



Faculty of Commerce
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**The Role of Ethical Leadership in The Relationship between
Organizational Silence and Employee Performance
"Field Study on Some Organizations in Egypt"**

Thesis

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Doctor Degree in Business Administration

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Dissertation Abstract

The main objective of this research is to determine the role of ethical leadership in the relationship between organizational silence and employee performance, Applied on some organizations in Egypt, through a review of previous studies in this regard, A proposed model for research hypotheses was designed to illuminate causal relationships between the variables, Based on structural equation modeling, and path analysis to illustrate the strength of the linear relationship between research variables using the AMOS program.

In order to collect primary data, a questionnaire has designed Includes three scales: ethical leadership scale, organizational silence scale, and employee performance scale, the tests were conducted to assess the validity and Reliability of the research variables scales. The questionnaire was directed to a sample of employees in the organizations under the research with include (Banha university, south Delta of Electricity Distribution Company, Telecom Egypt, Toshiba El Araby, Company of Drinking water and waste water), the sample size was (365) and the response was (310) percentage (85%) of the total sample size.

The findings shows that there is a statistically significant negative Effect of Ethical leadership on organizational silence, while there is a statistically significant positive Effect on employee performance, this mean the greater perceived Ethical leadership from employee the weakness of organizational silence and the higher of employee performance. The results also showed a significant negative Effect of organizational silence on employee performance, this mean the greater of organizational silence, the lower of employee performance. The results also revealed a statistically significant positive Effect of Ethical leadership on the negative relationship of organizational silence and employee performance, this mean the greater perceived Ethical leadership from employee, the lower of the negative

Effect of organizational silence on employee performance. And also there is no significant difference between males and females with respect to ethical leadership and organizational silence, while there are significant differences of age, educational level, and experience with respect to ethical leadership and organizational silence.

Dissertation Key Words:

- Ethical leadership.
- Organizational silence.
- Employee performance.