterns have been categorized under an emergent theme entitled "Internal Patterns affecting Career Path" (Appendix I, Table 7). Investigated leaders were capable of identifying challenges faced by women in the working field, ranging from stereotypes created by responsibilities she has been given based on the Middle Eastern Culture, to weaknesses in women's characteristics in general, which again falls into stereotypes created by the society she lives in. Both stereotypes regardless of their nature, according to the results of this paper, might preclude women from reaching higher positions and break that glass ceiling.

Addressing the first stereotype related to responsibilities forced on women of the Middle East specifically in terms of marital life and family responsibilities is referred to as "extended kin relationships. Rather than vulnerability by marriage, I focus on vulnerability by 'birth'. Rather than the sexual contract, I focus on the 'kin contract'. It is the mobilization of patriarchal extended kinship, as a venue of social control, and the state's mobilization of religion to sanctify extended kinship that has been the most significant deterrent to citizenship equality for women in Lebanon" (Joseph, 2000, pp.110). As stated by Khatib (2008) in Lebanon, we can't separate the position of women as citizens and political agents from the wider social processes within which they exist. Thus, explaining the legitimacy of the statements under "Career Versus Family" and "Marital Status". Leaders in Lebanon despite their awareness of ethical

conduct and what should be done when it comes to gender selection; they still fail to separate this “Kin Contract” (Joseph, 2000, pp.110) from the background of their decisions. “A lot of women drop out by the time they get married; more by the time they have kids”(Interviewee 2, male), “There is a distinction between a woman who is not married and a woman who is married” (Interviewee 2, male), “Woman with kids and without kids is another part” (Interviewee 2, male), “If a woman is married for cultural reasons she gets more interventions from her husband in terms of office hours and her travel schedule” (Interviewee 2, male) and “It’s known that women situation in the Middle East has to take care of her family; this is what is expected from her” (Interviewee 1, male).

Moving to the categories tackling more women’s personality pitfalls, if we can say, interviewees referred to some of the weaknesses in women’s characteristics that might preclude her from reaching higher position and break that glass ceiling. Statements are grouped under categories such as “Empathy/Sympathy”, “Reputation Versus Benefits”, “Hypegiaphobia”, statements such as “Not all female employees wanted to get promoted” (Interviewee 1, male) , “women are more emotional” (Interviewee 4, female), “it’s a matter of fact in most women have quicker tear in their eyes, emotion in their voices” (Interviewee 4, female), “woman don’t want to be promoted because they are scared or afraid or not interested” (Interviewee 1, male), “They want to be promoted but they didn’t do anything to be promoted” (Interviewee 1, male), “They play games that look artificial”(Interviewee 3, female). All these statements and many more resulting from these interviews revealed that again Leaders in Lebanon are aware of the gender problems, are aware of ethical conduct, are moving towards achieving more ethical business and aiming to accurately represent ethical leadership examples and believed that ethically speaking gender should not play any

role in their selection and recruitment and thus the nature of the team they are leading; yet! They have failed to get out of the Middle Eastern cocoon and have indirectly enriched stereotyping. Evidence to that would be statements like “Certain industries in this part of the world women are not accepted” (Interviewee 2, male), “It’s easier in our part of the world for us to get visas for male traveling to certain places like Saudi Arabia or sending somebody to Yemen or to Congo” (Interviewee 2, male), “we don’t hire woman for a mail department” (Interviewee 2, male), “I will not hire somebody as an office girl” (Interviewee 2, male), “The manager asked me to check on the cafeteria just because I am a woman, it's how you use the woman part”(Interviewee 3, female), “When you look at all generations they have tendency to look at you like a nice object” (Interviewee 4, female), “I have been to so many business meetings as the owner, as the CEO of my own company, and if I have a male assistant with me the person who is addressed is the male assistant not me (Interviewee 7, female).

Nevertheless, and to be fair to the results some interviewees perceived the link between ethical leadership and gender differently. They have attributed -based on their experience- that women tend to be more ethical in the working field whereas men are more power oriented and willing to undertake any step to get to the needed position. Women—always according to the results- by nature preclude themselves from crossing the ethical boundaries; which can be one of the barriers hindering the progress of women in the business field. Supporting statements are represented under categories entitled “Reputation Versus Benefits” and “Power Oriented”, we quote some examples such as “They will do anything for power” (Interviewee 1, male), “I think woman in business from my experience are more perseverant, more integer, honest in general more hard worker” (Interviewee 9, male), “woman has more ethics than man it wouldn’t be easy for them to get in a good position” (Interviewee 1, male). In the Lebanese

context this relation between women and ethics as described by the interviewees is not new, Sabbagh (1996) stated that despite the fact that women's movements geared towards women's rights were largely suspended during the Lebanese Civil War, that latter contributed to channeling the energies of those groups' members towards providing more 'essential' needs, Thus helping women redefining their role, and boosting their involvement in public life (Nauphal, 2001). As a result, this trends continuing for over a decade and a half, reinforced the association of women with an ethics of care (Khatib, 2008).

Limitations of the Present Research

Although this study's primary aim was an in-depth qualitative exploration of the perception of ethical leadership in Lebanon, it's important to consider the challenge of generalizing findings to Middle Eastern culture as well as within the Lebanese context particularly. Many factors preclude us from generalizing findings:

First, despite the diversity of samples covering different industries in Lebanon, this may not be enough to represent the Lebanese industry as a whole, the political industry for example –one of the major industries affecting Lebanon- was not represented.

Second, the number of participants; nine interviewees (five females and four males) by itself may not serve as a representative sample of all Lebanese leaders of both genders.

Third limitation goes to the sample itself, Interviewees were randomly approached however those who accepted participating in this research revealed a common pattern among them all. They all came from the same Western educated background all having completed or attended graduate level studies, failing to represent

all the leading samples in Lebanon. The similarity of their answers serves as evidence to the common mentality and way of thinking.

A fourth limitation would be the approach itself; in this study we have only approached the perception of ethical leadership from one angle, the leader's angle. We can say now that a major part of their answers were theoretical, despite their willingness to give real life examples a lot of them ended up giving what they believe ethical leader should do. But in reality, this may not reflect what they are actually doing or what they really believe in the Lebanese context a so called ethical leader should act.

A fifth limitation goes hand in hand with third limitation. The fluency of participants in English in an Arabic country may fail to represent all type of leaders in Lebanon as there are people in leading positions who are not English educated, and may not be even educated at all.

A sixth limitation pertains to gender representation; there is no equal distribution of male and female leaders (or at least females reaching C level positions) in Lebanon. This raises question about the accuracy of the sample taken, as it's not representing the real gender distribution of leading positions in Lebanon.

CHAPTER V

FUTURE RESEARCH SUGGESTIONS AND CONCLUSION

Future Research Suggestions

This qualitative study provides a thematic example of culturally relevant research on Ethical Leadership outside of the Western context and therefore helps to enrich the understanding of the perception of Ethical Leadership in relation to Gender stereotypes. Furthermore, this study is first step towards understanding how ethical leadership is perceived in the Middle East and especially in Lebanon. The results of this study have revealed a level of awareness indicating that leaders understand the meaning and characteristics of ethical leadership in addition to their ability to evaluate and identify unethical behaviors. Thus we can conclude that at a first level the parameters of ethical leadership in Western context, theoretically speaking, are a relevant form of ethical Leadership behaviors in the Arab culture.

Nevertheless, several recommendations for future research can be suggested; first, a larger and more representative sample is needed to better identify the perception of ethical leadership and the potential relations to gender stereotypes.

Second, a better and realistic representation of both genders is needed in the attempt of representing the reality of gender distribution in Lebanon.

Third, an intentional representation of all type of industries in Lebanon is a must, as this will enrich the study when all industries public and private are represented.

A forth possible fruitful area for future research would be identifying and examining if the perception of ethical leadership in Lebanon is actually applicable, or leaders tend to find excuses not to apply it.

The fifth recommendation would be related to triangulating the sources of the research. In other word, the perception of ethical leadership and gender stereotypes would be better and accurately representative if leaders, subordinates and society are giving their input on how ethical leadership is perceived in Lebanon and what are the characteristics of an ethical leader on one hand, and on the other hand how actually gender stereotyping is playing a major role in identifying ethical leaders.

A sixth and final recommendation would be mixing the techniques in the data gathering. For accurate results and to support the fifth recommendation, qualitative and quantitative data collection is suggested for better and more fruitful results, for accurate data collection, and for time saving.

Contribution to the Overall Theories of Leadership

Ethical leadership is not only about being fair to your subordinates and acting professionally in the business field. Ethical leadership starts within organizations but spread way beyond companies; it goes all the way to covering and affecting the whole country. Researchers of organizational sciences argued that setting moral example for organizational members falls on the shoulder of leaders, as these latter are obligated to establish organizational activities that may be detrimental to the values of society in general (Aronson, 2001).

To better understand the global picture and the extent to which leaders in our society are affecting the country, we can refer to political leaders as one of the major example where unethical and corrupted actions and decision making are endangering the Middle East in general and Lebanon specifically. Researchers such as Denton (2005) and Schippers (2000) stated that political leaders have responsibilities that go way beyond initiating economic and national policies. They inspire people and motivate

nations; they are the reflection of collective national values, missions and aspirations (Denton, 2005; Schippers, 2000).

Political leadership, being one of the most controversial topics of ethical conduct in Lebanon, is one of the best examples that can be given at this stage implying the reason why studies like this paper must be constantly done and improved. "Political leaders exhibit ethical behaviors when they are doing what is morally right, just, and good for the country, and when they help to elevate public moral awareness" (Zhu *et al.* 2012, pp.110). Ethical political leadership according to Denton (2005), inspires trust, active citizenship and reflects positive behaviors on the public. Zhu *et al.* (2012) studied the affect the political ethical leadership on others, stating that the public look to their leaders to understand the reasons, and actions related to both types of terrorism (domestically and globally).

General Practical Implication to Human Resources

This paper was written in the attempt of highlighting the role Human Resources play in building Ethical leadership. "'human resource' is derived from a cultural framework in which humans are considered to be instruments of production like financial, technical or physical resources, which is a specifically Western perspective" (Iles *et al.* 2012, pp.469). As previously mentioned, part of the participants in this study hold a leading position in Human Resources Consultancy firms, while other hold leading Human Resources position in their organization. Chapter V has discussed the similarity in the way of thinking between Human Resources leaders and other leaders.

According to Iles *et al.* (2012), we are recently witnessing an increasing interest in the HRM systems in the Middle East. Budhwar & Mellahi (2006) stated that regions such as Dubai, Abu Dhabi, Oman and Emirates are becoming highly successful

in a globally competitive market, and thus forced to apply "the appropriate elements of contemporary HRM as practiced in leading-edge Western organizations to a management matrix that conforms to local customs and expectations" (Weir, 2003, pp. 70). The "suitable" (Iles *et al.* pp. 469) practices and policies in different environments have shed the light on the influence culture has on management, as Human Resource Management is associated with social issues and activities (Iles *et al.*, 2012). Weir (2003) argued that there are four management paradigms in the world, the Anglo-America management covering the free-market, the European management enclosing the corporatist and social markets, the Japanese management (where some might add to it the Korean and Chinese family based management) and the new emerging paradigm of the Arab management. The latter [Arab Management] is characterized by familial businesses in addition to a focus on interpersonal relationships within an ethical framework and networked culture (Iles *et al.*, 2012).

The participation form Human Resource leaders in this project shed the light on the responsibilities Human Resource leaders, especially, hold in fostering ethical business. Researchers have previously believed that human resource management is responsible for developing an ethical corporate culture (Wiley, 1998) as they "are uniquely positioned to look ahead to industry and global changes and to anticipate the resulting impact on how business is conducted" (SHRM, 2010, pp. 2). Having said that we are now shedding the light on the controversial role Human Resources has to play in the Middle Eastern market. How can the same HR system holding 70% of the responsibility for ethics in the organizational context (Van Vuuren & Eiselen, 2006), deals with the Arab management system?

Vab Zyl (2010) in his paper on "Utilizing human resource management in developing an ethical corporate culture" explained the responsibility of Human

Resources or the link between Human Resources and Ethics. Employees, upon hiring, enter the new organization with a set of components pertaining to their background, previous working experiences and education. At a second stage, employees are exposed to the new organizational factors covering the ethical climate, managerial behaviors, missions and reinforcement systems (Vab Zyl, 2010). These factors according the Mishra & Sharma (2010) are significantly affected by human resource management function, as HR's focus should be towards creating a more productive and healthy workforce.

The Middle Eastern concept and business culture in the region, is based on strong family networks or *wasta* connections that are justified by Islamic ethics and values (Weir, 2003). In the public sectors organization of the Middle East, *Wasta* often influences recruitment, selection, compensation and promotion (Iles *et al.* 2012), when some people are privileged than others in obtaining employment, university admission, or equal treatment under the law only because of their kinship, locale, ethnicity, religion, and wealth (Hutchings & Weir, 2006). Thus forces us the question the validity of motivation, equal treatment, fair distribution, walk the talk, business interest over personal interest, and all the characteristics that have been identified throughout this research being the major components of ethical leadership in the Middle East.

To conclude, HR role and contribution to the Middle Eastern perception of ethical leadership is being jeopardized through: the failure of imposing basic ethical/integrity principles in HR strategy, lack of an overall HR policy emphasizing merit and competence, and absence of a fair, equal and transparent recruitment policy (Iles *et al.*, 2012). Segon (2011) asserts that new behaviors, philosophy, ethical climate and reinforcement systems should be implemented through human resource management functions. Thus both managers and leaders should support Human

Resource and believe in the urgency to cooperate with this strategic partner for the sake of the organization. This will certainly shed the light on the importance of rectifying and decreasing the current challenges that HR is facing in the Middle East, by becoming an equal business partner rather than remaining an administrative function and increasing management awareness of the key role that Human resources can play in enhancing organizational objectives, culture and ethics (Iles *et al.*, 2012).

APPENDIX I

TABLES

Table A1

Coding Questions One and Two- Theme 1

Theme 1		Ethical Leader's Character
Category	Sub Category	Statements
Ethical Awareness	Motivation	Managing performance and motivation We seek improvement, motivation Ethical leader, he is motivating understanding how valuable they are to the branch. Act ethically. Knowledgeable about what's right and wrong.
	Communication	Communicating with higher management. I asked to COO to give me support.
Respectful Assessment		I brought him I have discussed this of course with his direct supervisor. I brought him in, in the presence of his direct supervisor. Good judgment. Discussed his strength and the areas that lead to the decision of not letting him. A full and candid assessment without insulting or abusing him. COO said because you are requesting too low for what you are requested to do and we need to pay you more than that and It was a very good lesson. Then let's pay him less or he is asking low then let's pay him low although we are going to ask him to do the same as another one we are going to pay much more. "At3 el arze3 min at3 el a3ne2"(Arabic Phonetic for killing him/her is better than firing him/her) is the biggest piece of non-sense I have ever heard Convince him that some people have their right of increasing salary despite personal conflict with manager. Transparency.
		Building Trust & Reputation

Table A1

Continued

Theme 1		Ethical Leader's Character
Category	Sub Category	Statements
		<p>Put in place a lot of control and audits.</p> <p>Put in place a system that catches those incidents.</p> <p>We run criminal checks on every person before we hire them.</p> <p>Establishment of trust between you as a leader and your followers.</p> <p>Handling managing secrecy.</p> <p>Mutual trust.</p> <p>Trusts best of our customer.</p> <p>Someone who uses all ethical manners to reach his/her target someone who uses trusted methods.</p> <p>Candor.</p> <p>Entering the conspiracy of lowering standards and promoting mediocrity which we have enough.</p>
	developing employees	<p>Deal with others based on their capabilities.</p> <p>Right consultancy & advice to client not all of them know about our services.</p> <p>Technical competencies, delegation skills, opportunity to advance and grow.</p> <p>It's constructive rather than destructive.</p> <p>If you don't want to destroy people you don't want to create an abusive relationship between employees.</p> <p>Differentiate between power and leader.</p>
	Reputation	<p>Perceived as unethical by other people.</p> <p>Would leave his reputation intact.</p> <p>It's very important thing to invest in the reputation of the organization as giving people priority over money.</p> <p>Wasn't afraid of even endangering relationship with customer in order to say the truth.</p>
	Respecting Employees	<p>Lose people's respect.</p> <p>Not to under respect anyone.</p> <p>Have self-respect.</p> <p>Respect others.</p> <p>Have to respect that we can't yell at him because people have different capabilities.</p> <p>Respect to everything you are responsible for.</p> <p>Being respectful to all human life.</p> <p>Comes to treating people with equity fairness, objectivity as much as you can, transparency, openness.</p>

Table A1

Continued

Theme 1		Ethical Leader's Character
Category	Sub Category	Statements
	Supporting Employees	<p>Commitment towards employee.</p> <p>I also promised that he would not only receive a recommendation but he would also receive in addition to this month salary two month salary to give him time to find new job without having him to come to the office to work.</p> <p>Fully registered in the social security so he is not missing anything.</p> <p>Told him what the chances are.</p> <p>If he gave a resignation and told his colleagues that he would be leaving because he is looking for something different that would leave his reputation intact.</p> <p>Has to support employees and build a good relation with them.</p> <p>Customer focus, supporting functions when recruiting people with right skills.</p> <p>Caring about employees.</p> <p>People remain in touch with you continue to support them which I promised to do.</p>
Courage to tell the truth	N/A	<p>Courage because it takes courage to be truthful.</p> <p>It takes courage to tell people the truth in a way that is not abusive and destructive and takes judgment.</p> <p>Being able to face people and tell them the truth as you see it because that's the only truth you have and in the same time to do it with respect manner of compassion.</p> <p>People willing to be honest.</p> <p>I have very few employees who are prepared to be honest.</p> <p>Courage and good judgment.</p> <p>Tell the customers the truth.</p> <p>The truth is not your short term interest.</p> <p>On one hand it's ethical on the other hand it causes turbulence with the relationship of the customer.</p> <p>Avoid lying.</p> <p>He has to be clear.</p> <p>Honesty.</p> <p>Someone in power never lies always tells the truth.</p> <p>Lies to run away from a committed mistake.</p>
Fairness	N/A	<p>There was the extra mile to guarantee fairness recognition.</p> <p>Acting with a lot of fairness.</p> <p>Being fair.</p> <p>HR leader they have to be leader if not they can't guarantee fairness.</p> <p>Fairing.</p>

Table A1

Continued

Theme 1		Ethical Leader's Character
Category	Sub Category	Statements
		He would receive his salary and a recommendation that was fair honest without misrepresenting his abilities.
Integrity & Consistency	N/A	<p>Could have sent him a letter of warning and could have registered that letter of warning with the ministry of social affairs and labor and not paid him anything.</p> <p>I did with many others before.</p> <p>Courage and judgment are the two aspects of ethical leadership.</p>
		<p>Inconsistency because imagine you had to do it to deal with a different situation and your related act is different even if the two situations are identical.</p> <p>Integrity and consistency in application and practice.</p> <p>Integrity and consistency.</p> <p>Integrity.</p> <p>This leader is demonstrating integrity in the way of he/she behaves and if he/she is consistent in what's being applied. When it comes to organizational practices.</p> <p>It's all about integrity in the way you demonstrate that.</p> <p>Consistency in whatever you apply and when it comes to integrity it's really reflected in what you do say what do and do what you say.</p> <p>You are like observed by cameras all the time.</p> <p>Value, integrity.</p> <p>Ethics is about integrity it's being one with yourself not having many faces to what you are.</p> <p>Decision is money more important than people integrity and good will?</p> <p>A leader has to be ethical.</p> <p>They have enough ethics to get there.</p> <p>Being consistent with what we do and how we do things.</p> <p>Integrity, customer focus, performance and team work.</p>

Table A2

Coding Questions One and Two- Theme 2

Theme 2:		Organizational Culture
Category	Sub Category	Statements
Business Oriented Decision maker	Right Judgment	<p>Somebody knows how to distinguish between situations where there is a conflict of interest and knows how to, in a business context, keep his different interest aligned with those of shareholders managers.</p> <p>Have a clear idea as of what constitute ethical behavior and what constitute unethical behavior.</p> <p>Culture reticulated by CEO.</p> <p>Ethics is part of hand book.</p> <p>Handle cultural change with respect to people.</p> <p>Company's value, deliver care inspire.</p> <p>Anticipate a lot of the mistakes.</p> <p>Recruit at top level people with integrity.</p> <p>We refuse to close unethical deals.</p>
	Supporting Value	<p>This helps the organization progress.</p> <p>To set the tone for the rest of the organization.</p> <p>Assumed that people understood that they had to be ethical.</p> <p>Diversity is important.</p> <p>Our employment agreement actually defines a lot more clearly what we expect from you as an employee in terms of ethical behaviors.</p> <p>Honor the commitment you agree to take on your shoulders with respect to money properties and people.</p>
Conflict of Interest	N/A	<p>We don't allow any management or key people basically to have a motive and a chance to create situations where they have a conflict of interest.</p> <p>Worry about their bonuses this shows unethical leadership.</p> <p>Refuses to get into any type of corruption with an entity to their service.</p>
Providing an Appropriate Model	Business Interest Over Personal Interest	<p>I made sure many years ago that my personal assistant as well as people in accounting understand that if they are trying to be nice to me, they should make sure that this is properly identified.</p> <p>Getting a visa through the organization, they should properly identify this as personal.</p> <p>They are willing to express themselves because they are in a culture where honesty is not valued it's punished.</p> <p>People who do their job and do it correctly.</p> <p>Sense a common ground.</p> <p>Restrict the payments to be in a way where that person is not involved.</p> <p>If we know something happened employee is out we don't tolerate.</p>

Table A2

Continued

Theme 2:		Organizational Culture
Category	Sub Category	Statements
	Walk the Talk	<p>Different kinds of demonstrations when it comes to the practice of ethics in general.</p> <p>Have to pay attention to those cameras they are like taping about you symbolically.</p> <p>The way you demonstrate your integrity will be reflected in the way you deal with other people.</p> <p>They behave in an ethical way in front of them and everywhere inside and outside their organization.</p> <p>We make sure that people understand that this is not what we expect them to do.</p> <p>If I catch some people that are trying to be cute about it, doing it in my favor I will not be happy whatsoever.</p> <p>They will be reprimanded and as a result if anybody does in every other context for themselves or anybody else in the organization they will not be tolerated it will grounds for dismissal.</p> <p>People that are in power they demonstrate ethical leadership.</p> <p>Responsible people in organizations.</p> <p>People who are in power are not ethical.</p> <p>Try to preamp by either putting them on paper or give them a notice.</p>

Table A3

Coding Questions Three and Four- Theme 1

Theme 1:	Inner Paradigm Defining Ethical Leadership
Category	Statements
Avoid Taking Responsibility	<p>They never do it because they prefer the organization loses 1million dollar than to admit they made it lose 20 thousand.</p> <p>They prefer to stick to it saying the system is good, save face even the organization is paying.</p> <p>They know 2-3 years later when the organization find out what they have done they would probably had left.</p> <p>They move a lot these people and this exactly what usually happens.</p>
Implausibility	<p>Lying, don't walk the talk.</p> <p>Rude, and when you don't honor any agreement.</p> <p>Be someone who acts dishonestly.</p> <p>It's being dishonest fraud committing fraud.</p> <p>Being dishonest.</p> <p>Being unfair.</p> <p>Lacking principles.</p> <p>Cheating.</p> <p>The opposite of what I have mentioned in question 1-2.</p> <p>And of course what happens is that they lose their positions.</p> <p>The way the people deal with his team.</p> <p>The kind of trust he/she is trying to build whether they can confine in him or no.</p> <p>Such characteristics they really have to do with leader acting ethically and unethically in this regard.</p> <p>Being unethical is not only about breaching a certain company regulation or committing something that is illegal.</p> <p>It's critical and it will impact the perception of people about him being ethical or non-ethical leader.</p> <p>It will hinder the credibility of the manager/branch and bank.</p> <p>Opposite to question 2.</p> <p>When you know all the actions will cause any harm.</p> <p>People are extremely reluctant to signing a contract.</p> <p>We find people very jittery about signing contracts but once you have a contract it doesn't give you any more protection that no contract and that's the side thing.</p> <p>"If you don't like the fact that I am not paying you why don't you sue me".</p> <p>When people sign contract with us, we spell out conditions and I give an example of something like payment terms a small project and it says full payment in advance of the assignment.</p> <p>They sign the contract they sign the page and they come back to us just before the execution of that project saying "by the way is it ok if we pay half now and half later?"</p> <p>We say that's not what you signed on the contract, they say "I know but you know it's just my signature".</p>

Table A3

Continued

Theme 1:	Inner Paradigm Defining Ethical Leadership
Category	Statements
Endangering Yourself	<p>Your signature means nothing.</p> <p>Your word means nothing.</p> <p>This is common experience that is repeated frequently.</p> <p>Same as first question.</p> <p>Lying.</p> <p>Mistrust.</p> <p>No commitments.</p> <p>No integrity.</p> <p>No value.</p> <p>Greed.</p> <p>Hidden agenda.</p> <p>Personal agenda.</p> <p>Lack of transparency.</p> <p>Compromising on your ethics.</p> <p>Trespassing company's values.</p> <hr/> <p>If you found out some criminal liability committing to something that is not good you tell the General Manager or audit.</p> <p>They tell you it's not the time now because the General Manager has to report to the board so they don't want people to find out; there has been some criminal activity.</p> <p>It's not a big deal let's keep it low, they prefer the thief is thief and slowly steel rather than the board know about it.</p> <p>Those who over perform are not afraid of telling the truth, the organization needs them.</p> <p>When most people are unethical you're in a dangerous situation if you are ethical.</p> <p>The manager may get afraid that you constitute a threat.</p> <p>If you work harder than your boss he might not like you. if you tell him let's develop a new product or system, he hasn't done this in more than 20 years and you came up with ideas he is afraid of you</p> <p>Because he has many experiences and he knows how the organization works you will be in a dangerous situation.</p> <p>Have to be aware of behaving so ethically in the organization.</p> <p>Because these people will get together accusing you that you don't understand and you have no experience you can't behave.</p> <p>You may be in a dangerous situation you have to thank them while you know inside yourself they did everything to stop the project.</p> <p>Sometimes you will hear that someone got fired because he caught someone stealing.</p> <p>When you sue them they already have who is going handle the case in their pocket.</p> <p>You don't stand a chance.</p>

Table A3

Continued

Theme 1:	Inner Paradigm Defining Ethical Leadership
Category	Statements
	<p>They don't feel that they have bullet in their head or have a car accident the next day.</p> <p>You might cause a threat to me.</p> <p>Either they leave or fight.</p>
Fear of Confrontation	<p>Your will be shocked in real life and sometimes you have to dance with the elephant hadn't they been elephant they wouldn't have reached the position.</p> <p>You have to give them credits you have to find a way of how to innovate and give the credit of innovation to them.</p> <p>You have to give them credit in front of everybody otherwise you will be in danger.</p> <p>Ethics is about not being afraid to say the truth.</p>
Jeopardizing Responsibilities	<p>You create committees and it becomes a lot more difficult to you have the supplier.</p> <p>As HR I am paid to entrust the company.</p> <p>I also have commitments to people sometimes the match between them is too difficult.</p> <p>We don't tolerate such act even if it's brining good profits to the company.</p> <p>As a leader, yes being unfair with people and maybe also inconsistent.</p> <p>How the leader tackles critical situation when it comes to team building related matters whether he tries to build team spirit or he believes that no if they had conflicts among them it would be better.</p> <p>Biggest guarantee if the person has the right feedback to adjust.</p> <p>In HR if you limit this person it's considered unethical.</p>
Personal Over Business Interest	<p>They are committed to the system.</p> <p>They could have said I was mistaken let's cut losses to 20 thousand and stop purchasing.</p> <p>So consider this as non-ethical behavior and most of this people just want to get their bonuses.</p> <p>Taking bribes, or creating financial incentives of your organization.</p> <p>It's very easy in this part of the word to match between banking secrecy and the way that tax declaration work.</p> <p>It's very easy that somebody to get rewarded financially by people other than their employers for certain services.</p> <p>The easy way you allow people to borrow money from the bank at less interest rate that you would have otherwise done because that person is taking you out for a dinner sending a nice presents for Christmas or otherwise giving you some incentive to do that.</p> <p>Quick backs from suppliers is another example</p> <p>IT industry in Lebanon seems to have expectations of closing deals by having quick backs from the company back to the decision maker.</p> <p>Offer some compensation in certain cases for people who are terminated</p>

Table A3

Continued

Theme 1:	Inner Paradigm Defining Ethical Leadership
Category	Statements
	<p>or they get to keep their insurance at least.</p> <p>A trader who was in fact committing a fraud was dishonest he was doing trades under the name of the bank this was his job.</p> <p>When the trade is going into the right direction meaning good potential profit he would change the trade and put the trade under his own name. He would change whenever this was going into good direction or not so that is for me behaving unethically.</p> <p>When a leader acts in a way that reflects conflict of interest as compared to the business interest and that would be described and demonstrated as unethical leadership.</p> <p>As a leader you are supposed to preserve or save guard of the business interest.</p> <p>Engaging in situations that include conflict of interest.</p> <p>You might do it for financial remuneration.</p> <p>For the right thing even if it's against what is good for us.</p> <p>Value standards.</p> <p>We are always confronted by people putting their interest before the interest of the company.</p> <p>Ethics is the important thing behind your principle not letting personal interest evades.</p> <p>A lot of them are tempted because of economic situations and financial difficulties to put their interest first.</p> <p>Where people were being offered by suppliers some discounts or benefits and they took it and of course with bias indirect leader decision.</p> <p>You become aware of things that people have not had the opportunity to have their eyes open.</p> <p>Taking short cut.</p> <p>Thinking short term instead of long term.</p>
Power Contradicts Ethics	<p>People on top were unethical or this is how I judge them perhaps they see things differently.</p> <p>Unethical leadership holds responsible positions that they don't deserve. Get big wages so they worry more about that position.</p> <p>If you get paid a lot you worry more about your position in a way that you are willing to do anything to keep it.</p> <p>A lot of the unethical behavior in our region revolves around unequal distribution of power when it comes to payment of money.</p> <p>Let's say you are in a lesser position of power those people in a higher position of power will tell you, "you know something if you don't like the fact that I am not paying you why don't you sue me".</p> <p>You have resource to legal action is just a matter of who has more power gets right.</p> <p>Ethics has a lot to do with the level of deterrent and attribution of power between two parties.</p>

Table A3

Continued

Theme 1:	Inner Paradigm Defining Ethical Leadership
Category	Statements
	Manipulation using authority to improperly, manage disrespectfully to company's need.
Demoting	"I work for you" versus "we worked together".
Employee's	A lot of people would fall in this trap when people tell me or they
Organizational	introduce me to other people saying "I work for him" instead of "we
Citizenship	work together. He would say I am working for the boss instead of am working with the boss. We will not work with an organization where they have sales people on our account getting a commission bring your principle. Investigation can be rude to find out facts. Sometimes it has to do with our human relationship social relationships together which is key for any leader and leader has to pay attention. Not to encourage team work. Whenever you neutralize someone work. I try to undermine your authority while smiling eventually you put him aside. You can't prove it but everyone in not collaborating. Undermine and manipulation of subordinates. Candor and truth you have in an organization the more the healthier it is.

Table A4

Coding Questions Three and Four- Theme 2

Theme 2: External Paradigm Defining Ethical Leadership	
Category	Statements
Cultural Presence of Stereotypes Prejudice & Discrimination	We are talking about unethical maybe in this context it will become of a religious or ethnic or gender joke. When you're a friend with somebody of dark skin color "abed" (Arabic Phonetic) a lot of people use this word interchangeably and I personally reprimanded a lot of people especially since we have a lot of Sudanese persons working with us who have been with us for over 30 years. You might know the person is on black list yet you let him open an account.
Lack of External Regulatory Environments	It's a question of background, I've studied in the US and worked in the US I had to take ethics courses in the US. In other places you have deterrence not that other people are better or worse but that you have a rule of law which will impact people credit rating and make it difficult for them to who are doing business. Will impact their reputation which other people are not so reluctant to destroy in other countries. Here we do it behind closed doors worst through gossip. In western word it goes online people have no problem saying things more publicly because they feel more secure.

Table A5

Coding Questions Five and Six- Theme 1

Theme 1: Integrity on a Leader's Level	
Category	Statements
Being	Provide a good ethical example.
Consistent & Abiding by One's Value	Doesn't put himself in a position that compromises his integrity. It's in our code of agreement. Not putting your hand over something that is not yours. It's tough to be a leader. In line with values and principles that rule or descent way. Rules descent society. Having golden rules in your life. Values you preserve at all times. Being principle oriented always. Safeguarding the interest of the company. Being consistent. Having principles with what you are consistent. You are not behaving according to a set of rules today and another set of rules tomorrow. You have principles. You are consistent in the application of those principles. You don't change because it's inconvenient as they say here in Lebanon "ma btl3 ma3 el tali3 w bnzal ma3 el nezil" (Arabic Phonetic of goes with the flow) cause it suits me that's not integrity that's expediency. You stand to something you know what it is and you stick to it. Having principles. Values abide by. Somebody who understand the issue of conflict interest. In this part of the world that you do not let go of negotiation or pressure for your organization because you have other interest with the person you are negotiating against. It take time for people to understand and know that it's not alright to get a golden Lira at the end of year as a gift from a supplier it is not acceptable.
Courageous	Not fragile. They fear losing their job, they are fragile. Courage.
Earning leadership	Leader who has no integrity mainly doesn't deserve the position. Leader to subordinates. Teach them. Train to empower them. He has to own it. Being up to the confidence granted to us by investors, depositors. Make sure you are up to the level.

Table A5

Continued

Theme 1:	Integrity on a Leader's Level
Category	Statements
Trustworthy	<p>Do what you say and say what you do.</p> <p>Trust his staff.</p> <p>Trustworthy.</p> <p>Whether you are trustworthy.</p> <p>To be able to approach somebody you should feel that he is approachable and trustworthy.</p> <p>You can confide in this person.</p> <p>Frankness.</p> <p>Trustworthy.</p>
Semantic field of Integrity	<p>Ethics is integrity.</p> <p>Moral integrity is trust.</p> <p>I voice any concern I have.</p> <p>Integrity is very close to respect.</p> <p>Honesty transparency.</p> <p>Decency.</p> <p>Sincerity.</p> <p>Acting with being noble with elegance.</p> <p>Being honest.</p> <p>The umbrella of integrity is huge and you might have various definitions.</p> <p>This is a very philosophical.</p> <p>You can have high integrity.</p> <p>Fairness in the treatment of all.</p> <p>Fairness, consistency and transparency.</p> <p>Honesty having integrity should be despite own trustfulness.</p> <p>Honesty</p> <p>Act with interest of employees/Peers/subordinates.</p> <p>Committed.</p> <p>Authentic.</p> <p>Integrity is being in peace with yourself.</p> <p>Decency.</p> <p>Integrity comes from being integer not divide your two faces.</p> <p>Openness.</p> <p>Toughness.</p>

Table A6

Coding Questions Five and Six- Theme 2

Theme 2:	Integrity on a Business Level
Category	Statements
Set the Tone of the Business	<p>He has to be hard worker.</p> <p>The leader has to act in a certain way to set the tone for everybody else.</p> <p>If you are showing everybody in the organization that I am letting go of a certain benefits for the organization in return for receiving separate benefits on the side it becomes much easier for other people in the organization to justify their own actions.</p> <p>You lead by example simply.</p> <p>In some situation you might push in others.</p> <p>Sometimes consequences with my convictions.</p> <p>I lead by examples.</p> <p>Holding responsibility.</p> <p>Human respect is a must, it's the minimal thing.</p> <p>Top start with then coming to the respect of others.</p> <p>Saying what you do doing what you say.</p> <p>He protect you professionally speaking, this is the most visible characteristics for employees to start with.</p> <p>Not to abuse from the organization talk to the phone.</p>

Table A7

Coding Questions Eight and Nine- Theme 1

Theme 1	Internal Patterns affecting Career path
Category	Statement
Career Versus Family	<p>If something is not top priority you focus on something else.</p> <p>Women who work and I know they can afford not working they work for challenge, independence, income at a point their kids Grow up and they feel underutilized at home.</p> <p>To have kids to get married it becomes difficult to find enough women.</p> <p>A lot of women drop out by the time they get married.</p> <p>More by the time they have kids.</p> <p>My children are indirectly learning from me.</p> <p>They are not afraid maybe they don't want to give enough time.</p>
Empathy/Sympathy	<p>Women are more emotional.</p> <p>It's a matter of fact in most women have quicker tear in their eyes, emotion in their voices.</p> <p>Emotion to themselves in their situation.</p> <p>Very often it is very uncomfortable because you feel emotional and you don't want to show these emotions because sometimes it can be seen as weakness.</p> <p>Shown often empathy than their male colleagues but honestly that not to be generalized.</p>
Reputation Versus Benefits	<p>I think woman in business from my experience are more perseverant, more integer, honest in general more hard worker.</p> <p>If the selection base if they are ethical or not, I think female leaders are more ethical.</p> <p>I stay where I am I hope I get promoted but wouldn't do anything for it.</p> <p>You wouldn't get promoted if you didn't ask for it.</p> <p>Woman has more ethics than man it wouldn't be easy for them to get in a good position.</p> <p>It's also a challenge if we consider she has more ethics than man.</p> <p>I think that woman has more ethics than man.</p>
Hypegiaphobia	<p>I think woman, power is not always on top of their priorities.</p> <p>Not all female employees wanted to get promoted.</p> <p>Women don't want to be promoted because they are scared or afraid or not interested.</p> <p>She knows it's better to stay where she is, since it's not a priority for them they don't.</p> <p>They want to be promoted but they didn't do anything to be promoted.</p> <p>You don't kill yourself for it, you don't care about I, and you care more that no one yell at you.</p>

Table A7

Continued

Theme 1	Internal Patterns affecting Career path
Category	Statement
Marital status	<p>Women if they are, there is a distinction between a woman who is not married and a woman who is married.</p> <p>Woman with kids and without kids is another part.</p> <p>If a man is not married and a woman is not married I believe in Lebanon today in our community and our business there is really no distinction.</p> <p>If a woman is married for cultural reasons she gets more interventions from her husband in terms of office hours and her travel schedule.</p>
Power Oriented	<p>Man, I don't know if it's by nature or not we don't like emotions we like power.</p> <p>Male environment is challenging.</p> <p>They will do anything for power.</p> <p>Male always want to be promoted.</p>
Overcoming Weaknesses	<p>I think work on the voice.</p> <p>Women have softer most women have the softer voice and I know that I suffer from it.</p> <p>One can work on it, on the voice on the tone.</p> <p>Women can be talking a lot which is really.</p>
Gender Competition & Aggressiveness	<p>This doesn't mean that female has it and male don't.</p> <p>All male they lie, male will say ladies lie.</p> <p>I really find it very hard to say I prefer male or female leader.</p> <p>Naturally I would say female.</p> <p>Wouldn't mind doesn't matter for me.</p> <p>If we are talking about ethics in my opinion I don't think it is gender based.</p> <p>They play games that look artificial.</p> <p>Because women don't have interaction with female leaders.</p> <p>Women-women conflicts meaning one of them are not a leader.</p> <p>In my opinion I don't think it is gender based.</p> <p>I have seen both good and bad from both genders.</p>
Background	<p>They won't have same characteristics or background, they have different aspects.</p> <p>I remind them of limits they shouldn't cross.</p> <p>I have learned to be collaborative.</p>
Competencies	<p>The only time I have ever looked at gender of my colleague s in terms of whether I prefer one over the other after accounting for their different Strength and weaknesses and the personal characteristics of that person is in terms of travel.</p> <p>The only one place where we have sometimes and actually it's interesting if we want to expend this point a bit which isn't about integrity it's about more management style.</p>

Table A7

Continued

Theme 1	Internal Patterns affecting Career path
Category	Statement
	<p>The question again would they be executive or non-executive the question is having the woman who is executive to the board of our subsidiary.</p> <p>They are never too equal even if they have same competencies and skills it's never equal.</p> <p>Everyone has a different profile some are more team leader.</p> <p>People know your credentials know that you are really bringing something on the table but you really need to bring more effort. To have it listen to this time not because of your voice but sometimes just being a woman.</p> <p>I would select a better person.</p> <p>I Wouldn't choose based on gender but competencies don't think gender is of any value for selection.</p> <p>I had both no differences as long as they are a real leader.</p> <p>I don't have to prove myself more than man.</p>
Fair distribution	<p>Out of the top 5 people 3 are male 2 are females the top 10 it's 4 female and 6 males out of the top 30 it's more female than male.</p> <p>It's not a place that basically gives an advantaged to man over woman except if the man happens to be more educated or has a Better attitude to his work.</p> <p>We make no salary differentiation between man and woman we make no differentiation in terms of hiring man and woman.</p> <p>Go work somewhere else or go live at home if your husband can afford it.</p> <p>If you talk about our hierarchy, there is myself my deputy and one of the two assistant General Managers is a woman.</p> <p>You move one level down that position is a woman, you move one position down you have 5-6 people 3 of them are woman.</p> <p>Management is 50-50 might be 60-40, 45-65 but basically 50-50 depending on the month.</p> <p>I think we have more men in IT and more women in client bank services, just because of the nature of the business more women have gone into business school than science.</p> <p>We have a problem we don't have a woman yet on my board.</p> <p>The board will be looking for changes, I am hoping to be able to introduce one of the two women on board it would be a change.</p> <p>Having a 50-50 which is in our case is remarkable.</p> <p>The only reason I would prefer one to another would be diversity in the team that's all, but absolutely not for any other reason.</p> <p>Percentage of female in operations is less than 5%.</p>

Table A7

Continued

Theme 1	Internal Patterns affecting Career path
Category	Statement
Personality/ Character	<p>We've had a lot of female manager travel to less comfortable places.</p> <p>It depends on the personality of the person.</p> <p>We have a woman involved in that but she is of a character and she is of an age where she doesn't feel uncomfortable.</p> <p>Beside the personal ones which are usually family, children, home.</p> <p>It shouldn't be it's about us being human being regardless of your gender.</p> <p>It's about people being descent human being practicing their ethics regardless of their gender.</p> <p>I would look for is someone who has intelligence, wisdom, integrity and I don't care whether they or male or female.</p> <p>I think people who are willing to move others forward, people who are willing to support them it could be either male or female.</p> <p>Men are in race for power, women don't care about it.</p> <p>I wouldn't claim that I have went in depth to search related in ethics among genders.</p>

Table A8

Coding Questions Eight and Nine- Theme 2

Theme2:	External Patterns Affecting Career
Categories	Statements
Middle Eastern culture's threat	<p>You can't say in Lebanon that women are not educated.</p> <p>It's known that women situation in the Middle East has to take care of her family; this is what is expected from her.</p> <p>It's easier in our part of the world for us to get visas for male traveling to certain places like Saudi Arabia or sending somebody to Yemen or to Congo.</p> <p>We do not hire woman for our night shifts our night shifts.</p> <p>We don't hire woman for a mail department.</p> <p>I will not hire somebody as an office girl.</p> <p>Certain industries in this part of the world women are not accepted.</p> <p>It depends on the cultural there are cultural differences.</p> <p>Some people of a religion that are more open tends out to be more closed that would think.</p> <p>Never had a female leader.</p> <p>I don't know men and women are alike.</p> <p>In my team I might pay attention to my tone with men.</p> <p>I've been a director in three organizations, last two I was the only female leader.</p> <p>Part of the challenge comes from the environment, part from her.</p> <p>The manager asked me to check on the cafeteria just because I am a woman; it's how you use the woman part.</p> <p>More in a position of business partnership and solely you have to change the perception.</p> <p>My male colleague set of committee have very loud voices very strong voices I think that is a challenge.</p> <p>If you look at women and you put a gender before her position in the company so that is definitely also a challenge.</p> <p>Sometimes being taken seriously.</p> <p>When you look at all generations they have tendency to look at you like a nice object.</p> <p>There are some social misconceptions but is it true I don't know.</p> <p>Is it ethical dilemma or is it stereotyping and cultural limitations which are more possible and probable in the Middle East.</p> <p>If you look at the count of CEO ladies around the world even in western societies they are not so many</p> <p>There could be challenge tied to the culture we are living in to the society.</p> <p>Some industries are male dominated societies by nature depending on the job design.</p> <p>But even in societies where you can –I am talking about functional societies- you can have woman leading , yes sometimes there are some cultural limitations stereotyping so it really depend on the social missions you are in.</p>

Table A8

Continued

Theme2:	External Patterns Affecting Career
Category	Statement
	<p>Major competition in the Middle East is headed by men not women. Convince Middle Eastern culture that they can do a better job than male and gender is not a criterion for leadership.</p> <p>In Lebanon maintaining a work life balance because they have more responsibilities.</p> <p>Tremendous gender bias in the Middle East.</p> <p>I have been to so many business meetings as the owner as the CEO of my own company, and if I have a male assistant with me the person who is addressed is the male assistant not me.</p> <p>They are not comfortable making eye contact to a woman.</p> <p>They speak to subordinate staff with you.</p> <p>I have a tremendous challenge with young female staff who gets harassed by male clients.</p> <p>If you go out for a hot cup of coffee we will sign the contract or we will give you the business.</p> <p>They don't really know how to interact with a female person who is on the same intellectual or power level they are.</p> <p>Discrimination but didn't happen to me.</p> <p>Depends on maturity and culture of the company.</p> <p>Their idea of how to deal with a woman is to flirt with her.</p> <p>If she is not the type to flirt with them they are at a loss of what they should do.</p> <p>They feel insecure, it's an ego issue for them they need to be more important of their perception of what a woman's role is very much in the traditional mold of 'I do something to flirt with or something that stays at home'.</p> <p>Because their rights are being trespassed they need to prove themselves more to achieve it.</p> <p>It's not easy for a woman.</p> <p>She has to communicate more especially in Lebanon and Middle East.</p> <p>We still live in a macho society so you have to deal with a lot of difficulties it's not easy.</p>
Stereotyping jobs per gender	<p>We would rather hire female than a male graduates from the Olayan School of Business because I think woman have an advantage whenever the job is more of a routine major and in an office environment not as an administrative as somebody who is not restricted to go around and selling things.</p> <p>Woman in certain sales positions might be at a disadvantage and might feel pressured going out and meeting people.</p> <p>We don't have much of sales positions done at my level and very senior level.</p>

Table A8

Continued

Theme2:	External Patterns Affecting Career
Category	Statement
	<p>Office boys, mail room people, and people who answers the phones at midnight we don't offer this position to females.</p> <p>There are certain jobs where women have an innate advantage.</p> <p>Certain jobs that men will do better at.</p> <p>Expect junior levels, we don't want woman at a motorcycle at the entry level.</p> <p>We encourage women because we believe they have better.</p>
Work life balance	<p>He is head of finance, she is head of HR they flouted an idea that maybe we should allow certain employees that are not that crucial to be here 8 for hrs./day to leave earlier because of family consideration.</p> <p>We said ok, we reduce the hrs. by 30% and their rate by 25% to give them a disincentive to go for that and we will limit it for people who have been with us for so many years in such and such position female employees with kids.</p> <p>One of the assistant of the General Manager who happened to be a woman not married no kids, was adamant about proposing it.</p> <p>The man who came up with that project had 40-45 people reporting to him in the accounting and finance department and one or two employees are woman who have kids were complaining and he has other women who would be more comfortable with it.</p> <p>This not a place that we make a distinction between man and woman if you are not comfortable if you have family consideration.</p> <p>The character of a mother, it's critical in woman's life for children and challenging.</p> <p>Working hours is hard for a woman to manage work and family.</p>
Glass Ceiling	<p>It's a challenge for her.</p> <p>You can't have real ethics and get a good position in a company easily.</p> <p>You get to fight really hard sometimes.</p> <p>Because you don't have as many women who are of an age to be part of the board educated, and continue the course.</p> <p>If they haven't been educated we wouldn't have talked about it.</p> <p>Until senior positions the population of woman in workforce reaching senior positions is a lot less than men.</p> <p>When you go for cost cutting that's not their first impression.</p> <p>Being a female didn't present any barrier for my career.</p> <p>Woman survived the last centuries revolution of woman definitely there is a lot of empathy in a woman.</p> <p>Lack of trust didn't have any role model.</p> <p>It exists everywhere in the world.</p> <p>In the western world that's not true however it's much less commonly.</p>

Table A8

Continued

Theme2:	External Patterns Affecting Career
Category	Statement
	I think it; challenging for women at all levels. It's more challenging for women at senior levels if they are really people with professional approach to work which is not necessarily appreciated. She has to prove herself more.

APPENDIX II

FIGURES

Figure A1

Email Sent to Participants

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American University of Beirut

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Dear Participant,

The prevalent business misconduct and related scandals have recently placed ethical leadership high on the priority list of organizations, as ethical problems are endangering the reputation of company and its leaders. You are invited to participate in a research study conducted by the Olayan School of Business at the American University of Beirut, regarding the topic of "Gender Stereotypes and the Perception of Ethical Leadership in the Middle East".

In order to acquire insight, we would like to explore the perceptions of Ethical Leadership in the Middle East from point of view of leaders within your organization. Through a scheduled semi-structured interview with a company executive, we specifically aim to explore the impact of context and gender perceptions of Ethical Leadership in the Middle East. As an AUB graduate student, I will be referring to the public domain (Linked-in profiles and company website) to identify the emails and approach the high level management of your company in the attempt of asking their permission to schedule a 30 to 45min interview.

During the interview, I shall explain to the participant the study, asking them for their voluntary participation in the interview, and informing them that there will be no penalty or loss of benefits resulting from their refusal to participate. This is a completely voluntary and confidential interview; the participant's identity will remain anonymous throughout the whole study (unless they request otherwise).

There are no expected direct personal benefits from participating in this study. There are, however, potential benefits for your institution. The information collected from this research is useful in forming human resource planning and practices as well enhancing management strategies. The study will help the leaders to evaluate their perception of ethical leadership and their impact on the overall performance level of the organization.

Your collaboration is greatly appreciated,

Thank you,

Charlotte Karam, PhD.

Organizational psychologist and assistant professor of Organizational Behavior

American University of Beirut, Olayan School of Business

Phone: (01) 350 000, extension: 3764

Email: ck16@aub.edu.lb

Feryal Koubeissy,

Graduate Student, MHRM

American University of Beirut, Olayan School of Business

Mobile: (70) 723 503

Email: fak10@aub.edu.lb

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Figure A2

Second Page of Consent Form

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Informed Consent Form

American University of Beirut

P.O. Box 11-0236, Riad El Solh, 1107 2020, Beirut, Lebanon

CONSENT TO SERVE AS A PARTICIPANT IN A RESEARCH PROJECT

Project Title: Gender Stereotypes and the Perception of Ethical Leadership in the Middle East.

Project Investigator: Charlotte Karam, PhD.

Address: American University of Beirut, Riad el Solh, Beirut, Lebanon

Phone: (01) 350 000, extension: 3764

Email: ck16@aub.edu.lb

Research Investigator: Feryal Koubeissy,

Phone: (70) 723 503

Email: fak10@aub.edu.lb

This informed consent form pertains to a research study that is concerned with factors that influence the perceptions of ethical leadership between men and women in the Middle East. This study is a Master's Thesis research conducted by Ms. Feryal Koubeissy, a graduate student at the American University of Beirut (AUB), and supervised by Dr. Charlotte Karam, who is an Organizational psychologist and assistant professor of Organizational Behavior at AUB.

You are invited to participate in a research study conducted by Olayan School of Business at the American University of Beirut, this study will involve a sample of around 10 participants.

PURPOSE OF THE STUDY

The prevalent business misconduct and related scandals have recently placed ethical leadership high on the priority list of organizations, as ethical problems are endangering the reputation of company and its leaders. The main focus of the research is to study the perception of Ethical Leadership in the Middle East from the leaders' point of view.

We specifically aim to explore the impact of context and gender perceptions of Ethical Leadership in the Middle East by:

1. Identifying the main knowledge, skills and abilities associated with ethical leadership in the Middle East.
2. Studying whether gender shape the perceptions of what constitutes ethical leadership.
3. Assessing to what extent do female and male leaders believe that "ethical" behaviours and practices contribute to the success of organizations in the Middle East.

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PROCEDURES

An AUB research student will refer to the public domain (Linked in and company websites) to identify emails and approach the high level management in different organizations/industries. The student will then explain to you the study asking for your voluntary participation in scheduling an interview. Semi-structured interview will target ten leaders (five males and five females) in different organizations/industries mainly in Lebanon. Face-to-face interviews will be conducted with these leaders. Both "note taking" and recording the dialogue (after earning the participants' informed consent) will be done unless otherwise requested by the participant.

- I hereby state that I accept tape recording this interview
 I hereby state that I refuse tape recording this interview

EXPLANATION OF THE PROCEDURES:

As a research participant, you will be sitting for a semi-structured interview in English. These questions are self-report in nature and hence you will be asked questions regarding your feelings and attitudes and some experiences you have encountered.

Your name will not be asked, nor recorded on data coding systems used in this study. Only the primary investigator and the project director will have access to the data. All results will be kept in a locked cabinet in the office of the primary investigator for three years after which the data will be shredded. It is estimated that your participation in the interview will last no more than 30-45 minutes.

Please note the following:

1. You will be asked to use time out of your regular workday hours for the interview
2. You will be asked the permission to record the interview.
3. Refusal to record the interview will not cause any penalty or loss of benefits.
4. You will be given sufficient time to consider whether you want to participate or not.
5. Your name will not appear on the records (unless you request so).
6. Refusal to participate will not cause any penalty or loss of benefits.
7. This interview will take between 30-45 minutes.

POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY

There are no expected direct personal benefits from participating in this study. There are, however, potential benefits for your institution, as you will contribute to the scarce body of literature available concerning male and female leaders who plays major role in the future of the business and ethical conduct in the Middle East. The information collected from this research is useful in forming human resource planning and practices as well enhancing management strategies. The study will help leaders evaluate their perception of ethical leadership and their

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impact on the overall performance level of the organization. This may contribute to the enhancement of effective management strategies, revision of human resources policies and procedures.

POTENTIAL DISCOMFORT AND RISKS:

Participation in this study involves no more than minimal risks ordinarily encountered in daily life or during performance of routine physical or psychological examinations or tests.

PAYMENT FOR PARTICIPATION

There are no costs associated with participation in this research.

ALTERNATIVE PROCEDURES:

Should you decide not to give consent to participate in this research, there will be no penalty and no alternative procedures. Consent to participate is totally voluntary and there are no penalties imposed if consent is not provided.

ALTERNATIVES TO PARTICIPATION:

Should you decide not to give consent to participate in this research, there are no alternatives to participation.

TERMINATION OF PARTICIPATION:

Should you decide to give consent to participate in this research, your participation might be terminated by the principal investigator or research director if the results show that you have not reported honestly or truthfully since such biased response might alter the findings of the study.

CONFIDENTIALITY

Any information that is obtained in connection with this study and that can be identified with you will remain confidential. No personal or identifying information will be disclosed at any time or in any report, publication, or article. No identifying information will be requested. No one will be able to know which question responses are yours.

PARTICIPATION AND WITHDRAWAL

Your participation in this interview is completely voluntary. You may withdraw your consent to participate in this research at any point without any explanation and without any penalty and without any loss of benefits to which you are otherwise entitled. You are free to decide not to complete the interview at any point in time.

DEBRIEFING:

If you are interested in learning about the outcome of the study, you may contact Charlotte Karam and/or Feryal Koubeissy (contact information provided below). After data analysis will be completed, a summary of the results could be shared with you upon request.

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WHO TO CALL IF YOU HAVE ANY QUESTIONS

The approval stamp on this consent form indicates that this project has been reviewed and approved for the period indicated by the American University of Beirut Institutional Review Board for the Protection of Human Subjects in Research and Research Related Activities.

If you have any questions about your rights as a research participant, or to report a research related concern, you may call:

Institutional Review Board (Ethics Committee), AUB: 01-350000 extension 5445

If you have any concerns or questions about this project, you may contact:

Charlotte Karam: ck16@aub.edu.lb, 01-350000 extension 3764

Feryal Koubeissy: fk10@aub.edu.lb

SIGNATURE OF RESEARCH SUBJECT:

I understand the information provided for the study "Gender Stereotypes and the Perception of Ethical Leadership in the Middle East" as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been offered a copy of this consent form that I may keep for my own reference.

Name of Subject

Signature of Subject

Date and Time

SIGNATURE OF INVESTIGATOR

These are the terms under which I will conduct research.

Signature of Investigator

Date

*Institutional Review Board
American University of Beirut*

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INTERVIEW PROTOCOL

Below you will find a series of questions. The questions will ask you to comment on your experiences and beliefs about ethical organizational leadership and about unethical organizational leadership.

Ethical Leadership in Organizations

1. Think about a situation where you consider an organizational leader to have demonstrated **ethical leadership**. Please describe this situation and explain why you consider the person to have behaved ethically.
2. Which behaviors and personal characteristics do you associate most closely with **ethical leadership** in organizations?
3. Excluding occasions when a person might have put themselves or another person at risk of civil or criminal liability, think about a situation where you consider an organization leader to have demonstrated **unethical leadership**. Please describe this situation and explain why you consider the person to have behaved unethically. Please submit a reworded protocol.
4. Which situation behaviors and personal characteristics do you associate most closely with **unethical leadership** in organizations?
5. How would you define integrity?
6. Which behaviors and personal characteristics do you associate most closely with leader integrity?
7. Please describe a situation where you consider a leader to have acted with integrity.
8. If you had the chance to select having a male leader or a female leader, who would you select and why?
9. For a woman, what do you believe are the additional challenges she has to face to achieve the leading position?

*The first seven questions are tested questions from:

Gillian S. Martin, Mary A. Keating, Christian J. Resick, Erna Szabo, Ho Kwong Kwan, Chunyan Peng (2013), 'The Meaning of Leader Integrity: A Comparative Study Across Anglo, Asian, and Germanic cultures', *The Leadership Quarterly*, 24, 445–461.

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