



# Exploring the mechanisms of influence of ethical leadership on employment relations

Jatinder Kumar Jha<sup>a,\*</sup>, Manjari Singh<sup>b</sup>

<sup>a</sup> Human Resources Management Area, XLRI-Xavier School of Management, Jamshedpur, Jharkhand, India

<sup>b</sup> Human Resources Management Area, Indian Institute of Management Ahmedabad, Vastrapur, Ahmedabad, Gujarat, India

Received 22 January 2017; revised form 10 July 2017; accepted 15 July 2019; Available online 19 July 2019

## KEYWORDS

Ethical leadership;  
Industrial relations  
climate;  
Ethical climate;  
Employee voice  
behaviour;  
Union commitment

**Abstract** Alarmed by the frequent recurrence of industrial unrest, scholars in the field of employment relations have started to revisit the factors influencing employees' perception of industrial relations climate. This paper proposes ethical leadership as a key ingredient in developing positive employment relations in organisations. Looking at the leader as a crucial link between employee and management, the effect of ethical leadership on employee voice behaviour through the perceived industrial relations climate is studied from the lens of social support theory. Further, the model looks at the negative association between ethical leadership and union commitment. Interestingly, ethical leadership shapes the ethical climate which, in turn, influences employees' perception of the industrial relations climate. The proposed conceptual model integrates three key participants of employment relations viz., unions, employees, and leaders. Implications of the model for future research and practice have been discussed in detail.

© 2019 Published by Elsevier Ltd on behalf of Indian Institute of Management Bangalore. This is an open access article under the CC BY-NC-ND license. (<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

## Introduction

Several recent incidents of industrial unrest across the world such as at Trump Taj Mahal Casino, Atlantic city (Parry, 2016), Hyundai Motors, South Korea (Jin, July 14, 2016), China Wal-Mart strike (Yang, July 7, 2016), Verizon Communication Inc., New Mexico, Tata Motors, India (Indian Express, February 2016), Amazon German Warehouses, Germany (CNBC, December 21, 2015) and Maruti Suzuki, India (Economic Times, June 2012) have highlighted the need for

researchers to focus on understanding the current dynamics of employment relations. Studies on “cooperative employer-union relationships” in the UK (Oxenbridge and Brown, 2004) and “social partnership” in Europe (Bryson, 2001) have shown that recurring instances of industrial unrest have led researchers to re-examine the factors responsible for the hostile relationship between the employees and the management over a period of time. Repercussions in the form of breakdown in production or halt in service not only erode profits but also hurt the interests of all the stakeholders involved.

Growing union strikes and militancy of workers are evidence of the strained relationship between the management and employees on the one hand, and commitment

\*Corresponding author. Contact no: +916576653412, +918758975849  
E-mail addresses: [jatinderkj@xlri.ac.in](mailto:jatinderkj@xlri.ac.in) (J.K. Jha),  
[manjari@iima.ac.in](mailto:manjari@iima.ac.in) (M. Singh).

<https://doi.org/10.1016/j.iimb.2019.07.010>

0970-3896 © 2019 Published by Elsevier Ltd on behalf of Indian Institute of Management Bangalore. This is an open access article under the CC BY-NC-ND license. (<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

of the employees towards the union on the other. A high level of commitment towards unions indicates that employee voice is either not heard by the management, or that the organisation's climate does not support mechanisms related to employee voice. In order to understand the underlying dynamics related to employee voice, we have reviewed the literature to explore its theoretical foundation. Ethical leadership has been found to influence both ethical climate and employee voice behaviour (Lu and Lin, 2014; Mayer, Kuenzi, and Greenbaum, 2009). Literature on strategic human resource (HR) management has widely accepted that the support of the leaders plays an important role in the success of any HR initiatives. Hence, the role of leadership in shaping the industrial relations climate cannot be ignored. Through ethical behaviour and fair treatment, an ethical leader can influence the perception of the employees about industrial relations climate of the organisation and, hence, their voice behaviour. In addition, an ethical leader can also affect the union commitment of the employees.

Although earlier studies have not established any direct link between ethical climate and industrial relations climate, there are clear indications about the existence of a relationship between the two. The relationship between ethical leadership and ethical climate has been widely discussed (Lu and Lin, 2014; Mayer et al., 2009). Therefore, it is interesting to study how this link can be further enhanced to include industrial relations climate.

Our study attempts to answer three main research questions: First, does industrial relations climate mediate in the effect of ethical leadership on employee voice behaviour? Second, what is the relationship between ethical leadership and union commitment of the employees? Third, does ethical climate play a mediating role in the relationship between ethical leadership and industrial relations climate?

The paper has been organised into four sections. Key constructs are defined in the first section, followed by the theoretical background and development of propositions in the second section. The third section includes a discussion on the relevance of the study in the Indian context along with a summary of the proposed conceptual model. Implications for future research and practice have been discussed in the final section.

## Definition of key constructs

### Employee voice behaviour

Employee voice behaviour can be considered as a manifestation of an individual's commitment to the organisation (Dyne and LePine, 1998). Employees voice their suggestions to improve the current processes, and these suggestions help the organisation avoid any untoward occurrence that could adversely impact its reputation or functioning (prohibitive voice). Van Dyne and LePine (1998: p. 326) considered employee voice as another form of organisational citizenship behaviour that involved "constructive, change-oriented communication intended to improve the situation."

### Union commitment

Union commitment refers to individual members' loyalty to the union, their willingness to put extra effort to strengthen its functioning and their strong belief in unionism (Gordon, Philpot, Burt, Thompson, and Spiller, 1980). Union commitment goes beyond the tangible rewards and shows "positive and intense orientation toward the union" (Newton and Short, 1992: p. 278) along with a strong belief in unionism. High level of union commitment gets manifested in the participation of members in various union activities, including strikes.

### Industrial relations climate

Industrial relations climate pertains to the management-employee relationship. Positive industrial relations climate is viewed as a trustful, respectful, and healthy relationship between the management and employees (Hammer, Currall, and Stern, 1991). It has been found that a positive industrial relations climate introduces a more cooperative relationship between employer-employee, leading to a positive impact on various related outcomes such as job performance, (Colquitt et al., 2013; Zhou and Li, 2015), constructive behaviour (Deery, Iverson, and Erwin, 1999), dual commitment (for both organisation and union) and participation of employees in the decision-making processes in their organisations (Deery and Iverson, 2005; Snape and Chan, 2000).

### Ethical leadership

Ethical leadership refers to "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationship, and promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown, Treviño, and Harrison, 2005: p. 120).

Treviño, Hartman, and Brown (2000; 2003), in their qualitative research, explored the two dimensions of ethical leadership, namely, moral person and moral manager. The moral person dimension is related to the qualities of the leader, such as honesty, trustworthiness, fairness in his or her interactions, and approachability. A strong moral person is viewed to have moral principles in personal as well as in professional life. Moral persons earn the reputation of being fair and caring of others. The moral manager dimension is related to the endeavours of the leader for the promotion of ethical conduct at the workplace. Moral persons/ managers consistently display ethical behaviour and set ethical standards for their followers. They also use rewards and punishment to reinforce the desired behaviour. They have been found to be "role models" for others. In other words, leaders are viewed as moral managers if they "walk the talk" and "talk the walk." They align their behaviour and organisational processes to achieve the accepted moral standards. Both dimensions (moral person and moral manager) are important and relevant for a leader to be perceived as an ethical leader by people around him or her (Treviño et al., 2000; 2003). It has been found that leaders who are strong moral managers but weak moral persons, are perceived as hypocrites as they fail to do what they preach. The actions of hypocritical leaders do not conform to their preaching on ethics. However, a leader who is a strong moral person but a

weak moral manager, is perceived as an ethically “neutral” leader. Neutral ethical leaders are found to be quiet on ethical issues, which creates doubt in the minds of followers as to whether they are ethical or not.

### Ethical climate

Ethical climate captures “shared perception of what is correct behaviour and how ethical situations should be handled in an organisation” (Victor and Cullen, 1988, p. 51). An ethical climate comprises employees’ perception of a company’s policies, practices and procedures, and acceptable behaviour with regard to ethics (Victor and Cullen, 1988; Vidaver-Cohen, 1998). Three types of ethical climate - egoistic, benevolent, and principled, have been suggested by Martin and Cullen (2006). In egoistic climate, the behaviour of the individual is guided by self-interest; in benevolent ethical climate, well-being of others guides the behaviour of individuals; and in a principled ethical climate, formal or informal established rules and norms guide an individual’s behaviour.

### Theoretical background and development of propositions

Several studies have shown a positive association between ethical leadership and employee voice behaviour (Avey, Wernsing, and Palanski, 2012; Chen and Hou, 2016; Hassan, 2015; Walumbwa and Schaubroeck, 2009; Walumbwa, Morrison, and Christensen, 2012; Wang, Gan, Wu, and Wang, 2015). Employee voice behaviour reflects the commitment of the employees to the organisation. Voice behaviour is considered as constructive behaviour and has been found to be associated with many individual- and organisational-level outcomes such as innovation and adaptation of dynamic business environment (Argyris and Schon, 1978; Van Dyne, Ang, and Botero, 2003), and team learning (Edmondson, 1999). Employees, through their “voice”, provide constructive views as well as raise concerns related to work, which helps the organisation improve existing processes, procedures or policies, and at the same time support in developing a new system for its smooth functioning (Argyris and Schon, 1978; Zhou and George, 2001). An ethical leader not only displays ethical behaviour at the workplace but also influences the ethical behaviour of followers by introducing various policies, practices, processes, rewards and punishments (Brown et al., 2005) conducive to its growth. Ethical leadership helps organisations to align with legal compliance and ethical standards. It acts as an engine in driving the behaviour of employees on an ethical track. Ethical leadership has been found to be positively associated with followers’ satisfaction with a leader, perceived leadership effectiveness, and display of extra-role behaviour at the workplace. This study attempts to unfold the ways through which ethical leaders influence the employee voice behaviour of the employees.

### Ethical leadership, industrial relations climate, and employee voice behaviour

Several ways to encourage the employees to share their voice have been suggested in the literature. The current study focusses on the hitherto overlooked factor, that is,

industrial relations climate. It also looks at another very relevant factor, that is, ethical leadership. As informed by the literature, ethical leadership has a role to play in influencing the followers to speak by dissolving the sphere of fear in their minds. A few existing studies (for e.g., Avey et al., 2012; Chen and Hou, 2016) have grounded their argument for a positive relationship between ethical leadership and employee voice behaviour in the social-learning theory (Bandura, 1977) and some other studies (for e.g., Walumbwa and Schaubroeck, 2009; Wang et al., 2015) in the social support theory. Ethical leaders are “walk the talk” managers, they do what they preach and, hence, through their action, they can easily influence followers to voice out their worries or suggest an improvement related to work, processes, procedures, or practices. Being transparent, honest, and trustworthy, acting in the best interests of the organisation and society, ethical leaders are highly trusted by employees (Brown and Trevino, 2006; Brown et al., 2005) and they listen to employee concerns and interact with them with respect and care (Brown et al., 2005). On receiving respectful and fair treatment, employees start reciprocating through constructive behaviour (Walumbwa and Schaubroeck, 2009; Ng & Feldman, 2012) and so they demonstrate voice behaviour at workplace (Wang et al., 2015). Ethical leaders promote ethical conduct at workplace and condemn any deviant behaviour. As ethical leaders are considered to be fair decision makers, employees do not have any fear in voicing concerns or giving suggestions. Employee voice behaviour is further reinforced through rewards (Avey et al., 2012; Walumbwa and Schaubroeck, 2009; Walumbwa et al., 2012; Wang et al., 2015). An ethical leader creates a supportive environment by practising voice behaviour, rewarding voice behaviour, and giving importance to the ideas, suggestions, and concerns of employees. Such support makes employees feel safe to voice their views (Avey et al., 2012; Wang et al., 2015). Similarly, De Hoogh and Den Hartog (2008) asserted that ethical leaders are receptive to concerns of the employees and encourage them to voice their opinions. Therefore, ethical leadership facilitates the voice behaviour in the organisation. Over time, when most of the employees tend to display this behaviour, it becomes the norm in the organisation.

In congruence with several existing studies, we also expect a positive influence of ethical leadership on employee voice behaviour. Having examined this direct relationship, the next task is to explore the mechanism of influence of ethical leadership on employee voice behaviour. In addition to the direct influence of ethical leadership on voice behaviour, there would be indirect impact as well. Existing studies (Cheng, Chang, Kuo, and Cheung, 2014; Qi and Ming-Xia, 2014; Zhu, He, Treviño, Chao, and Wang, 2015) Zhu et al., 2015 have suggested many indirect paths of influence, such as work engagement, self-efficacy, self-impact, organisation identification, and psychological safety of ethical leadership on employee voice behaviour. In this paper, we attempt to understand this indirect impact of ethical leadership in a unionised work environment. Developing healthy, cooperative and cordial relationships at the workplace will encourage employees to raise their concerns and offer suggestions, as the employee often displays voice behaviour after cognitively calculating the potential personal benefits and risks associated with it (Dutton, Ashford, O’neill, Hayes, and Wierba, 1997; Kish-Gephart, Detert,

Treviño, and Edmondson, 2009; Liang, Farh, and Farh, 2012; Milliken, Morrison, and Hewlin, 2003). Changing the status quo by furthering new ideas is associated with misunderstanding and undesirable social consequences (Morrison and Milliken, 2000), and in such a scenario, employees may hesitate to raise their voice, even a constructive one, in the workplace.

Industrial relations climate plays a vital role in building a healthy leader-employee relationship. A positive industrial relations climate has been found to be associated with positive attitude towards the supervisor and performance of the employees (Dastmalchian, Blyton, and Reza Abdollahyan, 1982; Iverson, and Currihan, 2003). Favourable industrial relations climate assures a cooperative work environment and employees feel free to share their suggestions in order to improve productivity and raise concerns to avoid failure. Positive industrial relations climate removes barriers in the minds of employees to raising their voice as it introduces trustful and healthy social-exchange context. Prohibitive voice raises concerns about work-related processes, while promotive voice gives suggestions to improve them. Several studies have shown that employees raise their voice upon perceiving work environment as psychologically safe (Kahn, 1990). Healthy industrial relations climate motivates employees to share their views and concerns related to work. Therefore, we infer that industrial relations climate is positively related to employee voice behaviour. Existing studies have suggested that industrial relations climate plays an important mediating role in the relationship between various inputs and industrial relations outcomes (Colquitt et al., 2013; Dastmalchian, Blyton, and Adamson, 2014; Zhou and Li, 2015). Ethical leaders contribute substantially towards development of a favourable industrial relations climate which affects the interactions between “organisational members”, individuals, and groups within an organisation (Schneider and Reichers, 1983). The care and concern shown by ethical leaders establishes their credibility, which helps these leaders in influencing the perception of employees about the industrial relations climate. So, we expect that industrial relations climate mediates the relationship between ethical leadership and employee voice. Therefore, we propose:

**Proposition 1.** Industrial relations climate mediates the relationship between ethical leadership and employee voice behaviour.

### Ethical leadership and union commitment

Through continuous demonstration of ethical conduct, ethical leaders earn credibility and win the confidence of employees. Bemmels (1995) found that concern for the employees’ well-being has a positive impact on the employees’ commitment to the company and a negative effect on union commitment. But on the other hand, more focus on the achievement of a company’s goals than the wellbeing of employees increases union commitment. In other words, leaders play a critical role in shaping the perception of employees of industrial relations climate and influencing their commitment to the union. The need for unions is less felt by employees when the organisation endeavours to protect employees’ interest. It has been found that positive employer practices reduce unionisation (Fiorito, 2002).

Ethical leaders are people-oriented (Resick, Hanges, Dickson, and Mitchelson, 2006; Treviño, Brown, and Hartman, 2003) and extend all kinds of support to develop their subordinates (Mayer et al., 2009; Treviño et al., 2003). Piccolo, Greenbaum, Hartog, and Folger (2010) asserted that ethical leaders make work more meaningful for their followers by providing them job autonomy, and shaping their beliefs and views about the work context. Based on the social exchange theory (Blau, 1964; Gouldner, 1960), employees receiving fair, careful, and trustful treatment from ethical leaders, feel obligated and consequently, reciprocate by displaying productive work behaviour, such as ethical behaviour, citizenship behaviour and putting extra effort at work. They also refrain from indulging in counterproductive behaviour (Chen & Spector, 1992; Marcus & Schuler, 2004) including deviant behaviour, strikes, and workplace incivility. Commitment towards unions can be considered as counterproductive behaviour in scenarios where unions’ actions are not aligned to organisations’ interests. Employees receiving fair treatment and social support from ethical leaders feel more committed to an organisation and less committed to the union. Therefore, we can infer that there is a negative relationship between ethical leadership and union commitment. It can be proposed that:

**Proposition 2.** Ethical leadership is negatively related to union commitment.

### Ethical climate and industrial relations climate

Industrial relations climate and ethical climate are mainly grounded in the literature on organisational climate (Blyton, Dastmalchian, and Adamson, 1987; Whitman, Caleo, Carpenter, Horner, and Bernerth, 2012). On a daily basis, individuals in an organisation encounter various policies, events, practices and processes, and they perceive these in different sets called “climates” (Schneider and and Reicher, 1983). These different sets or climates capture different aspects of the organisation. For instance, ethical climate captures the ethical standards, practices, policies, and procedures set for facilitating the ethical conduct within the organisation (Mayer et al., 2009). As stated previously, industrial relations climate captures norms and attitudes related to employee-management relations (Dastmalchian, Blyton, and Adamson, 1989). Industrial relations climate and ethical climate have a great potential to influence the individuals’ attitude and behaviour at the workplace (Elci & Alpan, 2009; Deery et al., 1999). The social information processing theory suggests that an individual’s evaluation of organisational events will be affected by the social context of those events because socially acceptable beliefs play a large role in guiding the consensus reached by those individuals (Salancik and Pfeffer, 1978). Therefore, individuals form a similar perception of practices, policies, and values of the organisation.

Martin and Cullen (2006) in their meta-analytic study found a negative association between egoistic organisational climate and different organisational outcomes. They argued that instrumental considerations for maximising one’s own utility resulted in a behaviour that is helpful to oneself but dysfunctional for others. Benevolent and principled ethical climates have been found to positively impact employee

commitment (Cullen, Parboteeah, and Victor, 2003; Schwepker, 2001); job satisfaction (Shin, 2012; Stewart, Volpone, Avery, and McKay, 2011) and psychological well-being (Mulki, Jaramillo, and Locander, 2008), whereas in the same studies, egoistic ethical climate has been found to be negatively related to these outcomes. On the other hand, egoistic ethical behaviour was found to be positively related, while benevolent and principled ethical climates were found to be negatively related to dysfunctional behaviour (Appelbaum, Deguire, and Lay, 2005).

Drawing on a similar line of existing studies, we posit that benevolent and principled ethical climates provide a fair, transparent, and trustful setting for high-quality social exchange between employees and management. As suggested by the social exchange theory (Blau, 1964), employees may construe benevolent and principled ethical climates as a confirmation of social and economic outcomes from an organisation such as good salary, good work environment, and equal opportunities for growth and fulfilment of other employment conditions. Benevolent and principled ethical climates reflect that an organisation will not cheat its employees, there is no ambiguity in any process, procedure, and policy of the company especially related to the employee-union relationship. As organisational ethical climate (benevolent and principled) motivates its decision-makers to act for maximisation of utility for the whole organisation and society, the scope of dysfunctional behaviour is very low, and hence, employees start trusting the management and they tend to cooperate with it. This mutual cooperation influences the employees' perception of industrial relations climate positively. The fair and employee welfare-oriented principles followed by organisations shape the employees' perception of industrial relations positively (Ma, Liu, and Liu, 2014; Zhou and Li, 2015). On the other hand, egoistic ethical climate leaves scope for ambiguity and unfairness in decisions taken by the decision makers as it allows the decision makers to use instrumental principles for guidance. Hence, the probability of taking decisions that may benefit a particular group of people leaving the other groups in need of support is very high. Therefore, we propose:

**Proposition 3a.** Egoistic ethical climate is negatively related to perceived industrial relations climate.

**Proposition 3b.** Benevolent ethical climate is positively related to perceived industrial relations climate.

**Proposition 3c.** Principled ethical climate is positively related to perceived industrial relations climate.

### Ethical leadership, ethical climate, and industrial relations climate

An ethical leader has been found to possess integrity, is trustworthy, fair in her/his dealings, cares for others and displays ethical conduct (Mayer et al., 2009; Toor and Ofori, 2009; Trevino et al., 2000). Brown et al. (2005) suggested two dimensions of ethical leadership - one, moral person dimension (for example: high level of integrity and concern for others) and second, moral manager dimension (for example: communicating, rewarding ethical behaviour, punishing, setting ethical standards and a role model to influence followers). Leaders define and set ethical standards to be followed by the members of the organisations through

various practices, policies, and procedures that influence the employees' perception of ethical climate of the organisation (Mayer et al., 2009). Several studies have shown positive association between ethical leadership and ethical climate (Dickson, Smith, Grojean, and Ehrhart, 2001; Lu and Lin, 2014; Mayer et al., 2009; Schminke, Ambrose, and Neubaum, 2005). Ethical leadership signals employees about the ethical standards to be followed and how they would need to be followed, by displaying ethical behaviour at the workplace. It positively influences employees' perception of ethical climate.

Thus, ethical leadership positively influences the perception of employees about the industrial relations climate. Also, positive association between ethical climate and industrial relations climate is made in Proposition 3. Therefore, we further propose that:

**Proposition 4.** Ethical climate mediates the relationship between ethical leadership and industrial relations climate.

Fig. 1 gives the conceptual model proposed in the foregoing four propositions.

## Discussion

### Relevance to the Indian context

Employer/employee conflict in the Indian industrial relations climate, especially in the manufacturing sector was seen at Maruti Suzuki in 2011-12 (Economic Times, June 2012), Bajaj Auto in 2013 (Rediff News, August 2013) and the strike at Tata Motors in 2016 (Indian Express, February 2016). Industrial unrest was also seen in the service sector industries such as airlines (Times of India, September 2009) and the banking industry (The Hindu, September 2016). Trade unions in India have been quite active and have played a pivotal role in several issues that concerned them, such as fixing of wages and collective bargaining with the management.

On the one hand, where managers and employers often use lockouts to show their power, workers resort to strikes owing to real or perceived violations of their rights (such as disputes over wages, bonuses, pensions, incentive schemes, production targets, termination of employment, and arbitrary transfer of workers). There are various forms of labour-management disputes such as demonstrations, traffic blockades including blocking railroads, hunger strikes, *gheraos* (workers physically surrounding managers and owners), sit-ins, memorandums, go-slow tactics, and sometimes violent protests, to mention a few (Shyam Sunder, 2003, p.706). Union workers, especially in India, are often seen participating actively on the political front to safeguard their employment and income rights during an economic downturn (Frenkel and Kuruvilla, 2002). With the advent of globalisation, organisations that use privatisation, downsizing, huge layoffs and restructuring of private firms as a common practice, face continuous resistance from the unionised workers. Here, workers are seen as politically active as they try to protect their employment and incomes in times of economic uncertainty, which has been exacerbated by globalisation (Frenkel and Kuruvilla, 2002).

A trade union in India is mostly steered by a major political party. This unique set-up tends to complicate and strain the industrial relations at the behest of the political party's

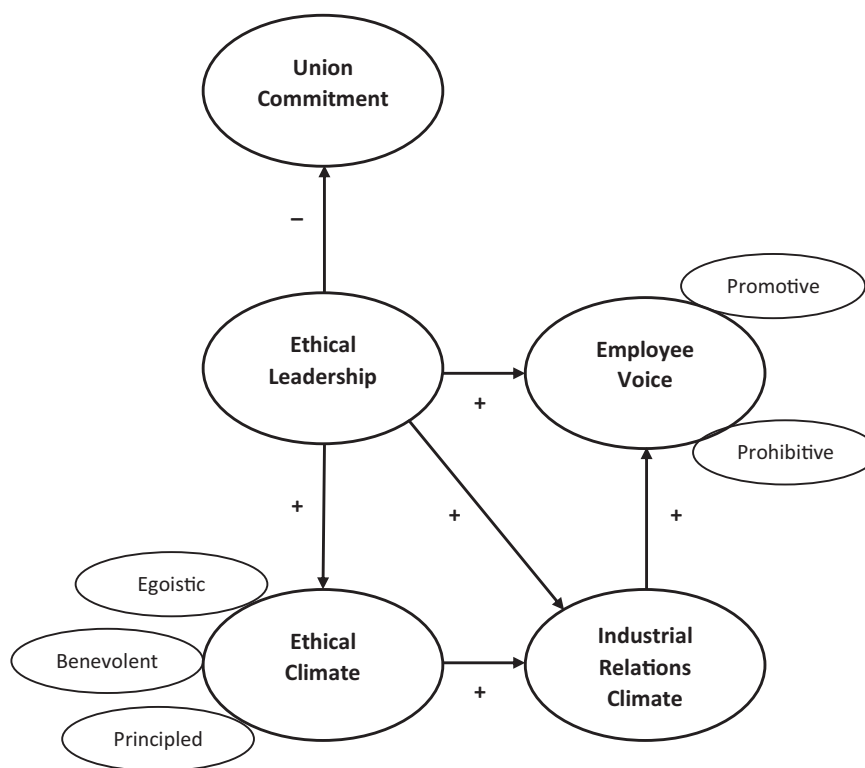


Fig. 1 Proposed research model.

own personal interests, which sometimes can go against the interest of the workers. There have been instances, however, where the union has stood for the broader interests of the political parties, for example, to oppose privatisation and economic reforms.

Cultural differences make the Indian industrial relations a little more complex when compared to its counterparts (Hofstede, 2001; Hofstede and Hofstede, 2005). Collectivism represents the degree to which individuals are supposed to look after themselves or remain integrated into groups (Hofstede and Hofstede, 2005). Indian employees tend to associate themselves with the identity of the organisation. They expect organisations to look after them like a family and to provide them with all facilities such as training, recreational facilities and work-life balance. Therefore, organisations that fulfil these expectations, which are beyond employment conditions, are able to maintain a good industrial relations climate at the workplace. Another cultural dimension that explains the subordinate-supervisor relationship in the Indian context is power distance (Hofstede and Hofstede, 2005; Khatri, 2009, p. 402). As India is high on power distance, Indian employees tend to behave submissively in the presence of managers and they perceive their bosses to be either autocratic or paternalistic (as cited in Bochner and Hesketh, 1994; Khatri, 2011, 2009). Therefore, these two cultural dimensions, viz., collectivism and power distance are relevant to explain the importance of ethical leadership in shaping the industrial relations climate at the workplace.

India, despite being a predominantly collectivist society, has some flavour of individualism as well. Indians are connected with their religious group, families, social groups, organisations and, at the same time, they are competent at the work place and show signs of individualism. High power

distance society leaves scope for paternalistic leadership at the workplace. Kharti (2011) in his study argued that India falls under the vertical-collectivism orientation (for details, see "Cultural Syndromes" suggested by Triandis, 1995; 1996) where supervisors care, nurture, and protect subordinates; and in return, subordinates show loyalty, respect, obedience, and gratitude. Therefore, exchanges between the employees and the leader have a relational/emotional basis. The unequal distribution of power results in asymmetric supervisor-subordinate exchanges. The relationship is chiefly paternalistic, a coupling of power (authority and hierarchy) and relationships (emotions and loyalty).

The Indian work culture is quite complex. Paternalism (where father is the law maker and takes all important decisions, and takes cares of all needs of the family members) still exists at the Indian workplace even after globalisation. Paternalism "combines strong discipline and authority with fatherly benevolence" (Farh and Cheng, 2000: 91). Under paternalism, managers are not only concerned about the welfare of workers at the workplace but also their off-the-job lives. Supervisors extend protection to their subordinates in return of their loyalty and respect, reinforcing the paternalistic role further. As a result, the boundary between work and private life in supervisor-subordinate exchanges becomes hazy (Alston, 1989; Farh and Cheng, 2000). The Indian workforce has accepted paternalism in a positive way. For instance, the Indian giant firm, the TATA group has maintained paternalism across its group companies. Cultural dimensions have a great role in shaping the industrial relations climate in Indian industries. Another characteristic of Indian culture that shapes attitudes toward paternalism is that no shame is attached to an adult male being subservient to another adult if the other is in the place of his father, uncle, or elder brother. Indians are

accustomed to being economically dependant on the family and deferential towards the family head. The major requirement is that the “father surrogate” reciprocates the relationship by assuming certain paternal obligations towards his subordinate. In India, children learn to suppress their individualism and to view themselves as an organic part of a family in which those above them in the hierarchy are expected to nurture them and, they in return, are expected to serve the elders (Roland, 1988). The Indian subordinates expect care, concern and support from their boss, and do not mind being submissive at the workplace. They feel protected and see a fatherly figure in their boss having superior power and status. Therefore, studying the impact of ethical leaders on individuals’ attitude has great relevance in the Indian context. All ethical leaders extend care to their subordinates and work to bring transparency at the workplace. Along with fair treatment, they provide their subordinates the chance to speak up at the workplace (Brown et al., 2005). On perceiving the reflection of paternalism in the behaviour of line managers, employees reciprocate through enhancement in productivity, engagement and exhibition of employee voice behaviour.

Unions play a very critical role in shaping the views of its members about ethical climate and ethical leadership of the line managers. However, unions are many times politicised and may lose the trust of the workforce, particularly of those belonging to the new generation. Therefore, ethical leadership has a great role to play in maintaining a good working environment as unions are losing their strength and they are unable to negotiate good employment conditions for their members (Jha and Varkkey, 2017). Ethical leadership, along with welfare policies, can be very important in curbing growing dissatisfaction among employees.

Khatri (2009) suggests that in a society such as India where power distance is high, chances of miscommunication are also high because communication is vertically downwards, with little or no horizontal aspect. A high distance communication is a unidirectional communication with flow of information or ideas from the superiors to the subordinates. The subordinates are thus passive absorbers soaking up the information, rather than constructively communicating their thoughts. Thus, decisions are taken autocratically by the top leaders and filter vertically downwards. Little participation from lower-level employees leads to paucity of new ideas, leading to poor quality of decisions. In such a situation, the top management becomes disconnected from ground realities as those on the frontline are unwilling to share ideas or inputs based on their experience. On the other hand, employees in the lower levels of the hierarchy become uncertain about the management’s expectations from them (Mintzberg, 1993). Hofstede (2001) also found that high power distance organisations lack informal communication channels across the hierarchy leaving little scope for innovation and the concentration of decision-making power rests only with the top executives. As a result of lack of communication channels running top-down, chances of miscommunication increase. Neither does the management get the ground realities of industrial relations climate, especially during times of unrest; nor do union employees get adequate information from the top management. Communication of correct information related to industrial relations from the top management to the unionised employees can be strengthened through line managers; otherwise, during crises, presidents of unions may contaminate the

minds of union members to further their own interests. Sometimes organisations do take advantage of this by providing favours to the union president to control the unrest. For example, the Tata Iron and Steel company (TISCO), known for its paternalism in managing human resources, acted differently during plant-wide strikes (some issues were wages & benefits and getting permanent status) in 1920, 1922, 1928 and 1958. The 1958 strike resulted in the recognition of the Jamshedpur Mazdur Union (JMU), a communist union (as cited in Kling, 1998). TATA established a personnel department in 1943 “to put the personal touch” in their management of labour. Their paternalistic approach helped to maintain a cordial relationship between the workers and its union for more than three decades till 1992 (as cited in Kling, 1998). The Tata Workers Union has upheld the status quo and settled labour problems through joint management-labour committees. Even today, the TATA group companies have managed to maintain good industrial relations, with a few exceptions, through their paternalistic approach (as cited in Kling, 1998). On the other hand, MUL did not accept the proposal of recognising the plant-level union, and on the contrary, tried to turn the union president in its favour. Also, the company attempted to violate the workers’ right to form unions (as specified in the Trade Union Act, 1926) and go on strike. This strong stance took an ugly turn and resulted in violent industrial unrest (as cited in Nowak, 2016; Vijay Kumar, 2013).

Also, a society like India, where power distance is high, needs ethical line managers who can reduce the communication gap by encouraging the employees to share their ideas and concerns related to work. Otherwise, employees, especially in a unionised environment, may not feel confident of speaking out because of high power inequality and unfavourable industrial relations. Therefore, development of favourable industrial relations climate is an important factor to motivate employees to share their concerns and ideas at work in a unionised environment.

In this paper, we have proposed that ethical leadership can develop a favourable industrial relations climate, which is much needed for the economic and social development of a country. This paper gives a new perspective to practitioners and researchers to analyse and improve the industrial relations climate by aligning the behaviour of the unionised worker with the desired behaviour. We discussed in previous sections that unionised workers may display employee voice behaviour once they perceive the industrial relations climate to be favourable in the organisation. This argument is consistent with what argued in their study on empowering unionised workers in the Indian context. They suggested that HRM initiatives need to be launched with support from unions, which otherwise will not give the desired results. Unions play a very critical role in the Indian labour relations management. There is little prospect of promoting HRM in a strongly unionised environment without regard for industrial relations. Therefore, our proposed model, elucidating a positive relationship between ethical leadership and employee voice behaviour through the development of an ethical and favourable industrial relations climate, marks progress in this direction. We have also highlighted the importance of the industrial relations climate in promoting employee voice behaviour at the workplace and suggested how ethical leadership of line managers can contribute to that process.

## Summary of the proposed conceptual model

This study attempts to explore the mechanisms which play an important role in the relationship of ethical leadership with employment relations in organisations. We have specifically looked at employee voice behaviour and union commitment. The critical role of ethical and industrial relations climate has also been examined.

### Mediating role of industrial relations climate

The mechanism by which ethical leadership has a positive effect on employee voice behaviour has not been widely studied. The few exceptions (Avey et al., 2012; Walumbwa and Schaubroeck, 2009; Wang et al., 2015) further emphasised the importance of focussing on this aspect. Employee voice plays a vital role in maintaining organisational health. We have laid down the foundation for future studies on similar lines by proposing a relationship between ethical and industrial relations climate on voice behaviour. We developed a conceptual framework (see Fig. 1) based on extensive literature review that extended the positive relationship between ethical leadership and employee voice behaviour by incorporating the mediating effect of industrial relations climate. The social support theory forms the basis of these relationships. Social support extended by ethical leaders by way of fair treatment, care, respect, setting clear standards of behaviour and rewarding good behaviour, not only encourages the employees to demonstrate positive voice behaviour at the workplace but also, shapes employees' perception of industrial relations climate of the organisation through the ethical leaders' strong inclination towards rationality and transparency in decision-making. Positive industrial relations climate would strengthen the confidence of the employees and also provide the support required for promotive and prohibitive voice. Sound management-employee relations are propelled by ethical leadership and, in turn, this enables employees to contribute constructively. Hence, this study contributes significantly to the existing literature by establishing a mediating role of industrial relations between ethical leadership and employees' voice behaviour.

### Ethical leadership as an antecedent of reduced employee commitment to unions

Bemmel (1995) suggested that people-oriented supervisors boost the commitment of employees towards the organisation rather than to the union. Industrial peace is highly desired by all organisations, and so it is in the interest of organisations to tilt the balance of commitment of employees towards itself rather than towards unions. Piccolo et al. (2010) found that ethical leaders managed to increase work engagement level of employees. Engaged employees would not like to be part of unproductive behaviour at the workplace such as participation in strikes, going slow, halting production and active involvement in organising union activities during working hours.

### Mediating role of ethical climate between ethical leadership and industrial relation climate

Ethical leaders help in shaping the ethical climate in organisations, which in turn, helps in building a positive industrial

relations climate. Display of ethical conduct and setting ethical standards contribute substantially towards building the confidence of employees towards constructive employee-management relations. Rational decisions and transparency dissolve all types of ambiguity related to employment relations in the minds of employees, which positively influences the perception of industrial relations climate.

## Implications for future research and practice

### Implications for future research

Informed by industrial relations climate frameworks developed by Dastmalchian et al. (1982), we developed a conceptual model explaining employees' voice behaviour at the workplace and reduced commitment to unions. We further extended these studies with the inclusion of two contextual factors - ethical leadership and ethical climate of the organisation. We also referred to a Bemmel (1995) study which highlighted the role of the supervisor (employee concern versus goal orientation) in influencing employees' commitment to an organisation and union. Similar to the line of research conducted by other scholars (Dastmalchian, Adamson & Blyton, 1986; Dastmalchian et al., 1982; Dastmalchian et al., 1989), our conceptual model posits the mediating role of the industrial relations climate between ethical leadership and employees' voice behaviour. Our study makes two significant contributions to the existing literature on industrial relations climate and ethical leadership. We proposed that ethical leadership leads to an increase in the commitment of employees towards the organisation by way of demonstrating voice behaviour and decline in commitment towards unions. Ethical climate creates a positive and favourable industrial relations climate that positively influences the employees' voice behaviour.

It is imperative for the organisation to develop trust among employees so that mutual benefits can be achieved (Purcell, 1981). Development of trust cannot be achieved overnight, as it requires continuous nurturing of relationship between employees and leaders through fair and transparent exchanges. We propose that leaders have a very crucial role to play in shaping the industrial relations climate by treating followers fairly and bringing justice and transparency at the workplace. Ethical leadership increases work engagement (Piccolo et al., 2010) and employees are motivated to put in extra effort to do their jobs. Ethical leaders influence the intrinsic motivation of the individuals and motivate employees to share their concerns. In such an organisation climate, where an employee's voice is heard and employees are treated well, the need for unionism decreases. Unions are the route through which employees raise their voice in case of any inequity experienced in employment relationships (Brett, 1980). On the other hand, positive employer practices reduce unionisation (Fiorito, 2002). Therefore, we propose that it is the ethical behaviour of leaders that forms the basis for healthy, cordial and co-operative relationship between management and employees, and which, further, positively influences the perception of employees about industrial relations climate.

Existing studies have widely accepted the role of ethical leaders in the development of ethical climate that has a great impact on employees' attitude and work-related



outcomes (Dickson et al., 2001; Lu and Lin, 2014; Mayer et al., 2009; Schminke et al., 2005). In other words, ethical and industrial relations climate predict the individuals' attitude and behaviour at the workplace. As employee voice is a very complex phenomenon, it would not be correct to jump to such conclusions, ignoring contextual factors (such as union instrumentality, union loyalty, and employees' commitment towards union) influencing employment relationship. However, we can say that the display of ethical leadership improves the employees' perception of industrial relations climate, which influences their voice behaviour. Once employees are confident about the employee-management relationship and feel psychologically safe at the workplace, they start sharing their viewpoints on improving various organisational processes and procedures. On perceiving a positive industrial relations climate, unions are also likely to cooperate and contribute to the organisation. Our conceptual model provides a framework to unite efforts of the unions, employees, and leaders to achieve industrial peace and productivity at its full potential.

### Implications for practice

The first practical implication of the study is the importance of ethical leadership to ensure healthy employment relations in organisations. Industrial unrest is once again becoming a serious concern for organisations in the manufacturing as well as the service sector. Organisations are unable to utilise the potential of employee voice behaviour because of distrust and cynicism. Dissatisfied employees look up to the union to improve their employment conditions. It has been observed that in many organisations, employees approach unions for even minor issues such as a trivial disagreement with the manager, work pressure on specific days, and misbehaviour by colleagues. Generally, employees are not comfortable or confident about approaching their managers. In a unionised set-up, employees tend to look at the manager's behaviour from union-management relationship. Regardless of an organisation's efforts/ initiatives to protect the interest of the employees, leaders' ambiguous behaviour weakens those initiatives. Leader-employee interaction in a unionised work environment has great potential to influence union-management relationships. Especially so when employees with a high level of commitment towards unions are usually suspicious of organisation policies, new initiatives, and procedures. Therefore, leaders play a very crucial role in establishing trust and credibility that will strengthen the management-employees relationship. Status of industrial relations climate is a function of work conditions created by the leader in the organisation.

Demonstration of ethical leadership not only helps to avoid deviant behaviour of the employees such as participation in strikes, but also enables the organisation to gain many benefits from employee voice behaviour. Suitable mechanisms need to be established to encourage leaders to exhibit ethical conduct at the workplace. An organisation can align its processes and procedures in such a way that they reflect fairness and transparency. Organisations have started focussing on promoting ethics at the workplace and undertaking initiatives such as ethics training and ethics bulletin, and emphasise on ethical practices to conduct business. Managers need to be given training on ethical leadership and suitable rewards and recognition

can be devised to promote ethical leadership at the workplace. Union strikes are costly not only to the concerned organisation, but they also have the potential to weaken the economic conditions of the whole industry and even the country.

Ethical leadership can create an ethical work culture that positively influences the industrial relations climate as well. On perceiving favourable industrial and ethical climates, employees show greater commitment to their organisations by engaging in positive voice behaviour, when otherwise, they may participate in unproductive activities facilitated by unions to raise their concerns.

### References

- Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012) and it is already included in reference list).
- Alston, J.P. (1989). Wa, Guanxi, and Inhwa: Managerial principles in Japan, China, and Korea. *Business Horizons* 32 (2), 26-31.
- Appelbaum, S.H., Deguire, K.J., & Lay, M. (2005). The relationship of ethical climate to deviant workplace behavior. *Corporate Governance: The International Journal of Business in Society* 5 (4), 43-55.
- Argyris, C., & Schon, D. (1978). *Organizational learning: A theory of action approach*. Addison Wesley, Reading, MA.
- Avey, J.B., Wernsing, T.S., & Palanski, M.E. (2012). Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. *Journal of Business Ethics* 107 (1), 21-34.
- Bandura, A. (1977). *Social learning theory*. Prentice-Hall, Englewood Cliffs, NJ.
- Bemmel, B. (1995). Dual commitment: Unique construct or epiphenomenon. *Journal of Labor Research* 16 (4), 401-422.
- Blau, P.M. (1964). *Exchange and power in social life*. Transaction Publishers.
- Blyton, P., Dastmalchian, A., & Adamson, R. (1987). Developing the concept of industrial relations climate. *Journal of Industrial Relations* 29 (2), 207-216.
- Bochner, S., & Hesketh, B. (1994). Power distance, individualism/collectivism, and job-related attitudes in a culturally diverse work group. *Journal of cross-cultural psychology* 25 (2), 233-257.
- Brett, J.M. (1980). Why employees want unions. *Organizational Dynamics* 8 (4), 47-59.
- Brown, M.E., & Treviño, L.K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly* 17 (6), 595-616.
- Brown, M.E., Treviño, L.K., & Harrison, D.A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes* 97 (2), 117-134.
- Bryson, A. (2001). *Union effects on managerial and employee perceptions of employee relations in Britain*. Centre for Economic Performance, London School of Economics and Political Science.
- Chen, P.Y., & Spector, P.E. (1992). Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of occupational and organizational psychology* 65 (3), 177-184.
- Chen, A.S.Y., & Hou, Y.H. (2016). The effects of ethical leadership, voice behavior and climates for innovation on creativity: A moderated mediation examination. *The Leadership Quarterly* 27 (1), 1-13.
- Cheng, J.W., Chang, S.C., Kuo, J.H., & Cheung, Y.H. (2014). Ethical leadership, work engagement, and voice behavior. *Industrial Management & Data Systems* 114 (5), 817-831.
- CNBC (2015). *Strikes at Amazon German warehouses up to Christmas*. (Accessed 4 August 2016) from <http://www.cnbc.com/2015/12/21/strikes-at-amazon-german-warehouses-up-to-christmas.html>.
- Colquitt, J.A., Scott, B.A., Rodell, J.B., Long, D.M., Zapata, C.P., & Conlon, D.E. et al., (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology* 98 (2), 199.

- Cullen, J.B., Parboteeah, K.P., & Victor, B. (2003). The effects of ethical climates on organizational commitment: A two-study analysis. *Journal of Business Ethics* 46 (2), 127-141.
- Dastmalchian, A., Adamson, R., & Blyton, P. (1986). Developing a measure of industrial relations climate. *Relations Industrielles/Industrial Relations* 851-859.
- Dastmalchian, A., Blyton, P., & Adamson, R. (1989). Industrial relations climate: Testing a construct. *Journal of Occupational Psychology* 62 (1), 21-32.
- Dastmalchian, A., Blyton, P., & Adamson, R. (2014). *The climate of workplace relations* (Routledge revivals). Routledge.
- Dastmalchian, A., Blyton, P., & Reza Abdollahyan, M. (1982). Industrial relations climate and company effectiveness. *Personnel Review* 11 (1), 35-39.
- De Hoogh, A.H., & Den Hartog, D.N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *The Leadership Quarterly* 19 (3), 297-311.
- Deery, S.J., & Iverson, R.D. (2005). Labor-management cooperation: Antecedents and impact on organizational performance. *Industrial & Labor Relations Review* 58 (4), 588-609.
- Deery, S., Iverson, R., & Erwin, P. (1999). Industrial relations climate, attendance behavior and the role of trade unions. *British Journal of Industrial Relations* 37 (4), 533-558.
- Dickson, M.W., Smith, D.B., Grojean, M.W., & Ehrhart, M. (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *The Leadership Quarterly* 12 (2), 197-217.
- Dutton, J.E., Ashford, S.J., O'Neill, R.M., Hayes, E., & Wierba, E.E. (1997). Reading the wind: How middle managers assess the context for selling issues to top managers. *Strategic Management Journal* 18 (5), 407-423.
- Economic Times (2012). 1 dead, over 90 injured in clashes at Maruti Suzuki's Manesar plant; stock down 8.2%. Accessed on February 27, 2016. [http://articles.economictimes.indiatimes.com/2012-07-19/news/32730966\\_1\\_maruti-suzuki-s-manesar-manesar-plant-mswu](http://articles.economictimes.indiatimes.com/2012-07-19/news/32730966_1_maruti-suzuki-s-manesar-manesar-plant-mswu).
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly* 44 (2), 350-383.
- Elçi, M., & Alpan, L. (2009). The impact of perceived organizational ethical climate on work satisfaction. *Journal of Business Ethics* 84 (3), 297-311.
- Farh, J.L., & Cheng, B.S. (2000). A cultural analysis of paternalistic leadership in Chinese organizations. Management and organizations in the Chinese context. Palgrave Macmillan, UK, pp. 84-127.
- Fiorito, J. (2002). Human resource management practices and worker desires for union representation. *The Future of Private Sector Unionism in the United States* 205-226.
- Frenkel, S., & Kuruvilla, S. (2002). Logics of action, globalization, and changing employment relations in China, India, Malaysia, and the Philippines. *ILR Review* 55 (3), 387-412.
- Gouldner, A.W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review* 161-178.
- Gordon, M.E., Philpot, J.W., Burt, R.E., Thompson, C.A., & Spiller, W.E. (1980). Commitment to the union: Development of a measure and an examination of its correlates. *Journal of Applied Psychology* 65 (4), 479.
- Hammer, T.H., Curral, S.C., & Stern, R.N. (1991). Worker representation on boards of directors: A study of competing roles. *Industrial & Labor Relations Review* 44 (4), 661-680.
- Hassan, S. (2015). The importance of ethical leadership and personal control in promoting improvement-centered voice among government employees. *Journal of Public Administration Research and Theory* 25 (3), 697-719.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage publications, New Delhi.
- Hofstede, G., & Hofstede, G.J. (2005). *Cultures and organizations: Software of the mind*, 2nd ed McGraw-Hill, New York.
- Indian Express (2016). Tata Motors Sanand plant strike enters day 5. Accessed 27 February 2016. <http://indianexpress.com/article/india/india-news-india/less-wage-hike-tata-motors-sanand-plant-strike-enters-day-5>.
- Iverson, R.D., & Currian, D.B. (2003). Union participation, job satisfaction, and employee turnover: An event-history analysis of the exit-voice hypothesis. *Industrial Relations: A Journal of Economy and Society* 42 (1), 101-105.
- Jha, J.K., & Varkkey, B. (2003). Convergence or divergence: The impact of globalisation on employee relations in India and china. *International Journal of Employment Studies* 25 (2), 44.
- Jin, H. (2016). Hyundai Motor's South Korean union approves strike action. Accessed 13 August 2016 from <http://www.reuters.com/article/us-hyundai-motor-strike-idUSKCN0ZT2L1>.
- Khatri, N. (2009). Consequences of power distance orientation in organisations. *Vision* 13 (1), 1-9.
- Khatri, N. (2011). A taxonomy of supervisor-subordinate exchanges across cultures. *IIMB Management Review* 23 (2), 71-80.
- Kish-Gephart, J.J., Detert, J.R., Treviño, L.K., & Edmondson, A.C. (2009). Silenced by fear: The nature, sources, and consequences of fear at work. *Research in Organizational Behavior* 29, 163-193.
- Kling, B.B. (1998). Paternalism in Indian labor: The Tata iron and steel company of Jamshedpur. *International Labor and Working-Class History* 53, 69-87.
- Liang, J., Farh, C.I., & Farh, J.L. (2012). Psychological antecedents of promotive and prohibitive voice: A two-wave examination. *Academy of Management Journal* 55 (1), 71-92.
- Lu, C.S., & Lin, C.C. (2014). The effects of ethical leadership and ethical climate on employee ethical behavior in the international port context. *Journal of Business Ethics* 124 (2), 209-223.
- Ma, B., Liu, S., & Liu, D. (2014). The impact of organizational identification on the relationship between procedural justice and employee work outcomes. *Social Behavior and Personality: An International Journal* 42 (3), 437-444.
- Marcus, B., & Schuler, H. (2004). Antecedents of counterproductive behavior at work: a general perspective. *Journal of Applied Psychology* 89 (4), 647.
- Martin, K.D., & Cullen, J.B. (2006). Continuities and extensions of ethical climate theory: A meta-analytic review. *Journal of Business Ethics* 69 (2), 175-194.
- Mayer, D.M., Kuenzi, M., & Greenbaum, R.L. (2009). Making ethical climate a mainstream management topic. *Psychological Perspectives on Ethical Behavior and Decision Making* 181-213.
- Mayer, D.M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R.B. (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes* 108 (1), 1-13.
- Mintzberg, H. (1993). *Structure in fives: Designing effective organizations*. Prentice-Hall, Inc.
- Morrison, E.W., & Milliken, F.J. (2000). Organizational silence: A barrier to change and development in a pluralistic world. *Academy of Management Review* 25 (4), 706-725.
- Morrison, E.W., Wheeler-Smith, S.L., & Kamdar, D. (2011). Speaking up in groups: A cross-level study of group voice climate and voice. *Journal of Applied Psychology* 96 (1), 183.
- Newton, L.A., & Shore, L.M. (1992). A model of union membership: Instrumentality, commitment, and opposition. *Academy of Management Review* 17 (2), 275-298.
- Ng, T.W., & Feldman, D.C. (2012). Employee voice behavior: A meta-analytic test of the conservation of resources framework. *Journal of Organizational Behavior* 33 (2), 216-234.
- Nowak, J. (2016). Strikes and labor unrest in the automobile industry in India: The case of Maruti Suzuki India limited. *WorkingUSA* 19 (3), 419-436.
- Oxenbridge, S., & Brown, W. (2004). Achieving a new equilibrium? The stability of cooperative employer-union relationships. *Industrial Relations Journal* 35 (5), 388-402.

- Parry, W. (2016) August 4, Icahn: Union got Taj Mahal Casino workers to kill own jobs. Accessed 12 August 2016 from: <http://www.cnbc.com/2016/08/04/the-associated-press-icahn-union-got-taj-mahal-casino-workers-to-kill-own-jobs.html>.
- Piccolo, R.F., Greenbaum, R., Hartog, D.N.D., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior* 31 (2-3), 259-278.
- Purcell, T. (1954). Dual allegiance to company and union. *Personnel Psychology* 7, 48-58.
- Purcell, J. (1981). Patterns of Industrial Relations. Good Industrial Relations. Palgrave Macmillan, London, pp. 60-89.
- Qi, Y., & Ming-Xia, L. (2014). Ethical leadership, organizational identification and employee voice: Examining moderated mediation process in the Chinese insurance industry. *Asia-Pacific Business Review* 20 (2), 231-248.
- Resick, C.J., Hanges, P.J., Dickson, M.W., & Mitchelson, J.K. (2006). A cross-cultural examination of the endorsement of ethical leadership. *Journal of Business Ethics* 63 (4), 345-359.
- Robert, C., Probst, T.M., Martocchio, J.J., Drasgow, F., & Lawler, J.J. (2000). Empowerment and continuous improvement in the United States, Mexico, Poland, and India: Predicting fit on the basis of the dimensions of power distance and individualism. *Journal of applied psychology* 85 (5), 643.
- Roland, A. (1988). In search of self in India and Japan: Toward a cross-cultural psychology. Princeton University Press.
- Salancik, G.R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly* 23 (2), 224-253.
- Schminke, M., Ambrose, M.L., & Neubaum, D.O. (2005). The effect of leader moral development on ethical climate and employee attitudes. *Organizational Behavior and Human Decision Processes* 97 (2), 135-151.
- Schneider, B., & Reichers, A.E. (1983). On the etiology of climates. *Personnel Psychology* 36 (1), 19-39.
- Shin, Y. (2012). CEO ethical leadership, ethical climate, climate strength, and collective organizational citizenship behavior. *Journal of Business Ethics* 108 (3), 299-312.
- Snape, E., & Chan, A.W. (2000). Commitment to company and union: Evidence from Hong Kong. *Industrial Relations: A Journal of Economy and Society* 39 (3), 445-459.
- Stewart, R., Volpone, S.D., Avery, D.R., & McKay, P. (2011). You support diversity, but are you ethical? Examining the interactive effects of diversity and ethical climate perceptions on turnover intentions. *Journal of Business Ethics* 100 (4), 581-593.
- Sunder, Shyam, & R., K. (2003). Industrial conflicts in India in the reform decade. *The Indian Journal of Labour Economics* 46 (4), 703-724.
- Tan, H.H., & Aryee, S. (2002). Antecedents and outcomes of union loyalty: A constructive replication and an extension. *Journal of Applied Psychology* 87 (4), 715.
- The Hindu (2016). Accessed on February 27, 2016. <http://www.thehindu.com/business/Industry/13-lakh-bank-employees-go-on-strike-banking-transport-likely-to-be-hit/article606980.ece>.
- The Times of India (2009). Accessed on February 27, 2016. <http://timesofindia.indiatimes.com/business/india-business/Pilots-on-mass-leave-130-Jet-Airways-flights-cancelled/articleshow/4984594.cm>.
- Toor, S.R., & Ofori, G. (2009). Ethical leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. *Journal of Business Ethics* 90 (4), 533-547.
- Treviño, L.K., Brown, M., & Hartman, L.P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations* 56 (1), 5-37.
- Trevino, L.K., Hartman, L.P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review* 42 (4), 128-142.
- Triandis, H.C. (1995). Individualism & collectivism. Westview Press.
- Triandis, H.C. (1996). The psychological measurement of cultural syndromes. *American psychologist* 51 (4), 407.
- Van Dyne, L., Ang, S., & Botero, I.C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies* 40 (6), 1359-1392.
- Van Dyne, L., & LePine, J.A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal* 41 (1), 108-119.
- Victor, B., & Cullen, J.B. (1988). The organizational bases of ethical work climates. *Administrative Science Quarterly* 33 (1), 101-125.
- Vidaver-Cohen, D. (1998). Moral climate in business firms: A conceptual framework for analysis and change. *Journal of Business Ethics* 17 (11), 1211-1226.
- Vijay Kumar, T. (2013). Labor unrest at Maruti Suzuki india limited. *IBS Centre for Management Research* 1-17 retrieved from: [www.icmrindia.org](http://www.icmrindia.org).
- Walumbwa, F.O., Morrison, E.W., Schaubroeck, J., & Christensen, A.L. (2012). Ethical leadership and group in-role performance: The mediating roles of group conscientiousness and group voice. *The Leadership Quarterly* 23 (5), 953-964.
- Wang, D., Gan, C., Wu, C., & Wang, D. (2015). Ethical leadership and employee voice: Employee self-efficacy and self-impact as mediators. *Psychological Reports* 116 (3), 751-767.
- Whitman, D.S., Caleo, S., Carpenter, N.C., Horner, M.T., & Bernerth, J.B. (2012). Fairness at the collective level: A meta-analytic examination of the consequences and boundary conditions of organizational justice climate. *Journal of Applied Psychology* 97 (4), 776.
- Yang, Y. (2016). Walmart workers launch wildcat strikes across China. Accessed 13 August 2016 from <http://www.ft.com/cms/s/0/d1dd7376-4408-11e6-9b66-0712b3873ae1.html#axzz4HCbWo6cg>.
- Zhou, J., & George, J.M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal* 44 (4), 682-696.
- Zhou, L., & Li, M. (2015). Distributive justice climate and job performance: The mediating role of industrial relations climate. *Social Behavior and Personality: An International Journal* 43 (1), 145-152.
- Zhu, W., He, H., Treviño, L.K., Chao, M.M., & Wang, W. (2015). Ethical leadership and follower voice and performance: The role of follower identifications and entity morality beliefs. *The Leadership Quarterly* 26 (5), 702-718.