

The Mediating Role of Organizational Justice on the Relationship between Ethical Leadership and Organizational Commitment

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Abstract

Many ethical leadership researches focus on exploring the relationship between ethical leadership and organizational commitment, but few of them have paid attention to investigate the critical process which may linkage both together. This study proposes that the interactional justice plays a mediating role between the relationship of ethical leadership and organizational commitment.

Participants will be recruited from workplaces within the service industry in Taiwan. Questionnaires will be distributed to more than 300 participants. Baron and Kenny suggested that mediation can be demonstrated by three regression tests. First, the independent variable must be related to the dependent variable. Second, the independent variable must be related to the mediator. Third, when both independent variable and the mediator are simultaneously included in a regression equation, then the relationship between the independent variable and the dependent variable must be appreciably weaker than independent variable is the sole predictor.

Prior studies indicated the direct effect of ethical leadership on organizational commitment. This study adds to understanding of how ethical leadership affects organizational commitment by exploring the mediator role of interactional justice. In practice, organization and leaders should dedicate to setting up the mechanism of interactional justice with members to connect with the relationship between ethical leadership and organizational commitment among members.

Keywords: ethical leadership, organizational commitment, interactional justice.