Appendix 4A and Appendix 4B

PHI 805 Faith-Learning Integration and Interdisciplinary Studies

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Professor

Dr. David Ward

**STEP 1: THE NEED FOR INQUIRY- You wrote, "There is a need to research on the causes and impact of the lack of the ethic of care in decision making by leaders in today’s organizations because the consequences of lack of the ethic of care can be seen as negatively impacting all stakeholders in terms of social costs, losses suffered by individual investors, effects on customers’ health and well-being, as well as how lack of the ethic of care affect organizational members." This is a good justification of the need for your research.**

**STEP 2: LITERATURE REVIEW- Throughout this section, you develop the problem of unethical leader behavior in organizations and support it well. You show the problems it causes for its stakeholders in a business or organization.**

**STEP 3: FAITH-LEARNING INTEGRATION- You do a good job showing how Scripture strongly supports ethical leadership in the Old Testament, citing the Ten Commandments (Exodus 20:1-17), and also in the New Testament (John 14:15, 21, 23; Luke 11:28). You jump over 2,000 years of history for most part but then do a good job illustrating progress in the 21st century with the development of codes of ethics in many organizations.**

**STEP 4: INTERDISCIPLINARY SOCIAL RESEARCH HYPOTHESIS- You are getting the idea with your hypothesis, "Organizational leaders who demonstrate lack of the ethic of care in decision making will have more negative impact on the organization and its stakeholders than those who demonstrate the ethic of care." You would need to narrow it down to one or several specific organizations so that it would be measurable and focused.**

**STEP 5: CONTEXTUAL COMMUNICATION- You do a good job identifying variant views that need to be anticipated and refuted, like the influential Milton Friedman’s legitimizing an unqualified profit motive in business leadership.**

**You do a good job identifying variant views that need to be anticipated and refuted, like the influential Milton Friedman’s legitimizing an unqualified profit motive in business leadership. You go on to provide good suggestions of how to refute unqualified profit motives in business leaders with research based evidence of the negative consequences of unethical leaders and the damage they have caused, including loss of jobs, lives, and dignity.**

**STEP 6: ETHICAL & SOCIAL LEADERSHIP ACTIONS- Here you provide excellent recommendations: "The practical implications that my interdisciplinary Christian perspective have for leadership for world change are; (1) leadership matters and what leaders do affect lives and organizational success and survival, (2) effective and successful leaders consider the impact and consequences of their decision on all stakeholders, and (3) leaders should consider how their decisions affect each relevant stakeholder and their resulting reactionary impact on the organization."**

**STEP 7: REFLECTIVE EVALUATION- I loved your reflection at the end, "The research satisfied the original need for inquiry in a profound way by providing deeper insights into the urgency and challenge of the problem of lack of the ethic of care in organizational decision making by today’s leaders." It is clear to me that working through the OGS learning to change your world process has been powerful for you.**

**That was its purpose!**

**Works Cited: See my recommendations on improving your APA with Works Cited in the attached document. Excellent work, Donovan!**

**Grade: A**

**Appendix 4A: Faith-Learning Integration Worksheet**

Date: February 28, 2025

Name of Scholar-Practitioner: Donovan A. McFarlane

Educational Background: Bachelor of Science in Business Administration (BSBA), Master of Business Administration (MBA), Nova Southeastern University; Doctor of Business Administration (DBA), Apollos University.

Social Profession: Educator/Teacher/Researcher

Other Pertinent Information: I have worked in higher education for 20 years.

**Tips for the SR805 100-Day Assignment Faith-Learning Integration Worksheet**

See the published article about this process (*Interdisciplinary Faith-Learning Integration for Social Change*, JIS, V26 (2014)- Dr. David C. Ward). The article is much more detailed than the syllabus, because the method has refined in as a result of the growth in understanding each stage of the process, as a result of interaction with the methods standard in the national interdisciplinary studies movement. This is seen in the article.

**Steps 2, 3, & 4 ought to have some sources to back up the process because it is an academic process in Steps 2-4, and a practical process in Steps 5-7**. In my article I describe this approach to faith-learning integration and interdisciplinary social change is described as "***Learning***... [in such a way as] ***to Change Your World***."

**Step 1** **Research Problem/Question-** In the Syllabus it is an assigned topic: i.e. work as job, profession, career, or calling. *But you can select a topic based on your interests, especially if it is related to your sense of calling in some aspect.* I am interested in how you work through the process. Please e-mail the professor your topic ideas and receive feedback about your topic idea at the beginning.

**Step 2** **Hermeneutics/Literature Review**- can be whatever disciplinary sources are relevant; also, at this early stage in the program you can include in this stage any social research done on your subject, for example, if you found articles reporting research done on multi-generation businesses. As seen in Dr. Ward’s article, and by the dissertation stage of the OGS program, Step 4 is where your own social research project goes.

**Step 3** **Faith-Learning Integration**-is where faith-integrated sources (Scripture, tradition [i.e. if theologians have addressed the topic or Christian worldview/theological truths involved in applying a Christian worldview to the topic], reason [if Christian businessmen have written on the topic-if it was a business topic, etc.], and experience [this is where personal Christian reflections guided by prayer and the Holy Spirit would come in].

**STEP 1: OBSERVATIONS RAISING THE NEED FOR INQUIRY**

What is the subject/problem that prompts the need to integrate faith and learning and do Christian interdisciplinary research?

The subject or problem that prompts the need to integrate faith and learning and do Christian interdisciplinary research is the increasing lack of ethic of care in decision making in organizations by leaders in today’s organizations.

a. Why is the topic of interest to you given your profession or personal history?

The topic of “lack of ethic of care in decision making by leaders in today’s organizations” is of interest to me as an educator because imparting ethical values is a major part of my job, and as increasing numbers of leaders and organizations engage in unethical practices, and there is less care for ethical decisions and actions, it becomes even more challenging to teach ethics to the young generation.

b. Why is there a need to research this subject/problem?

There is a need to research on the causes and impact of the lack of the ethic of care in decision making by leaders in today’s organizations because the consequences of lack of the ethic of care can be seen as negatively impacting all stakeholders in terms of social costs, losses suffered by individual investors, effects on customers’ health and well-being, as well as how lack of the ethic of care affect organizational members.

c. What various disciplines or perspectives need to be brought to bear to adequately address this subject/problem?

There are several disciplines or perspectives that need to be brought to bear to adequately address the subject or problem of lack of the ethic of care in decision making by leaders in today’s organizations. These include Religion as most people’s idea of what is ethical or unethical or right or wrong stems from their religious beliefs and values. Another discipline is Philosophy in the form of ethics or ideas about right and wrong. One final discipline is Organizational Behavior which will cover decision making and leadership practices.

d. How might faith-integration and interdisciplinary research yield better answers than either exclusively religious or exclusively academic research might provide?)

Faith-integration and interdisciplinary research can yield better answers than either exclusively religious or exclusively academic research might provide because faith-integration and interdisciplinary research allows us to understand the motives or drives that can affect and constrain human behaviors in decision making process. Moreover, without faith-integration of values and Christian beliefs into daily life, decisions are sometimes guided by non-ethics. That is, decisions are guided by financial bottom line and by economic rationale and incentives rather than by conscientious consideration as to the impact on others and their well-being and rights.

**STEP 2: LITERATURE REVIEW- HERMENEUTICAL INQUIRY OF NATURAL/SOCIAL SCIENCES AND HUMANITIES/HISTORICAL TRADITIONS**

What are the different perspectives on the subject/problem from the relevant contemporary natural or social science disciplines as well as cultural trends and ideas?

There are diverse perspectives on the subject of increasing lack of the ethic of care in decision making in organizations by leaders in today’s organizations. One perspective accredits this problem to leaders’ being unethical as “unethical leader behavior fosters an unethical climate within workgroups that increases member turnover intentions and malfeasance” (Cialdini, Li, Samper & Wellman, 2021, p. 861). Moreover, religion and religious beliefs play a great role in ethical decision making (Sulaiman, Toulson, Brougham, Lempp & Haar, 2022). In their study, give credence to the relationship between religiosity and ethical decision-making (Sulaiman, Toulson, Brougham, Lempp & Haar, 2022). Personal values also affects ethical decision making in leaders (Zaim, Demir & Budur, 2021), and these personal values are especially strong when they are connected to religion and religion beliefs as demonstrated by Lee, Stolze and Daniels (2025) in their study as they argue that “businesses run by religiously motivated leadership can creatively integrate and express faith” (p. 183).

Failure of leaders to exercise an ethic of care in decision making in organizations creates problems for all stakeholders and impacts how we value leadership influence and ethics. Faith-based ethical decisions affect leadership success at the organizational and personal levels (Jiang, 2023). With faith-based values, organizational leaders and managers will make more conscientious decisions in regards consideration for multiple stakeholders and the law and principles of their faith (McCain, 2024; Sorenson & Milbrandt, 2023).

a. How has the subject/problem developed relevant contemporary natural or social science disciplines?

The subject has been treated mainly in business ethics and religion rather than as an independent social science discipline. The problem has been studied mainly in management and leadership fields but focused more on ethical decision making than actual religious faith or religious values and beliefs.

Are there different traditions?

There are a few approaches to examining faith-integration ethics in organizational leadership decision making: (1) philosophical ethical tradition whereby ethics are examined from the perspective of right and wrong, (2) religious ethics from the perspective of how faith and beliefs influence ethical decision making, and (3) business ethics which focuses on what constitutes ethical or good-faith practices in business.

b. How has the subject/problem developed in cultural trends/history?

The problem of lack of the ethic of care in leadership decision making has not developed as a cultural outlook, but mainly based on practices that have created major challenges for organizational stakeholders. For example, during the 1990s and early 2000s, numerous ethical mishaps created hardships for organizations and their stakeholders.

c. What disciplines have developed which have addressed the subject/problem?

The disciplines that have mainly sought to address lack of the ethic of care in leadership decision making in organizations are business ethics, moral philosophy, and leadership. Religion has been seen as key to understanding this challenge by comparatively few researchers and writers.

How have they addressed it (briefly)?

These disciplines and fields have addressed the problem of lack of the ethic of care in leadership decision making in organizations as a leader-centered problem stemming from personal values.

Are there different schools of thought?

There are different schools of thought on leadership ethics: (1) ethics as religious values, (2) ethics as good faith business practice, and (3) ethics as law or doing what the law requires at a minimum.

**STEP 3: FAITH-LEARNING INTEGRATION INQUIRY WITH CHRISTIAN AND SCIENTIFIC SOURCES**

How does Scripture speak to this issue? Realize that many issues that are a result of modernity or technological advances will not be directly addressed by the Bible, but Scripture may provide a parallel or precedent with a similar issue or subject, or the topic may be addressed through extrapolation.

a. Are there any developments in biblical thought about the issue from the Old Testament?

There are some developments in biblical thought about the issue from the Old Testament. For example, when it comes to faith-integration and ethical leadership, the Old Testament provides the Ten Commandments in Exodus 20:1-17. Principles of honesty such as not stealing or lying or bearing false witness are very important to the ethical behaviors and decisions of leaders in today’s organizations. When it comes to the ethic of care and leaders’ decision making in organizations, remembering social justice is important as part of this duty and responsibility or moral/ethical obligation. For example, in Micah 6:8 states that leaders should “act justly, and to love mercy, and to walk humbly with your God.”

b. Are there any changes in biblical thought about the issue from the Old to the New Testament?

Are there any developments in biblical thought about the issue in the New Testament?

There are really no changes in biblical thought about the ethic of care and making the right decisions between the Old Testament and New Testament. While the New Testament seems harsher on punishment, the same principles of practicing ethical and Christian-centric decision making as leaders are emphasized. It is mainly the Book of Luke in the New Testament that speaks to social justice due to its concerns for the poor.

c. Are there any developments in Christian thought and history about the issue since biblical times?

There are some developments in Christian thought and history about the issue of increasing lack of ethic of care in leadership decision making in organizations since biblical times. In the 21st century for example, our extraordinary concerns about lack of ethics in leadership have led to the focus on ethics and development of code of ethics in organizations. Moreover, some industries and professions are managed by boards of ethics that ensure that they are conducting decision making in ways that comply with laws and societal ethical guidelines. When we look at professional boards such as the American Bar Association, CPA, and others and the oath that doctors take, these are ethical guidelines developed in modern times.

d. If the subject/problem is not directly addressed in the Bible, what principle can be extrapolated from a clear biblical teaching which helps to frame the subject/problem within a Christian worldview?

The subject of increasing lack of ethic of care in decision making is directly addressed in the Bible. Christian worldview dictates that Christians follow the words of God and His commandments in making decisions (John 14:15, 21, 23; Luke 11:28). Therefore, decisions make that conform to biblical principles are ethical decisions.

e. Which contemporary natural or social sciences address this subject/ problem?

The social sciences of Moral Philosophy and Business Ethics address the need for leaders to consider the ethic of care in making decisions.

What additional perspectives does each science or discipline add?

Moral Philosophy adds value or reasoning as to why the ethic of care or ethical consideration toward others is very important in leader decision making process. Business Ethics outlines the consequences of ethical malpractice and not considering ethical expectations of stakeholders, for both the leader and the organization.

f. How do religious and scientific perspectives interact or integrate in providing a more comprehensive account of the subject/problem?

Religious and scientific perspectives interact or integrate in providing a more comprehensive account by providing data or evidence of the value, consequences, and impact of leaders making organizational decisions with an ethic of care in mind. Data from scientific perspectives reinforces the value the ethic of care consideration in terms of impact on the bottom line such as profits and revenue, and the impact on measures of organizational success such as customer satisfaction and market position.

**Appendix 4B: Interdisciplinary Research Worksheet**

Date: February 28, 2025

Name of Scholar-Practitioner: Donovan A. McFarlane

Educational Background: Bachelor of Science in Business Administration (BSBA), Master of Business Administration (MBA), Nova Southeastern University; Doctor of Business Administration (DBA), Apollos University.

Social Profession: Educator/Teacher/Researcher

Other Pertinent Information: I have worked in higher education for 20 years.

**Tips for the SR805 100-Day Assignment Faith-Learning Integration Worksheet**

**Step 4** **Converting Your Synthesized Topic to a Formal Social Research Problem and Hypothesis:**

See excerpt from *Empirical Research in the Social Sciences* by Richard Walters, pp.25-26.

At this stage of the program, Stage 4 (at the beginning of the Interdisciplinary Research Worksheet) is described as a synthesizing step. This is where to use sources on your subject written by Christians who are farther along than you, and who have done the faith-integrating work for you, and who have proposed Christian approaches to your topic.

You then need in this stage to ***imagine a hypothetical*** social research project. Assume you collect and analyze data (do not worry about how, it is too early in the program for that yet). Assume the project was completed (written in past tense) and that research findings supported the educated guess that produced your Research Problem and Hypothesis. See below:

*Example Problem:* It is not known whether teenagers abuse drugs or alcohol to escape from negative thoughts about themselves.”

*Example Hypothesis:* Drug abusing teenagers will score higher on the I Feel Worthless Inventory than non-drug abusing teenagers.

*Hypothetical Research Results* (this is what you project in STEP 4): The drug abusing teenagers scored higher in statistically significant measures on the I Feel Worthless Inventory than non-drug abusing teenagers.

You need to articulate a research discovery worth sharing before you figure out how to communicate it (Step 5, and then you influence with it through leadership application of “So What” change your world strategies to enact in Step 6).

**Step 5** **Contextualization-** Who is the target audience you want to influence with this research project? How can you package your results to be persuasive with them? This stage and Stage 6 you work through as a hypothetical, kind of as a plan in the future tense. My target audience is XXXXX and they have these characteristics 1), xxxx, 2) xxxx, etc. Therefore, to adapt my findings to communicate persuasively with them, I can emphasize the following benefits, and use the following venues (??? research report, multimedia presentation, trade journal article, etc. ???), AND SO ON...

**Step 6** **Orthopraxis/Leadership**- Also, for ease of understanding, Step 6 moved in the article from being called orthopraxis to leadership. Leadership is all about applying truth and solutions within groups, whether they are in the context of any kind of human organization in family, church or society, as the OGS world changer mission statement states.

**Step 7** **Evaluation (of the Process)**- Make this Journal-like, i.e. here is what I learned from this process, and here is how, if I did follow through in practice with Steps 5 & 6, that I could assess the effective of the results.

**STEP 4: SYNTHESIZED INTERDISCIPLINARY FORMULATION (WITH SOCIAL RESEARCH HYPOTHESIS)**

How would you synthesize what you have learned to this point into a statement that describes the problem you want to address? One or two sentences should be adequate to the describe the problem you would use interdisciplinary social science research to address (i.e. you would need to collect and analyze real world data to test how you address the problem). What is the subject/problem that prompts the need to do Christian interdisciplinary research?

The increasing lack of ethic of care in decision making by today’s organizational leaders have major consequences for leadership, the organization, and its stakeholders. Hence, topic is “Examining the Impact of Increasing Lack of Ethic of Care in Decision Making by Today’s Organizational Leaders.”

**CONVERTING TO A FORMAL SOCIAL RESEARCH PROBLEM AND HYPOTHESIS:**

See excerpt from *Empirical Research in the Social Sciences* by Richard Walters, pp.25-26.

How would you state your research problem and reframe it as a testable social research hypothesis?

Research Problem: How would you state your research problem in a declarative sentence about what is not known that the research will clarify?

Example: “It is not known whether teenagers abuse drugs or alcohol to escape from negative thoughts about themselves.”

My Research Problem:

The far-reaching impact of increasing lack of ethic of care in decision making by today’s organizational leaders remain unknown.

Research Hypothesis: How could you communicate your research hunches as predictions? A social research hypothesis asserts an educated guess about how two conditions or social phenomena are related so that it makes a comparison that can be tested by collecting real world data and analyzing it to see if the hypothesis is supported/confirmed.

Example: Drug abusing teenagers will score higher on the I Feel Worthless Inventory than non-drug abusing teenagers.

My Research Hypothesis:

Organizational leaders who demonstrate lack of the ethic of care in decision making will have more negative impact on the organization and its stakeholders than those who demonstrate the ethic of care.

Significance: What difference would the research make to change the world?

The research will better inform organizational leaders of followers and stakeholders’ ethical expectations of their decision making, thereby producing more effective leaders.

**STEP 5: CRITICAL (APOLOGETIC) AND CONTEXTUAL COMMUNICATION**

What critical reasons (apologetic) can you give for why your interdisciplinary Christian perspective should be accepted?

The target audience for the research is organizational leaders.

Interdisciplinary Christian perspective represents part of individuals’ personal beliefs and values that guide their worldview and evaluation of social phenomena such as leadership and leadership effectiveness, as well as issues of right and wrong. Therefore, an interdisciplinary Christian perspective serves to inform actions and behaviors, as well as explain underlying thought processes that drive these in both leaders and followers.

a. How will you answer the contrary perspectives to your view?

The contrary perspective to this researcher’s view will be answered with examples demonstrating the connections and similarities between Christian ethical principles and those developed outside of biblical thought. For example, code of ethics in organizations are not necessarily theological, but reflect the same principles and expectations of Christian ethics.

b. Are there any objections or criticisms from variant views that should be anticipated and preempted?

Objections from variant views that should be anticipated include the contention that business leaders and managers have no ethical responsibility except to make a profit. This view which was highly advocated and still prevails in corporate America as a result of the work of Milton Friedman, still, unfortunately, influence many leaders and managers in organizations to make decisions or act without consideration for only profits and nothing else.

How do you need to contextualize your perspective to influence your culture/context where it applies?

The faith-integrated perspective needs to be contextualized in terms of the price and consequences of unethical behaviors for businesses in order to influence current culture. For example, it can be argued and demonstrated that when businesses make unethical decisions, this affects the bottom line, and affect customer retention and satisfaction, and hence, revenue and profit.

c. What cultural conditions might cause resistance or misunderstanding of an approach to the subject/problem which sociologically integrates religion and society?

Cultural conditions that might cause resistance of misunderstanding of the approach to the ethic of care in leadership decision making in organizations which integrates religion and society include the current climate of high unethical behaviors and perceived lack of consequences for acting unethically as demonstrated by the success of unethical leaders, and some being above the law.

d. What social conditions need to be changed in order to sociologically integrate religion and society with regard to the subject/problem?

The social conditions that need to be changed in order to sociologically integrate religion and society with regard to the subject of the ethic of care in decision making by organizational leaders are the attitudes and regard that people have toward and for their fellow beings, as well as the level of compassion and faith that people exercise in decision making. An ethic of care is about compassion – considering and caring for the well-being of others in our actions and behaviors.

e. What can you do to make your proposal more persuasive in order to “change your world”?

In order to make my proposal more persuasive in order to “change the world” I can draw upon extensive data and case studies highlighting the negative impacts and consequences of the lack of the ethic of care in decision making by executives and leaders, and the consequential impact on people including loss of jobs, lives, and dignity.

**STEP 6: ETHICAL & SOCIAL ORTHOPRAXIS (i.e. LEADERSHIP ACTIONS)**

What practical implications does your interdisciplinary Christian perspective have for your orthopraxis or leadership for world change?

The practical implications that my interdisciplinary Christian perspective have for leadership for world change are; (1) leadership matters and what leaders do affect lives and organizational success and survival, (2) effective and successful leaders consider the impact and consequences of their decision on all stakeholders, and (3) leaders should consider how their decisions affect each relevant stakeholder and their resulting reactionary impact on the organization.

a. What applications for your orthopraxis/leadership need to be made to your personal or family life?

When it comes to my personal or family life, greater centralized leadership embodying Christian compassion and togetherness would help to develop stronger bonds and social networking to secure better relationships and outcomes for all family members.

b. What applications for your orthopraxis/leadership need to be made to your church life?

When it comes to church life, there is a need for my presence and participation to better understand and feel the impact of leadership in an institution Christian setting.

c. What applications for your orthopraxis/leadership need to be made to your work or community life?

The community in which this researcher lives could do with greater Christian leadership values and integration of biblical principles to help community leaders and members make more ethical decisions and live better quality ethical and social lives.

**STEP 7: REFLECTIVE EVALUATION**

a. How well did the research satisfy the original need for inquiry? Were there aspects of the problem left unanswered in the research design?

The research satisfied the original need for inquiry in a profound way by providing deeper insights into the urgency and challenge of the problem of lack of the ethic of care in organizational decision making by today’s leaders. The problem is more extensive than anyone would realize simply because most leaders do not consider faith-integration into organizational leadership decisions, even when such leaders regard themselves as devoted Christians because they compartmentalize their lives. For example, one sees himself or herself as a Christian sister or brother in the Church community, but a boss or rational choice decisionmaker at work. Christian ethics should always inform Christian actions and behaviors. The research design would not be able to accommodate the psychological aspects of decision making that sometimes lead even generally considered ethical leaders to make unethical decisions, as this would require a different study.

b. Did the findings spawn new ideas that need to be taken through the interdisciplinary process?

New ideas that emerge include understanding the psychology of unethical decision making in leadership when leadership decisions do not seem to match perceived Christian values. This would certainly require adding Psychology as another interdisciplinary social science lens from which to consider why faith-integration principles fail in ethical decision making.

c. Did the attempts at orthopraxis surface any gaps between your position in Step 4 and the adequacy of its ethical and/or social orthopraxis/leadership? Why?

The attempts at orthopraxis surfaced a definitive gap between the researcher’s position in Step 4 and the adequacy of its ethical and/or social orthopraxis/leadership because the practice of business demands a completely different mindset than religion, and this creates a chasm in ethical consideration for even devoted Christians. Organizational leadership decision making is highly connected to the bottom line indices of success while Christian ethics align with faith-based practices.

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