



How ethical leadership and incivility tolerance affect intention to sabotage at Jordanian universities?

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Abstract. *Purpose.* The mediating roles of tolerance to workplace incivility between ethical leadership and intention to sabotage was investigated in Jordan. The study relied on social learning theory (Bandura, 1977; 1986), reinforcement theory (Skinner, 1938), and conservation of resource theory (Hobfoll, 1988). *Methodology.* A quantitative method with survey questionnaires were distributed to 376 employees in different universities, public and private, in northern Jordan to obtain data. The following variables were part of the self-administered survey developed for the purposes of this study: “ethical leadership” (10-item scale); “tolerance to workplace incivility” (8-item scale); “the intention to sabotage” (8-item scale). Data were analyzed with SPSS and structural equation modeling with AMOS. *Findings.* A significant and direct negative relationship was found between ethical leadership and employees’ intention to sabotage in Jordan. Also, a significant and direct positive effect was found between tolerance to workplace incivility and employees’ intention to sabotage, which indicates that tolerance to incivility increases intention to sabotage in Jordan. Further, it was found that tolerance to workplace incivility partially mediates the relationship between ethical leadership and employees’ intention to sabotage in Jordan. *Value of results.* This paper improves the understanding of workplaces in Jordanian universities and facilitates the creation of healthier work environments. The findings also contribute to several fields of organizational research, such as: human resources management, organizational development, and organizational behavior. The findings have many theoretical and practical implications, which were discussed.

Keywords: ethical leadership, intention to sabotage, organizational culture, tolerance to workplace incivility, Jordan.

Introduction

Organizations are constantly seeking long-term competitiveness and sustainability as the main drivers of this success in terms of human resources (Almaaitah, Alsafadi, Altahat, Yousfi, 2020; Parboteeah, Serikib, Hoegl, 2014). The behavior of human resources is constrained by many factors such as: rules, policies, and regulations that are applied in the organizations. These factors also form the value system, organizational culture, and control the integrity and behavior within organizations (Alsafadi, Altahat, 2021). Ethical work may be defined as how morality and values are used to achieve everyday jobs in accordance with the laws and value system of organizations. Thus, for organizations

to remain sustainable and competitive in the long term, a stable foundation of ethical behavior determined by integrity, honesty, fairness and accountability is essential (Taamneh, Athamneh, Al Nsairat, 2017). Leadership styles come in many forms, like Transformational leadership style, Laissez-Faire leadership style, Transactional leadership style, Autocratic leadership style, Servant leadership style, Democratic leadership style, Ethical leadership style and Charismatic leadership style (Copeland, 2015; Ho, Fu, 2018; Yang, Zhu, 2016).

The decrease of ethical values in organizations causes corruption and conflicts among employees and a tainted reputation for any organization (Prottas, 2013; Thite, 2013). Employees at successful organizations are taught to exhibit ethical behavior related to administrative work immediately after being hired (Upadhyay, Singh, 2010). Jordan's universities play an integral role in its education sector; these universities realize the value of ethical leadership and work, both of which are important in furthering a sense of trust in Jordanian national institutions, at both the domestic and international levels (Taamneh et al., 2017). Even though leaders are typically understood to be a major source of ethical guidance for their employees (Kacmar, Carlson, Harris, 2013), little empirical research has discussed the moral side of leadership. Past studies have considered ethical leadership an irreducible division of the field of transformational and charismatic leadership (Bass, Avolio, 2000). The researchers began to separate and consider ethical leadership as an independent leadership style that includes a set of behaviors rather than a description of other leadership qualities or a part there of (Brown, Treviño, Harrison 2005; Kanungo, 2001).

At present, ethical leadership has become an increasingly important subject (Schoonbeek, 2012). An ethical leadership refers to behaviors consisting of appropriate norms (Demirtas, 2015). Its definition is cited as "the 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" (Brown et al., 2005, p. 120). It is considered an "essential leadership behavior" (Yıldız, Yıldız, 2016, p. 22). Several former researchers have found the importance of the effects ethical leadership has on attitudes and the promotion of positive behavior (Schoonbeek, 2012; Yidong, Xinxin, 2013; Yıldız, Yıldız, 2016). These past studies consistently show that ethical leaders work on clear standards and constants and continue to apply these standards using rewards and punishments (Khuong, Nhu, 2015). Even so, an analysis of the leader's influence and role in promoting ethical behavior has yet to be developed (Menzel, 2015). M. E. Brown and L. K. Treviño found that 12 followers, under study, would show a decrease in counterproductive and deviant behavior and an increase in pro-social behavior in the presence of ethical leadership (Brown, Treviño, 2006).

On the other hand, service sabotage is defined as a behavior of deviant employees that is purposefully performed to influence and disrupt services, which impacts customers' appraisals or quality of service presented by the organization (Harris, Ogbonna, 2002). Sociologists tried to explain sabotage using terms such as "deviant behavior" (Baker, 1963), "cheating at work" or "residual rule breaking" (Scheff, 1966), and "restriction of output and social cleavage in industry" (Collins, Dalton, Roy, 1946). Service sabotage has become a widespread organizational problem and is believed to be associated with many problems for staff members and for organizations. Contrary to other structures of organizational behavior, service sabotage consists of different secluded phenomena that make interpretation difficult (Analoui, 1995).

Unlike service sabotage, which is considered the actual act of sabotage, intention to sabotage is associated with the likelihood of being involved in these actions. Intention to sabotage is defined as a negative state of mind or unenthusiastic attitude, which is expressed as alienation, withdrawal and destruction. Moreover, it intends to hinder or have a harmful impact on a persistent service in the organization (Abu bakar, Arasli, 2016). In many cases, deviant behavior occurs without being noticed

by both customers and employers as well. Unfortunately, the occurrence of intention to sabotage is, for the most part, not well understood and as such not recognized as a matter requiring attention (Estes, Wang, 2008). The impact ethical leadership has on employees' intentions to sabotage is still a neglected issue in the research (Abu bakar, Arasli, 2016). Most previous research on employee service sabotage was applied only to Western cultures and limited research in this domain has been applied to the Middle East or Jordan's culture, as these regions have a different culture that may affect employees' work and behavior differently. Uncivil behavior has been found to differ from culture to culture (Montgomery, Kane, Vance, 2004). Even though Jordan exhibits a mostly classical Arabic heritage, its colonization by the Greeks, the Romans and the British has had many influences on its work culture. In regard to religion, 94% of Jordanians are Muslim, and there is an emphasis in Islamic law on treating people fairly, regardless of their background or status. This cultural climate is the background for influences on organizations in Jordan (Dana, 2000).

Organizational climate for incivility refers to "the degree to which incivility is tolerated within an organization" (Gallus, Bunk, Matthews, Barnes, Magley, 2014, p. 145). In a civil environment, misconduct is not tolerated; therefore, few cases of misconduct are expected. On the other hand, in an uncivil environment where misconduct is tolerated, many cases of misconduct are expected (Crawford, 2015). However, the pursuit of regulatory objectives and goals of any organization may encourage misconduct, especially if organizational rewards emphasize the achievement of the objective, and if control systems are negligent in imposing penalties for misconduct that contributed to the achievement of those goals (Vardi, Weitz, 2004). Moreover, D. H. Gruenfeld with colleagues investigated kindness (behavior) and performance, the results found that people with goal-oriented attitudes, such as managers, were more interested in performance than behavior when appraising employees who worked with them (Gruenfeld, Inesi, Magee, Galinsky (2008). J. A. Gallus with colleagues found little previous research that tested the perpetrator of misconduct and organizations that have statements and details of such acts of misconduct (Gallus et al., 2014). This current study seeks to cover the gap addressed by J. A. Gallus and other researchers by expanding the scope of that study through the investigation of organizational tolerance to workplace incivility in mediating the relationship ethical leadership has on intention to sabotage in Jordan.

The data, social learning theory, reinforcement theory, and conservation of resources theory were considered to clarify psychological methods and the development of how ethical leadership affects employees' intention to sabotage via the mediation of tolerance to workplace incivility in Jordanian universities. Therefore, the problem of this study reflects the need to investigate the proposed model of the impact of ethical leadership on intention to sabotage in Jordan. Also, the study investigated the mediating role of tolerance to workplace incivility between ethical leadership and intention to sabotage as shown in Figure 1.

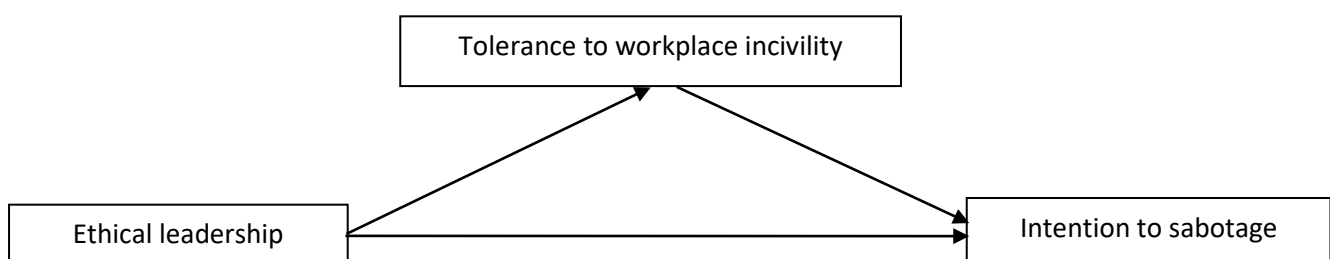


Figure 1. Research model

The relationship between ethical leadership and intention to sabotage

Leaders need to be a reference and example of ethics for employees and workers and to identify the activities of the organization that may harm the cultivation of values in society in general (Aronson, 2001). Ethical leaders act as role models by initiating new ideas (Tu, Lu, 2012). Employees and workers improve their competence in completing their designated tasks with the help of role models, improving their knowledge through learning, acquiring the most recent skills and achieving their future (Walumbwa, Mayer, Wang, Workman, Christensen, 2011).

Many scholars have discussed ethical leadership in the scope of management and behavior inside organizations as regards the impact they have on individual, collective and organizational outcomes (Koh, Boo, 2001; Lucas, 2000; Treviño, Brown, Hartman, 2003). Employees' deviance and misbehavior in organizations has caused enormous damage to businesses (Bennett, Robinson, 2000; Brown, Treviño, 2006). Nevertheless, previous research has linked the behavior of leadership, and ethical leadership in particular, with employees' misbehavior and has found mixed results. While a negative relationship was found between ethical leadership and some staff misconduct in some studies (Mayer, Kuenzi, Greenbaum, 2010), other research has indicated no relationship (Detert, Trevino, Burris, Andiappan, 2007). However, in a more recent assessment recommended possible limiting conditions of "ethical leadership" on misbehavior of employees (Brown, Mitchell, 2010). Ethical leadership is valuable for limiting service sabotage, which is considered unwanted and defective conduct inside organizations (Yeşiltaş Tuna, 2018). Researchers have used social learning theory to predict the effect ethical leaders might have on employees' intention to sabotage, as well as to clarify the relationship between ethical leadership and the output of the organization (Brown, Mitchell, 2010). In addition, it was proposed the application of social learning theory in the understanding of the negative consequences of ethical leadership (Brown, Treviño, 2006). Furthermore, the theory of social learning states that individuals learn from punishments and rewards and through indirect learning (Bandura, 1977; 1986).

Some researchers suggested the importance of indirect learning in the recognition of immoral or deviant behavior (Brown, Trevino, 2006; Brown et al., 2005). Thus, when the leader follows the workplace behavior standards effectively and clearly and employs the organizational reward system to strengthen it, the leader's message is more likely to become prominent in the workgroup, leading to the followers learning it indirectly (Bandura, 1986; Brown et al., 2005). Also leadership contains effect and control (Yukl, 2002). Therefore, from this perspective (social learning), leaders influence followers' ethical behavior through modeling. This review of the definition of the intention to sabotage and ethical leadership leads to the proposal of the following hypothesis.

Hypothesis 1: The relationship between ethical leadership and intention to sabotage is negative in Jordanian universities.

The relationship between "ethical leadership" and "tolerance to workplace incivility"

Workplace incivility has been defined as "low-intensity deviant (rude, discourteous) behavior with ambiguous intent to harm the target in violation of workplace norms of mutual respect" (Pearson, Andersson, Porath, 2005, p. 179). D. G. Zauderer also explained the term (incivility) as "disrespectful behavior that undermines the dignity and self-esteem of employees and creates unnecessary suffering. In general, behaviors of incivility indicate a lack of concern for the well-being of others and contrary to how individuals expect to be treated" (Zauderer, 2002, p. 38). Furthermore, incivility contains all kinds of slight harassment like gossip, spreading of rumors or impolite behavior. In addition to verbal maltreatment, incivility contains nonverbal actions such as exclusion of others or neglect of colleagues (Lim, Cortina, 2005). However, some researchers found that organizations may support bad behavior to achieve organizational goals, especially if the organizational culture

appreciates organizational goals more than the employees and their respect. In such situations, the organization may reward an employee who is uncivil but high-performing (Babiak, Hare, 2006; Kusy, Holloway, 2009), these researchers reported that uncivil behavior is neglected and not marked as important, while performance is perceived to be more important to achieve organizational goals. In spite of this, it is estimated that 98% of U.S. employees are affected by incivility causing the loss of millions of dollars yearly to organizations (Porath, Pearson, 2013).

Ethical leadership exploits comprehensive patterns of communication such as paying attention to what the employees say, and distribution of power to followers in making decisions. In addition, it assures the involvement of everyday jobs to achieve ethical goals and employees' ethical behavior simultaneously (Piccolo, Greenbaum, Hartog, Folger, 2010). It has been reported that it is an ethical duty of leaders to form an organizational climate that supports creativity, breaks the routine, and makes personal initiatives to be ethical, while corresponding with the mission and goals of the organization (Baucus et al., 2007). Also, tolerance, forgiveness for others' mistakes, and the forgiveness of one's self in case someone makes a mistake facilitates building a safe environment, which encourages taking of risks and being creative, and is considered important to achieve progress in organizations (Lennick, Kiel, 2008), this might indicate that ethical leaders would be more likely to tolerate the mistakes of employees in the event that they engage in workplace incivility. After reviewing ethical leadership and tolerance to workplace incivility, the stated hypothesis was proposed.

Hypothesis 2: Ethical leadership positively foretells the tolerance to workplace incivility levels in Jordanian universities.

The relationship between tolerance to workplace incivility and intention to sabotage

Many aspects of the organization can be harmed by uncivil behavior, as it could cause a venomous work climate for the sufferers (victims) and the witnesses (Montgomery et al., 2004). Victims of misconduct suffer from poor mental states due to depression, worry, grief, and tension among the staff (Cortina, Magley, Williams, Langhout, 2001). When showing "tolerance to workplace incivility", as organizations forgive uncivil behaviors inside the organization, the perpetrator of misconduct could become a role model for others, consequently building an environment of tolerating of uncivil behavior (Abu bakar, Yazdian, Behraves, 2017). Sufferers of workplace incivility may also strike back by participating in different kinds of unexpected behavior (Skarlicki, Folger, 1997).

Additionally, when employees are treated in discourteous ways, and uncivil behavior is tolerated from senior management or there is failure to punish the troublemaker, this encourages unenthusiastic emotions that may be reflected by counterproductive work behavior, such as the intention to sabotage (Abu bakar et al., 2017). Furthermore, tolerance of management or not responding to uncivil behavior in the organization might lead to erroneous work environments (Pearson et al., 2001). The present study depends on reinforcement theory (Skinner, 1938), and conservation of resource theory (Hobfoll, 1988) to clarify the relationship between "tolerance to workplace incivility" and "intention to sabotage". The theory of reinforcement states that one's behavior can be changed or modified by the use of reinforcement. The reward system is used to reinforce desired positive behavior and punishments are used to prevent undesirable negative behavior. Extinction is a way to prevent someone from conducting an acquired behavior (Skinner, 1938). Thus, according to the reinforcement theory, when uncivil behaviors are tolerated they are reinforced, and this results in the uncivil behaviors being repeated and may increase the employees' intention to sabotage. Thus, the subsequent hypothesis was proposed:

Hypothesis 3: Tolerance to workplace incivility level positively predicts daily "intention to sabotage" in Jordanian universities.

Mediating role of tolerance to workplace incivility between ethical leadership and intention to sabotage

Despite putting forward a direct (negative) connection between ethical leadership and intention to sabotage, the notion that all followers would reduce their intention to sabotage by the same degree in response to ethical leadership is improbable. Instead, individual differences in tolerance to workplace incivility will have a mediator effect.

This study followed the conservation of resource theory (stress model), which indicates that people struggle to preserve, keep and construct resources, and that the main threat is the possible loss of these important resources (Hobfoll, 1988). Psychological stress can be defined as a response to an environment in which there is either a real loss of resources or a risk of loss of resources, which may produce stress, thus resources are the primary unit used to comprehend stress. Moreover, resources include: objects, circumstances, characteristics of personnel, or energies that are appreciated by the person (Hobfoll, 1989). Theory proposes that employees rely on their resources, thus, they try to keep, guard and construct precious individual resources and work resources (Wright, Hobfoll, 2004). To keep and protect employees' resources, they are required to have emotional interaction and share feelings and emotional interaction with others (Heaphy, Dutton, 2008). Also, theory proposes that persons use a sort of conduct by which they can preserve these precious resources because they face stress when losing them (Leung, Chen, Young, 2011). In addition to the above discussions, Abu bakar with colleagues proposed that disliked will possibly have the intention to sabotage due to them facing harmful emotions inside organizations (Abu bakar et al., 2017). In addition, the conservation of resource theory (COR) mentions that uncivil behavior and emotional or psychological distress (such as negative emotions, discourtesy, sabotage, and wasting of time) come about when individuals confront a loss of resource (Hobfoll, 1988; Wright, Hobfoll, 2004).

Apart from intensive workplace incivility research, the term tolerance to workplace incivility is merely mentioned as advice that practitioners and managers should consider stopping incivility (Andersson, Pearson, 1999; Estes, Wang, 2008). Moreover, J. Andersson and D. Pearson depicted the "incivility spiral" as asymmetrical uncivil relations connecting organizational members that may twist to violence (Anderson, Gerbing, 1999). These relations could turn out to be the everyday norm among workers and result in conflicts in organizational culture (Pearson, Porath, 2005). Moreover, victims of workplace incivility suffer from poor mental states because of despair, nervousness, grief, tension and increased employee turnover (Cortina et al., 2001). In addition, studies have found a correlation between incivility and inferior organizational productivity, performance, commitment and health of employees (Lim, Cortina, 2005). Victims of workplace incivility may also attempt to get revenge by participating in some kind of uncivil behavior of their own, perpetuating the cycle (Skarlicki, Folger, 1997). Thus, from the reviewed literature, and relying on reinforcement theory (Skinner, 1938) and COR theory (Hobfoll, 1989), the subsequent hypothesis is proposed.

Hypothesis 4: Tolerance to workplace incivility mediates the link between ethical leadership and employees' intention to sabotage.

Research method and procedures

Study design

A quantitative method approach employing survey questionnaires was used in this study, providing a deep look into these issues in Jordan.

Measurements

The following variables were part of the self-administered survey developed for the purposes of this study.

The first variable, *“ethical leadership”*, was evaluated by using an adapted “Ethical Leadership Scale” (ELS) questionnaire (10-item) which was created by M. E. Brown with colleagues (Brown et al., 2005). A five-point Likert scale, ranging between “1 = strongly disagrees” and “5 = strongly agree” was used in this study for employee self-ratings of how ethical they perceived their manager’s behavior to be. For example, “Disciplines employees who violate ethical standards.”

“Tolerance to workplace incivility” (8-item) was adapted from J. Crawford (Crawford, 2015). The study used a five-point Likert scale, ranging between “1 = strongly disagrees” and “5 = strongly agree” for employee self-ratings of their management tolerance to workplace incivility. For example, “Management in my organization quickly responds to episodes of incivility.”

The study evaluated the third variable, *“intention to sabotage”* (8-item) using an adapted questionnaire (11-item) (Abu bakar, Arasli, 2016). Employees in this part rated the frequency of their direct behaviors using a five-point Likert scale between “1 = never seen” and “5 = always.” Examples include, “I feel it is not worth caring for the organization’s resources, time and energy, as no one knows your value.”

“Translation back-translation procedure” was applied to all parts of the questionnaire, which means it was translated back into English after first translating it to Arabic (Saunders, Lewis, Thornhill, 2009).

Validity was ensured with the following procedures. The final instrument was presented to a panel containing three bilingual university business professors to assess the translation accuracy and the items’ clarity, creating *face validity*. Their feedback was also used in clarifying some words and items to adapt them to suit the Jordanian context. The following sections were contained in the final survey: demographic data (which included gender, age, education, and company type), relationships among tolerance to workplace incivility (8 items), ethical leadership (10 items), and intention to sabotage (11 items).

Procedures and participants

A pilot survey which was distributed to 15 respondents was used to test the instrument first. After that, 450 questionnaires in total were administered to the employees of different departments in public and private universities in northern Jordan. The study’s participants were recruited from different universities in the north of Jordan, which contains many important universities, three public (AL-Balqa Applied University, Jordan University of Science and Technology, Yarmouk University) and four private universities (Ajloun National University, Irbid national university, Jadara University, Jerash University) (Ministry of Higher Education and Scientific Research in Jordan, 2019).

The representative sample size for the total population (about 9000 employees) should be 368 according to S. Thompson’s equation (Thompson, 1990). Each employee was sent a survey package containing a short overview of the purpose of the study, a cover letter asking them to participate, and the approval of the Ministry of Higher Education and Scientific Research in Jordan. The risk of common method bias was reduced by guaranteeing confidentiality as was suggested by P. M. Podsakoff with colleagues (Podsakoff, MacKenzie, Lee, Podsakoff, 2003). The employees in each of the university’s different departments had the questionnaires distributed to them personally. An adequate amount of time for the completion of all sections was given. While some questionnaires were collected the same day as their distribution, others were collected the following day due to the preoccupation of some employees.

This study used the probability sampling method, as represented by the random sampling technique. A total of 402 questionnaires were completed out of the 450 questionnaires distributed to employees, resulting in a response rate of 89%. Due to missing data, only 376 responses were used in the final analysis. The survey was carried out in Arabic and the answers were then translated into

English before being entered into SPSS and AMOS software (structural equation modeling (SEM) with AMOS version 21).

Results

Descriptive statistics

According to descriptive statistics, 37% of the respondents were female, 58.2% of participants had more than ten years organizational tenure, 46.3% of them had a college degree, of those holding a college degree, 36.7% had a bachelor's degree, with the remainder having higher degrees. Public universities workers made up 51.1% of the participating employees.

Interrelations among the variables, as well as their standard deviations and means, are demonstrated in Table 1. There was a negative correlation between ethical leadership and intention to sabotage ($r = -.386$) and between ethical leadership and tolerance to workplace incivility ($r = -.336$) as was predicted. Also, there was a positive correlation between tolerance to workplace incivility and the intention to sabotage ($r = .547$). As such, these results give *H1* and *H3* preliminary support, while *H2* did not receive support. Additionally, the Cronbach's alpha (α) shown in Table 1, which was used to assess the reliability, was greater than the threshold of .60. Average variance extract (AVE) was greater than the threshold of .50 as well (Fornell, Larcker, 1981). Moreover, the measurement model's convergent validity found in Composite Reliability (CR) was also greater than the threshold of 0.70 on the scale. Additionally, common method bias (CMB), Extraction Sums of Squared Loadings by percentage variance was 45.6, which has a full variance for a single factor of less than 50%, which suggests that CMB did not influence study data according Podsakoff et al. (2003).

Table 1. Standard deviation, correlations, means, and reliability

Variables	1	2	3	<i>M</i>	<i>SD</i>
1. Ethical Leadership	1	-.386**	-.336**	4.13	.582
2. Intention to sabotage	-.386**	1	.547**	1.74	.731
3. Tolerance to workplace incivility	-.336**	.547**	1	2.22	.708
Composite reliability (CR)	.954	.956	.944		
Cronbach's α	.952	.968	.943		
Average variance extract (AVE)	.68	.73	.68		

Note: Correlations were revealed to be significant at (p) less than .001 ($N = 376$).

Moreover, factor loadings were investigated using confirmatory factor analysis (CFA) (Hair et al., 1998). The results, as shown in Table 2, show that the factor loadings ranged from .60 to .95 and that they are all acceptable and significant.

Hypothesis tests

Measurement model

SEM and CFA were applied using the AMOS program in order to check the hypotheses which were proposed and to confirm the proposed model's goodness of fit. Goodness of fit was used to test both the hypothesized measurement model and structural model, as shown in Table 3 (Anderson, Gerbing, 1988). The measurement model contained three latent factors (employee's intention to sabotage, ethical leadership, tolerance to workplace incivility), and 29 indicators (11 items for employee's intention to sabotage, 10 items for ethical leadership, and 8 items for tolerance to workplace incivility). Table 3 shows the good fit demonstrated by the measurement model.

Table 2. Confirmatory factor analysis psychometrics properties of measures

Constructs	Item	Loading	M	SD
Ethical leadership	Ethical-1	.947	4.20	.672
	Ethical-2	.942	4.17	.683
	Ethical-3	.861	4.22	.676
	Ethical-4	.695	4.15	.671
	Ethical-5	.871	4.15	.710
	Ethical-6	.762	4.06	.755
	Ethical-7	.72	4.06	.685
	Ethical-8	.601	4.09	.711
	Ethical-9	.879	4.13	.704
	Ethical-10	.897	4.16	.683
Tolerance to workplace incivility	Tolerance-I-1	.90	2.12	.835
	Tolerance-I-2	.858	2.26	.854
	Tolerance-I-3	.642	2.34	.790
	Tolerance-I-4	.725	2.28	.810
	Tolerance-I-5	.772	2.23	.829
	Tolerance-I-6	.843	2.23	.830
	Tolerance-I-7	.88	2.19	.854
	Tolerance-I-8	.93	2.16	.882
Intention to sabotage	Int-Sab-1	.82	1.71	.856
	Int-Sab-2	.849	1.73	.804
	Int-Sab-3	.944	1.78	.866
	Int-Sab-4	.902	1.73	.869
	Int-Sab-5	.857	1.73	.845
	Int-Sab-6	.749	1.70	.782
	Int-Sab-7	.727	1.75	.777
	Int-Sab-8	.846	1.72	.781
	Int-Sab-9	.792	1.68	.828
	Int-Sab-10	.952	1.81	.928
	Int-Sab-11	.849	1.80	.882

Note: For more details, see appendix A.

Table 3. Goodness of fit for the model

Measurement model	Structural model	Cut-off points
$\chi^2 = 600.038$	$\chi^2 = 600.038$	
$df = 367, p = .000$	$df = 367, p = .000$	
NFI = .949	NFI = .949	1 = perfect fit (Bentler, Bonett, 1980)
CFI = .979	CFI = .979	1 = perfect fit (McDonald, Marsh, 1990)
GFI = .901	GFI = .901	1 = perfect fit (Tanaka, Huba, 1985)
RMSEA = .041	RMSEA = .041	Good fit < .08 (Browne, Cudeck, 1993)
CMIN / df = 1.635	CMIN / df = 1.635	Excellent fit between 1 and 5 (Marsh, Hocevar, 1985)
SRMR = .0401	SRMR = .0401	Good fit fit < .05 (DeCoster, 1998)

Note: (NFI) normed fit index; (CFI) comparative fit index; (GFI) goodness-of-fit indices; (CMIN / df) relative χ^2 ; (RMSEA) root mean square error of approximation; (SRMR) standardized Root mean squared residual.

Hypothesized model

The structural model was tested after confirming the measurement model to be a good fit. The structural model also demonstrated a good fit as shown in Table 3 (Browne, Cudeck, 1993). The fully mediated model was then compared with the partially mediated model. Despite the results showing the fully mediated model to also provide a good fit to the data (SRMR = .07, RMSEA = .043, CFI = .978, NFI = .947, GFI = .90, $df = 368, \chi^2 = 621.477, \chi^2/df = 1.689$), no demonstrable improvement of fit

was achieved by this model over the partially mediated model. This helps verify the important and significant direct effect that ethical leadership has on employee's intention to sabotage when testing the partially mediated, as will be discussed later. Thus, in accordance with Baron and Kenny's (1986) procedure, the partially mediated model is a better fitting model for investigating the data.

Table 4 shows that the path coefficient between employee's intention to sabotage and ethical leadership ($\beta = -.386, p \leq .001$) was both significant and negative, and it explains R^2 (intention to sabotage) = 15% of the variance. *Hypothesis 1* is supported by these results. As for *Hypothesis 2*, the result showed tolerance to workplace incivility being influenced by ethical leadership ($\beta = -.336, p \leq .001$), and it explains R^2 (tolerance to workplace incivility) = 11% of the variance. *Hypothesis 2* was not supported as, even though the results were significant, they were in the opposite direction. *Hypothesis 3* predicted that employee's intention to sabotage are influenced by tolerance to workplace incivility, the results ($\beta = .547, p \leq .001$) were both significant and positive, and it explains R^2 (intention to sabotage) = 30% of the variance. Thus *Hypothesis 3* is given empirical support by these results. *Hypothesis 4* predicted that the relationship between employee's intention to sabotage and ethical leadership is mediated by tolerance to workplace incivility. Ethical leadership's effect on intention to sabotage was decreased and was negative and significant when adding tolerance to workplace incivility (the mediating variable) to the model. Additionally, the indirect effect of the relationship between employee's intention to sabotage and ethical leadership was significant ($\beta = -.177, p \leq .001$). The net effect of the relationship between the employees' intention to sabotage and ethical leadership was significant ($\beta = -.387, p \leq .001$). Because R. M. Baron and D. A. Kenny's procedure gave support to the partially mediated model, *Hypothesis 4* was supported (Baron, Kenny, 1986).

Table 4. Total, indirect and direct effects of the variables

"Exogenous" Variables	"Endogenous" Variables	"Total Effect"	"Direct Effect"	"Indirect Effect"
Ethical leadership	Intention to sabotage	-.387	-.210	-.177
Ethical leadership	Tolerance to workplace incivility	-.332	-.332	.000
Tolerance to workplace incivility	Intention to sabotage	.532	.532	.000

Discussion and conclusions

This research illustrated a model of the impact that ethical leadership has on employees' intention to sabotage that relied on social learning theory, reinforcement theory, and conservation of resource theory. Out of the four hypotheses, three were supported.

There was a negative relationship between ethical leadership and intention to sabotage (*Hypothesis 1*) and a positive relationship between tolerance workplace incivility and employees' intention to sabotage (*Hypothesis 3*). Also, the relationship between employees' intention to sabotage and ethical leadership is mediated by tolerance to workplace incivility (*Hypothesis 4*). But there was a negative relationship between ethical leadership and tolerance to workplace incivility which was unexpected and not in agreement with *Hypothesis 2* that supposed it to be positive.

The current finding confirmed the significant negative impact of ethical leadership on employee's intention to sabotage. This finding is in agreement with social learning theory and earlier researchers discussed above (Abu bakar, Arasli, 2016; Altahat, Atan, 2018; Mayer et al., 2009; Mayer et al., 2010; Yeşiltaş, Tuna, 2018). Moreover, followers had a stronger reaction to ethical leaders, as when workplace behavior standards are followed effectively and obviously by the leader and the organizational reward system is used to strengthen it, the leader's message is likely to be prominent in the workgroup, and thus indirectly learned by the followers (Brown et al., 2005).

Another finding of this study is the negative and significant impact ethical leaders have on tolerance to workplace incivility. This means that ethical leaders in Jordanian universities tend to not tolerate employees' uncivil behaviors. Moreover, in a climate like Jordan, tolerance to workplace incivility caused a different outcome which is that when leaders accept and tolerate incivility, disciplined followers tend to feel injustice and this might lead to them committing incivil behavior. This is in agreement with reinforcement theory; it was stated by D. M. Mayer with colleagues that "ethical leaders communicate the importance of ethics to subordinates, use rewards and punishments to encourage desired behavior, and serve as ethical role models for followers" (Mayer et al., 2009, p. 3).

Hypothesis 3 was supported by this study's findings; employee's intention to sabotage is significantly and positively impacted by tolerance to workplace incivility. This means that there was a positive relationship between sabotage and tolerance to workplace incivility; when tolerance is high, Jordanian universities have an increase in intention to sabotage. This confirms that if Jordanian leaders want to decrease employees' intention to sabotage, then they must consider how to reduce uncivil behavior and not tolerate it. This result may be counter to S. R. Covey who has reported that when by forgiving others, leaders create personal trustworthiness, build ethical power, and create individual and organizational faith and trust (Covey, 2004, p. 165). It does agree with researchers, who said that when the organization does not stop uncivil behavior or prevent it, then it will become acceptable behavior and as a result negatively affect the workplace climate and employees' attitudes (Abu bakar, Megeirhi, Shneikat, 2018; Crawford, 2015). This is also in line with the reinforcement theory, which states that one's behavior can be changed or modified by the use of reinforcement and punishment. This means that when Jordanian leaders tolerated bad behaviors (reward it) will increase the sabotage at universities.

Moreover, the findings suggest that the relationship between ethical leadership and employee's intention to sabotage is partially mediated by tolerance to workplace incivility. This means that Jordanian ethical leaders seem to increase intention to sabotage if there is workplace incivility to be tolerated. Moreover, tolerance to workplace incivility has some negative effects on employees by making the victims or the sufferers feel injustice and are thus more likely to take revenge and lead to more sabotage. Thus, when the organization does not stop uncivil behavior or prevent it, it will be acceptable behavior and as a result it negatively affects the workplace climate and employees' attitudes, plus when the victims see that the uncivil behavior is reinforced from their management then they will retaliate with more uncivil behavior (Abu bakar et al., 2018). When the organization fails in the punishment of the perpetrator of uncivil behavior, this non-disciplined employee will be a role model which leads to a climate of adaptation (tolerance to uncivil behavior) (Loi, Loh, Hine, 2015). This kind of culture can exhaust employees' social energy, feelings, and emotions (Giumetti, McKibben, Hatfield, Schroeder, Kowalski, 2012).

The results also line up with COR theory. COR theory posits that people struggle for the sake of preserving, keeping, and constructing resources, and that the main threat is the possible loss of these important resources. Even though, victims of workplace incivility possibly will get revenge by participating in some kind of uncivil behavior (Abu bakar et al., 2018; Skarlicki, Folger, 1997), another reasonable intention to sabotage could be to preserve, keep, and construct these resources.

In conclusion, it is of utmost importance for organizations to reduce employees' intention to sabotage. This study's results suggest the critical role that managers or leaders play in reducing employee misbehaviors and their intention to sabotage (Brown, Treviño, 2006). But at the same time, leaders should not exhibit tolerance to workplace incivility as that would increase intention to sabotage in the setting of Jordanian universities.

Implications

The supporting evidence provides one theoretical implication which is the important role of self reinforcement theory, social learning theory, and COR theory in the explanation and illustration of why and how employee behavior is affected by ethical leadership in different organizations. Also, these findings have many practical implications, which emphasize the importance of investment in ethics and ethical leaders. The results suggest organizational efforts should be undertaken in order to highlight the importance of ethical leadership which can help in reducing incivility in followers. Also, the findings improve the understanding of workplaces in Jordanian universities and facilitate the creation of healthier work environments by supporting the need to enhance ethics training for managers and leaders. The findings also contribute to several fields of organizational research, such as: human resources management, organizational development, and organizational behavior.

This research highlights ethical leadership as a highly relevant and outstanding leadership style that should be developed and instilled in both developing and veteran leaders. Also, this study disagrees with the notion that that tolerance to incivility may lead to decreased intention to sabotage, as the opposite occurs in such climates like Jordan (Middle East and Arab culture) where intention to sabotage is increased by tolerance to workplace incivility. The results clearly indicate that leaders in Jordan should not tolerate workplace incivility in order to reduce sabotage.

Strengths, limitations, and future research directions

Only ethical leadership style was focused on in this study and data for any other leadership styles was not included. Had additional data been collected about other styles, a better context and comparison of how intention to sabotage is affected by different leadership styles would have been provided. Future studies that include this data about other leadership styles and sabotage would help understanding of this phenomena.

The study applied the recommended model only in Jordan, a single developing nation. Therefore, generalizing to other countries should only be done after careful consideration of the findings. The scope of the model could be widened by future research so it would more easily be applied to other countries, both those sharing the same foundations and culture and also those that do not. At that point, regional or geographic differences could be discovered using this collection of data. Future research could make use of this data in studies concerning ethical leadership in Jordanian universities, making note of Jordan's cultural and social characteristics and exploring how leadership characteristics are shaped by Jordanian culture. Another thing which can be investigated by future research are other factors that could have a moderating effect on the relationship between employee's intention to sabotage and ethical leadership, such as leaders and employees' gender, employee's work experience, and company type.

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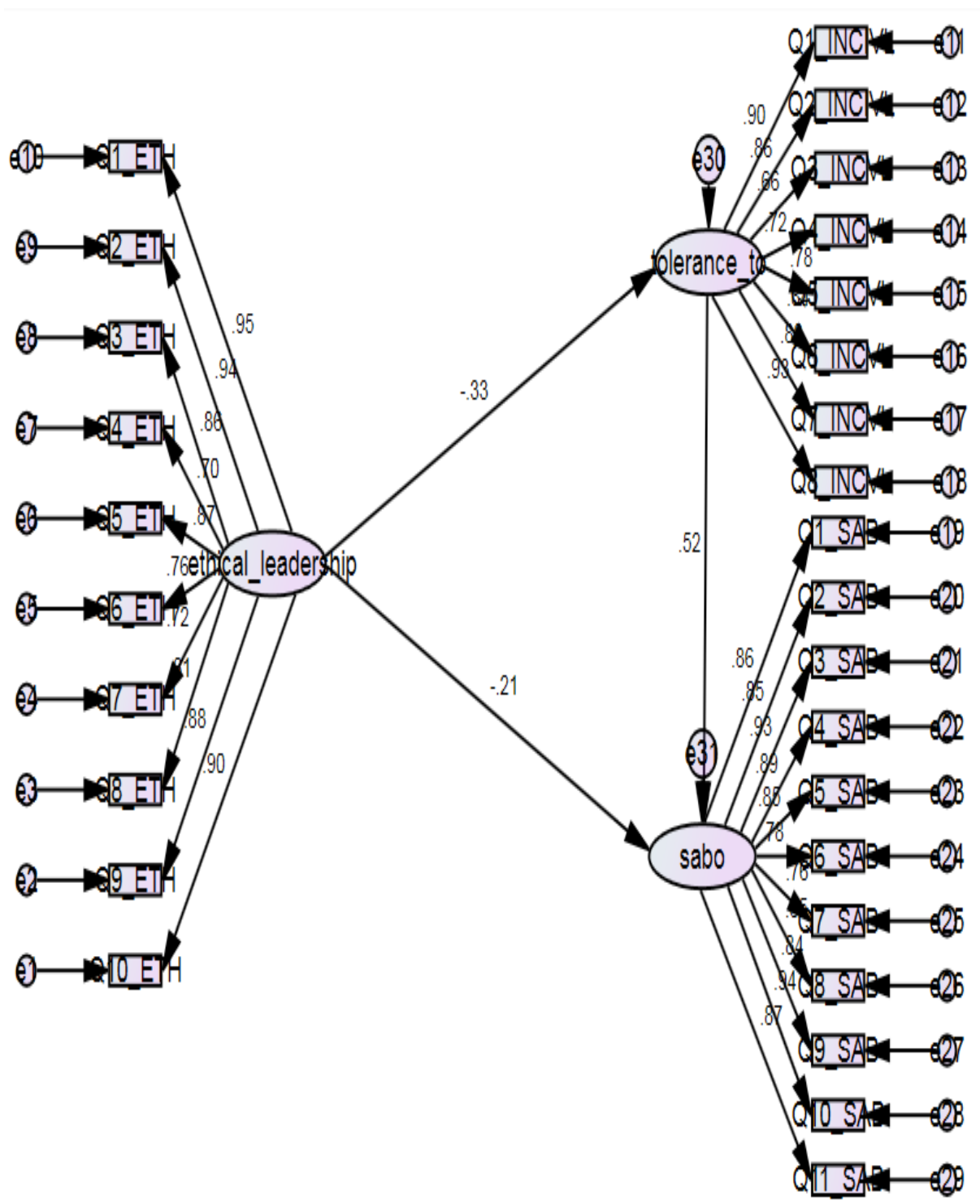
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Appendix A

CFA Psychometrics Properties of Measures



Как этическое лидерство и терпимость к грубости влияют на склонность к саботажу в иорданских университетах?

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Аннотация. *Цель.* Была исследована опосредующая (медиаторная) роль терпимости к грубости на рабочем месте между этическим лидерством и намерением саботировать в Иордании. Исследование основывалось на теории социального научения (Bandura, 1977; 1986), теории подкрепления (Skinner, 1938) и теории сохранения ресурсов (Hobfoll, 1988). *Методология.* В исследовании использовался количественный метод — массовый опрос. Для получения первичных данных была распространена анкета среди 376 сотрудников различных университетов, государственных и частных, расположенных на севере Иордании. В авторский опросник, разработанный для целей настоящего исследования, были включены следующие переменные: «этическое лидерство» (*ethical leadership*) (шкала из 10 пунктов); «терпимость к грубости на рабочем месте» (*tolerance to workplace incivility*) (шкала из восьми пунктов); «склонность к саботажу» (*intention to sabotage*) (шкала из восьми пунктов). Данные были проанализированы с помощью SPSS, моделирование структурными уравнениями было осуществлено с помощью AMOS. *Результаты.* В Иордании была обнаружена значимая прямая отрицательная связь между этическим лидерством и намерением сотрудников заниматься саботажем. Кроме того, была обнаружена значимая прямая положительная связь между терпимостью к грубости на рабочем месте и склонностью сотрудников к саботажу, что может указывать на то, что терпимость к грубости повышает намерение к саботажу в Иордании. Кроме того, было обнаружено, что терпимость к грубости на рабочем месте частично опосредует связь между этическим лидерством и намерением сотрудников саботировать в Иордании. *Ценность результатов.* Эта статья улучшает понимание организационного поведения в иорданских университетах и способствует созданию более здоровой рабочей среды. Результаты также вносят вклад в несколько областей организационных исследований, таких как: управление человеческими ресурсами, организационное развитие и организационное поведение. Выводы имеют большое теоретическое и практическое значение, которое подлежит специальному изучению и обсуждению.

Ключевые слова: этическое лидерство; стремление к саботажу; организационная культура; терпимость к грубости на рабочем месте; Иордания.