

**Source:** Mostafa, A. M. S., & Bottomley, P. A. (2018). Self-sacrificial leadership and employee behaviours: An examination of the role of organizational social capital. *Journal of Business Ethics*; JBE; Dordrecht, 1–12. <http://dx.doi.org/10.1007/s10551-018-3964-5>

**Comment:** (from *LDR 807 Transforming Self-Concept*):

**Quote/Paraphrase:** “This study also provides support for the argument that self-sacrificial leaders shape employees perceptions of the importance of the collective’s needs and enhance shared trust and collective goals and actions...The promotion of such relationships will result in tangible benefits for the organization, such as reduced turnover and absenteeism rates, and increased levels of innovation, as well as intangible benefits, such as improved employee attitudes and behaviours” (pp. 9-10).

**Essential Element:** This comment is associated with the essential element formation science.

**Additive/Variant:** This comment is additive to my understanding of the influential role of leaders have on organizational culture. This study sheds light on organizational culture in terms of spirituality as the grounds for human development and transformation. It specifically examines the role a leader’s self-sacrificial behaviors can have on organizational culture. This study highlights the theoretical connection between self-sacrificial and servant leadership.

**Contextualization:** This is my favorite part of the whole study. Leader’s values and behavior impact how employees treat one another and the organization. Leaders can adopt the findings of this study to create powerful workplace cultures that will be teeming with virtues built on life-giving communication, honoring personhood of each individual, and addressing human problems with creative solutions. The promise of a Christian theistic worldview lies on the transformative power it can deliver. Going beyond abstract theory, self-sacrificial leadership will have positive practical results in the workplace. My experience of a leader’s self-sacrificial behaviors were formative for my development into future leadership roles.

**Source:** Gok, K., Bommer, W. H., Demirtas, O., Arslan, A., Eberhard, J., Ozdemir, A. I., & Yigit, A. (2017). You may not reap what you sow: How employees' moral awareness minimizes ethical leadership's positive impact on workplace deviance. *Journal of Business Ethics: JBE; Dordrecht*, 146(2), 257–277. <http://dx.doi.org/10.1007/s10551-017-3655-7>

**Comment:** (from LDR 807 *Transforming Self-Concept*):

**Quote/Paraphrase:** “As organizations continue to seek solutions to ongoing ethical violations and deviant workplace behavior, understanding how leaders can help to minimize and eliminate such occurrences is of vital importance... In this investigation, we sought to contribute to this discussion by introducing the role of individuals' moral awareness as an important boundary condition of ethical leadership... This [study] suggests that leaders who attempt to alter employees' behavior by engaging in ethical leadership practices with all of them, irrespective of their moral characteristics, may be wasting their time by misallocating valuable cognitive, affective and leadership resources. As a result, leaders may need to seek other alternatives or ways to reduce deviant conduct when employees already possess high levels of moral awareness” (p. 270).

**Essential Element:** This comment is associated with the essential element leader development and developmental stage theory.

**Additive/Variant:** This quote is variant to my understanding of ethical leadership. Ethical leadership should be built on absolute principles. Ethical behavior cannot be dependent upon the relative standards of others. The research here seems to discount adopting high ethical standards by leadership. Instead, they are bringing to light the degree of influence leaders can have on ethical employee behavior.

**Contextualization:** The authors' research concludes that since a leaders' ethical standards are not directly correlational to an employee behavior then leaders do not need to have higher ethical standards. I would challenge the research conclusion. Leaders should not abandon or lower ethical standards simply because employees choose deviant

behavior or lack moral awareness. There are other stakeholders to consider beyond the employee who may be negatively influenced by low ethical leadership.