

The Analysis of Impacts on Executive Employees' Leadership

TUMUR-OCHIR Tumurtogoo¹, ZEGIIMAA Choidon² and GELEGJAMTS Adilbish^{1*}

¹Doctorate at Mongolia University of Science

²Doctor of Science (Sc.D), Professor at Mongolia University of Science

*Corresponding Author

GELEGJAMTS Adilbish, Doctor, professor at Mongolia University of Science.

Submitted: 2024, Nov 11; Accepted: 2024, Dec 20; Published: 2025, Jan 27

Citation: TUMUR-OCHIR, T., ZEGIIMAA, C., GELEGJAMTS, A. (2025). The Analysis of Impacts on Executive Employees' Leadership. *J Huma Soci Scie*, 8(1), 01-04.

Abstract

Our study aims to identify how various factors influence leadership skills among employees. We studied for emphasizing the impacts such as ethic, fairness, justice and professional experience on leadership. Our study is grounded in findings from international researchers and the foundational theories of management within the humanities and social sciences. A total of 358 employees participated in an online questionnaire, which allowed for a comparative analysis by categorizing the results within a private organization. A distinctive aspect of this study is its aim to conduct a comprehensive analysis using metrological, correlation, multi-factor, and path analysis techniques. We sought to demonstrate how various variables influence leadership skills and their interrelationships through the use of Smart PLS-3.0 software and SPSS 27.0 version in our study.

Keywords: Ethic, Fairness, Justice, Professional Experience, Leadership

1. Introduction

There are a number of leadership models that have been implemented in various organizations and proven to be effective and instructive. Frederick Winslow Taylor (1911) proposed the concept of improving economic efficiency, particularly labor productivity, through systematic measurement and standardization. He emphasized task breakdown, workflow optimization, and time-motion studies¹. Max Weber's theory (1922) emphasized a structured hierarchical organization governed by clearly defined rules and roles to ensure managerial efficiency, predictability, and impartiality². Mayo's Hawthorne (1933) demonstrated the value of social relationships and employee well-being in the workplace. They emphasized how important human factors such as teamwork, ethic, and employees leadership are in determining productivity³.

2. The Theoretical Framework

We studied our study's main concepts of definitions as below:

Leadership: Everyone has a distinct personality, behavior, needs, interests and thinking capacity, and their management experiences are unique. Leaders at all levels must deal with people of various personalities and psychological characteristics when leading and organizing the community. A successful leader not only concentrates on job planning and performance, but also carefully observes his colleagues' interests, moods, behavior, internal resources, and professional talents and combines them into his actions. Many

leaders' experiences show that activating the community's forces by combining organizational and psychological issues leads to greater achievement⁴.

Leadership is the processes involved in leading others, including organizing, directing, coordinating, and motivating their efforts toward achieving certain group or organizational goals. Management activities create the most stressful conditions in life. All this is related to active nervous activity, so it requires a lot of strength, activity, initiative, work, and effort from the leadership of the organization⁵.

Everyone has a distinct personality, behavior, needs, interests and thinking capacity, and their management experiences are unique. Leaders at all levels must deal with people of various personalities and psychological characteristics when leading and organizing the community. A successful leader not only concentrates on job planning and performance, but also carefully observes his colleagues' interests, moods, behavior, internal resources, and professional talents and combines them into his actions. Many leaders' experiences show that activating the community's forces by combining organizational and psychological issues leads to greater achievement⁶.

Ethic: In our study, we agreed that five ethical principles as outlined in the Code of Ethics:

Beneficence and Nonmaleficence emphasize the importance of benefiting those with whom professionals engage while also ensuring that no harm is inflicted. Fidelity and Responsibility focuses on building trusting relationships and being mindful of professional obligations. Integrity advocates for the promotion of accuracy, honesty, and transparency in scientific research, education, and professional practice. Justice underscores the necessity of fairness and equality in providing access to psychological services. Respect for People's Rights and Dignity emphasizes the significance of recognizing the inherent dignity and value of every individual while safeguarding their rights.

Ethics refers to the principles that govern a person's behavior or the conducting of an activity, often encompassing notions of right and wrong, fairness, and justice in decision-making processes.

Fairness: Fairness is the principle of treating individuals in an equitable and just manner. It involves ensuring that all parties receive what they are entitled to, based on their rights and contributions, without any form of bias, favoritism, or discrimination. Fairness is not only about equal treatment but also about recognizing and accommodating individual differences and needs to achieve equitable outcomes.

In social science contexts, fairness serves as a foundational principle that informs decision-making processes and interpersonal interactions. It requires individuals and organizations to consider the implications of their actions on others, striving to create an environment where everyone has an equal opportunity to succeed and where justice prevails. Fairness is essential in fostering trust, cooperation, and respect among individuals and groups, ultimately contributing to a more just society⁷.

Fairness is the quality of making judgments that are free from discrimination or dishonesty, ensuring equitable treatment and impartiality in interactions and decisions.

Justice is the concept of moral rightness based on ethics, law, fairness, and equity; it involves the fair treatment of individuals and the equitable distribution of benefits and burdens in society.

Professional experience: David A. Kolb and Alice Kolb (2014) identified professional experience as critical to learning and development. Learning takes place in a cycle of concrete experiences, reflection, conceptualization, and experimentation, allowing people to constantly adapt and improve their skills⁸. Donald Schön and Chris Argyris (2015) argued that professionals grow by reflecting on their experiences, critically analyzing their actions and decisions, and incorporating new insights into future practice. Reflection helps to bridge the gap between theory and practice⁹.

Professional experience encompasses the skills and knowledge gained through practical involvement in a specific profession or field over time, contributing to an individual's competence and expertise.

We agree that impacts such as ethic, fairness, justice and professional experience on leadership. We used four hypotheses below:

H1: Leadership will be impacted by ethic.

H2: Leadership will be impacted by fairness.

H3: Leadership will be impacted by justice.

H4: Leadership will be impacted by professional experience.

3. Research Methodology and Results of Our Study

Our study is an empirical research. The purpose of causal research is to find out the variables that might establish the cause-and-effect relationships between the variables causing particular actions and responses. Cooper et al., (1998) described that most causal research relies on designed experimentation and simulation programs. Hussey (1997) studied the variables to find out the variables that might establish the cause-and-effect relationships between the variables causing particular actions and responses.

There are many software programs used to process data analysis, including Statistical Package for the Social Sciences (SPSS), SmartPLS, SAS, STATPAK or Excel. The most popular program is Statistical Package for the Social Sciences. In this study, SPSS and SmartPLS-3.0 were chosen for their simplicity and completeness. Firstly, according to Zikmund (2000), descriptive analysis refers to the transformation of the raw data into a form that will make it easy to understand as well as interpret. Secondly, the Cronbach Alpha testing will be used as the most well-accepted reliability test tool applied by social researchers. Cronbach (1946) identified that in Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. Cronbach's measures as Reliability less than 0.6 is considered poor, Reliability in the range of 0.7 is considered to be acceptable, and Reliability more than 0.8 are considered to be good (D. Baigalmaa., 2021) The thirdly, Multiple Regression Analysis was conducted to examine the three dimensions in independent variables that were the most important to explain the relationship. SPSS and SmartPLS were used to test the relationships between variables (Lkhagvasuren Bayarsaikhan, 2018).

We were conducted to examine with Multiple Regression Analysis which has the three dimensions in independent variables were the most important in explaining the relationship and SmartPLS to be used to test the relationships between variables and factors.

As soon as the reliable online questionnaires were identified, the data was registered in the calculation system and data analysis began. This section describes the demographic characteristics of respondents (table 1). A sample of all 358 respondents are currently working in the private sector of Mongolia.

Respondents' characteristics		Frequency	Valid Percentage
Gender	Male	111	31.01
	Female	247	68.99
	Total	358	100
Work status/Position	Administering	65	18.16
	Effectuating	157	43.85
	Executing	136	37.99
	Total	358	100

Noted by: The results of our study.

Table 1: The general information of employees

No	Impacts and factors	Cronbach's alpha	Rho_A	CR	AVE
1	Ethic	0.888	0.977	0.918	0.773
2	Fairness	0.926	0.928	0.944	0.655
3	Justice	0.955	0.959	0.818	0.518
4	Professional experience	0.826	0.734	0.864	0.873
5	Leadership.	0.726	0.866	0.901	0.723

Noted by: The results of our study.

Table 2: The results of construct reliability and validity of the study

We analyzed that Cronbach's Alpha: Measures the internal consistency of the factors. Higher values indicate better internal consistency. Rho_A, like Cronbach's alpha, it assesses the reliability of the factor. Values closer to 1 are preferable. Composite Reliability (CR): Measures the reliability of the construct. Values above 0.7 are generally considered acceptable. Average Variance Extracted (AVE): Indicates 7 Experience: Cronbach's Alpha: 0.932 (very high internal consistency), Rho_A: 0.969 (excellent reliability), CR: 0.948 (excellent reliability), AVE: 0.784 (excellent convergent validity).

Ethic: Cronbach's Alpha: 0.888 (high internal consistency), Rho_A: 0.977 (good reliability), CR: 0.918 (high reliability), AVE: 0.773 (good convergent validity). **Fairness:** Cronbach's Alpha: 0.926 (high internal consistency), Rho_A: 0.934 (good reliability), CR: 0.944 (high reliability), AVE: 0.655 (good convergent validity). **Justice:** Cronbach's Alpha: 0.955 (very high internal consistency), Rho_A: 0.959 (excellent reliability), CR:

0.818 (moderate reliability, but still acceptable), AVE: 0.518 (good convergent validity). **Professional experience:** Cronbach's Alpha: 0.826 (very high internal consistency), Rho_A: 0.734 (excellent reliability), CR: 0.864 (moderate reliability, but still acceptable), AVE: 0.873 (good convergent validity). **Leadership:** Cronbach's Alpha: 0.9726 (high internal consistency), Rho_A: 0.866 (excellent reliability), CR: 0.901 (moderate reliability, but still acceptable), AVE: 0.723 (good convergent validity).

The analysis of the constructs reveals that Ethics, Fairness, and Justice exhibit high to very high internal consistency and reliability, with Cronbach's Alpha values ranging from 0.888 to 0.955, indicating strong measurement quality. In contrast, Professional Experience and Leadership demonstrate moderate reliability with acceptable CR values, yet still maintain good convergent validity, suggesting that all constructs are adequately measured for further analysis in our study.

Hypothesis	Impacts and factors	Sample mean	Standard deviation	T statistics	P values	Results
H1	Leadership will be impacted by ethic.	0.144	0.179	1.987	0.001	impacted
H2	Leadership will be impacted by fairness.	0.166	0.423	1.984	0.001	impacted
H3	Leadership will be impacted by fairness.	0.218	0.177	1.015	0.311	No impacted
H4	Leadership will be impacted by professional experience.	0.455	0.482	2.958	0.003	impacted

Noted by: The results of our study.

Table 3: The Path coefficients of studies

In our study, we analyzed the impact of different factors on "Leadership" using T statistics and P values.

Hypothesis 1, sample mean: 0.144, standard deviation: 0.179, T-statistics: 1.987, P-value: 0.001. The hypothesis was significant impact since the P-value (0.001) is greater than the commonly accepted threshold of 0.05.

Hypothesis 2, sample mean: 0.166, standard deviation: 0.423, T-statistics: 1.974, P-value: 0.001. The hypothesis was significant impact as the P-value (0.001) is much higher than 0.05.

Hypothesis 3, sample mean: 0.218, standard deviation: 0.177, T-statistics: 1.015, P-value: 0.311. The hypothesis was no significant impact because the P-value (0.311) exceeds the 0.05 threshold.

Hypothesis 4, sample mean: 0.455, standard deviation: 0.482, T-statistics: 2.958, P-value: 0.003. The hypothesis had a significant impact since the P-value (0.003) is below the 0.05 threshold.

We concluded from path analysis that based on the analysis of the hypotheses, Hypotheses 1, 2, and 4 demonstrated significant impacts, with P-values of 0.001 and 0.003, respectively, indicating strong statistical significance. In contrast, Hypothesis 3 showed no significant impact, as its P-value of 0.311 exceeded the accepted threshold of 0.05.

4. Conclusion

Our study effectively identified the influence of various factors, including ethics, fairness, justice, and professional experience, on leadership skills among executive employees. By utilizing a comprehensive methodology with 358 participants and advanced analytical tools like Smart PLS-3.0 and SPSS 27.0, the research provides valuable insights into the interrelationships between these variables and their impact on leadership effectiveness. Overall, the findings of our study contributed to a deeper understanding of how these critical factors shape leadership capabilities within organizational contexts.

The analysis indicates that ethics, fairness, and justice possess strong internal consistency and reliability, confirming their measurement quality. Meanwhile, professional experience and leadership show moderate reliability but still meet acceptable standards.

The findings reveal that Hypotheses 1, 2, and 4 significantly influence the outcomes, while Hypothesis 3 does not, underscoring the diverse impacts of the tested factors. In the future, we need to study and compare the results of our study.

References

1. Tsogtsuren, B., Dashdorj, T., Baigali, E., Danzan, B., Dugerragchaa, S., Ukhnaa, N., & Chimeddorj, N. (2021). The Empirical Study of Employers Satisfaction: The Case of Executive Leadership Academy, University of Internal Affairs, Mongolia. *International Journal of Asian Social Science*, 11(8), 365-375.
2. Berenji, A., & Khosravi, M. (2020). The role of ethical leadership in enhancing employee performance: A case study of Iranian banks. *Journal of Business Ethics*, 162(3), 563-576.
3. Lkhagvasuren Bayarsaikhan, e. (2018). The empirical study of teachers' skills, environments on student satisfaction. *International Journal of Management and Applied Sciences*, 23-32.
4. Rawls, J. (1971). A theory of justice. Harvard University Press. (pp. 14-15, 302-303)
5. Markkula Center for Applied Ethics. (2014). Justice and fairness.
6. Wardrope, J. (2020). Raising the profile of fairness and justice in medical practice and policy. *Journal of Medical Ethics*, 46(12), 789-790.
7. Kahneman, D., Knetsch, J. L., & Thaler, R. H. (1986). Fairness as a constraint on profit seeking: Entitlements in the market. *The American Economic Review*, 76(4), 728-741.
8. O'Neill, O. (2014). Justice as fairness: A critique. Cambridge University Press.
9. Scanlon, T. M. (1998). What we owe to each other. Harvard University Press.
10. Hursthouse, R., & Pettigrove, G. (2016). Virtue ethics. In E.N. Zalta (Ed.), *The Stanford Encyclopedia of Philosophy* (Winter 2016 Edition).
11. Treviño, L. K., Hartman, L. P., & Brown, M. E. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review*, 42(4), 128-142.
12. Gini, A., & Sullivan, D. (2014). The importance of ethics in leadership: A review of the literature and implications for practice in public administration and management education. *Public Integrity*, 16(1), 29-50.

Online Source

1. John P Kotter, What Leaders really do,2005, Harvard Business Press, ISBN:0875848974, 9780875848976
2. Warren Bennis, on coming a Leader, ISBN-10:0465014089, ISBN-13:978-0465014088
3. John P Kotter, What Leaders really do,2005, Harvard Business Press, ISBN:0875848974, 9780875848976
4. Frederick Winslow Taylor, The Principles of Scientific Management, 1911. p-4
5. Weber, Economy and Society, 1922. p-28
6. Mayo, The Human Problems of an Industrial Civilization, 1933. P 9-11
7. Wardrope, J. (2020). Raising the profile of fairness and justice in medical practice and policy. Journal of Medical Ethics, 46(12), 789-790. <https://doi.org/10.1136/medethics-2020-106536>
8. David A. Kolb, Alice Kolb, "Experiential Learning Theory: A Dynamic, Holistic Approach to Management Learning, Education and Development" in The SAGE Handbook of Management Learning, Education and Development, 2014. p 8-19
9. Donald Schön and Chris Argyris (with later contributions by Peter T. Coleman and Robert Ferguson), Making Conflict Work: Harnessing the Power of Disagreement, 2015. p 7.

Footnotes

1. Frederick Winslow Taylor, The Principles of Scientific Management, 1911. p-4
2. Weber, Economy and Society, 1922. p-28
3. Mayo, The Human Problems of an Industrial Civilization, 1933. P 9-11
4. John P Kotter, What Leaders really do,2005, Harvard Business Press, ISBN:0875848974, 9780875848976
5. Warren Bennis, On coming a Leader, ISBN-10:0465014089, ISBN-13:978-0465014088
6. John P Kotter, What Leaders really do,2005, Harvard Business Press, ISBN:0875848974, 9780875848976
7. Wardrope, J. (2020). Raising the profile of fairness and justice in medical practice and policy. Journal of Medical Ethics, 46(12), 789-790. <https://doi.org/10.1136/medethics-2020-106536>
8. David A. Kolb, Alice Kolb, "Experiential Learning Theory: A Dynamic, Holistic Approach to Management Learning, Education and Development" in The SAGE Handbook of Management Learning, Education and Development, 2014. p 8-19
9. Donald Schön and Chris Argyris (with later contributions by Peter T. Coleman and Robert Ferguson), Making Conflict Work: Harnessing the Power of Disagreement, 2015. p 7

Copyright: ©2025 TUMUR-OCHIR Tumurtogoo, GELEGJAMTS Adilbish, et al. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.