Int J Ethics Soc 2023;5(1):33-42

doi 10.52547/ijethics.5.1.6

INTERNATIONAL JOURNAL OF
Ethics & Society

Original Article

Studying the Mediating Role of Intellectual Ethics in the Relationship of Digital Leadership and Smart Decision-Making

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Received 14 Nov 2022 **Accepted** 14 Jan 2023 **Online Published** 15 May 2023

Abstract

Introduction: The existence of intelligent decision-making in educational managers increases their recognition skills and they find the ability to identify the decision process, check possibilities, make correct judgments, and plan carefully. Therefore, the present study was conducted with the aim of studying the mediating role of intellectual ethics in the relationship between digital leadership and smart decision-making among elementary school principals in Kermanshah province.

Material and Methods: The research is a correlational research based on structural equation modeling of the correlation-covariance matrix. The statistical population includes all the elementary principals of Kermanshah province in the academic year 2021-2022 (N=1902). The sample size was estimated based on proportional stratified random sampling and Cochran's formula (n=320). The tools included intelligent leadership, intellectual ethics and smart decision-making questionnaires, whose content validity was confirmed by experts and professors, and their construct validity was confirmed by factor analysis. The reliability of the questionnaires was calculated through Cronbach's alpha as 0.85, 0.93 and 0.95 respectively. Pearson's correlation test and structural equation modeling were used for data analysis, and SPSS and LISREL software were used.

Results: The relationship between digital leadership and intellectual ethics, digital leadership and intelligent decision-making, and the relationship between intellectual ethics and smart decision-making were significant. Finally, it was found that intellectual ethics can play a mediating role in the relationship between digital leadership and smart decision making.

Conclusions: The results of this study show that educational managers can make smart decisions through the digital leadership style and, of course, considering intellectual ethics, and in this way, take steps in the direction of advancing educational goals and missions.

Keywords: *Digital Leadership, Smart Decision Making, Intellectual Ethics*

How to Cite: Ahmadi M, Ardalan M, Ghanbari S, Afzali A. Studying the Mediating Role of Intellectual Ethics in the Relationship of Digital Leadership and Smart Decision-Making. Int J Ethics Soc. 2023;5(1):33-42. doi: 10.52547/ijethics.5.1.6

INTRODUCTION

Today, the world is changing and transforming at an amazing speed, although this transformation may have existed throughout life, but in the present time, this transformation has been unprecedented in terms of content and speed. One of the most obvious characteristics of today's societies is organizations that are rapidly evolving and changing, and it should be known that the role of human resources in these developments is important and undeniable. In the current system, increasing performance at individual and organizational levels is one of the main goals of any living and active organization; For this reason, organizations have to adapt to environmental changes in order to maintain their dynamism [1]. The large volume and qualitative changes of environmental needs, the increasing complexity of technology, increasing competition at the national and international levels, and the globalization of the economy, which are known as distinctive features of organizational environments, have caused top managers to face major challenges [2]. Many organizational or even people's daily interactions are formed based on their decisions, and these decisions sometimes include consequences on different stakeholders [3]. In such a situation, modern leaders and entrepreneurs, for the progress of their organization and their survival, move their efforts and decisions from the operational level to intelligent and try to improve the long-term performance of their company or

organization through effective smart decision-making while paying attention to the current changing conditions [4].

Smart decisions are taken by managers and require foresight and foresight and significantly affect the productivity and long-term success of the organization. It also has great agility and flexibility in identifying environmental needs and transformation [5]. For any organization that seeks progress and development, a smart decision-making framework is suggested [6]. Smart decision making for operating parameters is an effective way to improve the abnormal performance mode [7]. The smart decision-making plan is obtained by predicting the operating mode; First, it is necessary to identify the parameters that affect the work process change and choose them. With this operation, the selected parameters are considered as input and the performance mode prediction model is built. In the next step, judge whether the predicted operating mode is an abnormal operating mode, if the predicted operating mode is an abnormal operating mode, a smart decision-making strategy is performed on the operating parameters, and the set operating parameters are applied to the next step. If the predicted operating mode is a normal operating mode, the existing parameter settings are retained in this process. Through the above process, after the smart decision-making strategy, new parameters are created and the next decision-making process begins [8]. Therefore, today managers force themselves to make smart decisions that are more related to diverse and broader issues and issues in a shorter time. It is obvious that in this decision-making process, organizations are looking for leadership to find ways to deal with the new demands and challenges of the changing environment. Leadership is always one of the most key and complex topics in organization management studies. Over time and in accordance with the increase in the size and complexity of organizational environments, the concept of leadership has become more important; In such a way that from the point of view of some management experts, leadership is the main form of the organization's activities and the main factor that determines the success or failure of an organization [9]. In response to these changes, there is a need for a new group of leaders in organizations who, in addition to benefiting from the vital skills and abilities of current leaders, have digital experiences and skills [10], so that they are able to be aware of their organization's digital efforts and shape and direct them [11]; Therefore, in the era of digital transformation, changing the role of leaders requires defining and providing a new set of capabilities and competencies for them to respond to recent trends that have been formed following transformative technologies. At the same time, we must remember that leaders have spent many years developing their valuable skills, controlling their professional network, and gaining first-hand experience, as well as standing up to setbacks in a way that the current, yet fast-paced challenges that follow. Digital transformation is increasing the importance of their experiences and competencies.

Therefore, organizations are required to join the journey towards digital transformation, by going through traditional processes, to change their leadership paradigms in order to shape the new role of leaders as digital leaders to make digital opportunities a reality and this flow in the best way. They may coordinate [12]. However, equipping leaders with the new competencies required by the digital age is an important challenge for the world's organizations because the transition to the new digital organization has created deep gaps in leadership. Today, digital leaders, as the main agents who are in charge of directing the flow of transformation, must have special qualifications and competences to guide their organizations towards the uncertain future that the digital age brings [13] in order to be in sync with the ideas, beliefs and specific styles of the past [14].

Digital leaders are familiar with the value of data and for informed decisions, they use data analysis instead of relying solely on subjective, intuitive and emotion-based analyses. Digital leaders need knowledge and literacy appropriate to this era in order to analyze and make appropriate decisions as well as identify the issues and challenges of the digital era. Today, in addition to having general knowledge about digital technologies and their transformational features, leaders should be equipped with skills such as critical thinking, design thinking, and media literacy [15]; Therefore, the digital leader acquires correct information and makes decisions based on the power of thinking, and in his decisions, he should not be bound by cumbersome procedures, but rather, they focus on the results on the steps and tools, the development of prototypes, on excessive focus on documentation and prefers quick response to changes over blind adherence to a plan and quick cooperation over rigid contracts. According to researchers' studies, digital leadership has paid attention to intellectual ethics by increasing the amount of respect and trust and influence among its followers, because digital leadership in its behavior and vision of the organization respects respect, respects justice, pays attention to intellectual capital, observance of confidentiality, moral integrity8, estimation of

intellectual damage and observance of moral consideration which are aspects of intellectual ethics have been taken into consideration; Therefore, one of the other important and influential factors on intelligent decision-making is intellectual ethics [11].

It is rare to find a book related to management that does not discuss the social, moral and intellectual responsibilities of organizations and their people. The social and ethical responsibilities of the organization are derived and integrated from social considerations, environmental and economic conditions with the organization's strategies. Insisting on the attention of organizations and their employees in using social responsibility and ethics brings potential consequences and benefits for them [16]. In general, people in the individual and personality dimension have specific moral characteristics that create their speech, thoughts and behavior. It is possible that the same people are placed in the same position and position in the organization, factors cause different speech, thoughts and behavior from the individual dimension, and these human traits affect the level of efficiency and effectiveness of the organization (productivity). From one point of view, the ethical or non-ethical nature of thoughts and actions can cause positive or negative consequences at the level of the organization's activities [17]. Through ethics, leaders convey the importance of ethics to subordinates and as role models, they are a moral role for followers [18].

In terms of ethics and behavior, the manager should provide a healthy space and atmosphere for the employees in the organization so that they can work more efficiently. This requires managers with good intellectual ethics [19]. The introduction of technology and the resulting changes in the dissemination of information have caused intellectual ethics laws to be revised [20]. Intellectual ethics is a process that is influenced by many factors such as individual values and external influences. Individual values play a central role in our intellectual moral system [21]. Intellectual ethics is committing the mental and psychological power of an individual or group to collective thought in order to use the inner ability and talent of individuals and groups for growth and development in any way and is considered one of the most important cultural factors [22].

There is a relationship between the intellectual ethics considered in this study as a mediating variable with intelligent decision making. In this regard, a researcher believes that ethical issues in government organizations have certain characteristics. It affects different dimensions of the organization, behind every action and in every managerial decision and organizational activity, a multitude of them can be observed; Therefore, ethics in thought and action affects the amount and type of decisions and decision-making has always been the main part of management [23]. The process that managers use in their ethics to determine the correctness or incorrectness of an issue and is implemented in a four-step process includes knowledge of the issue, moral judgment, moral intention and ethical behavior [24]. Ethics in thinking leads the leader to maintain human rights, human dignity, pay attention to the intellectual capital of the organization, estimate possible damages and how to deal with them in decisions, manage individual biases and conflict of interests in decisions. It can be said that intellectual ethics is involved in the entire intelligent decision-making process. A study that examines digital leadership, intellectual ethics and intelligent decision-making was not found, but similar studies in this field are mentioned below; Researchers believe that digital leaders should establish a proper balance between control and innovation with an emphasis on promoting innovation; Adding value and abandoning troubleshooting; Presenting opportunities and challenges in an attractive way in order to create positive energy, thus reducing people's resistance and not focusing on limitations; Emphasis on increasing the convergence between the main business and digital components; and provide inspiration [25]. Considering the fact that digital leaders can bring about a successful digital transformation by combining human and technological resources, some researchers emphasize the important things in developing and improving the competencies and capabilities of digital leaders, which are From "taking risks and accepting failure; setting clear and explicit goals; providing two-way feedback; Arousing internal motivation of people; clarify the change and its consequences; effective management of interactions; acting as a consultant" [26]. A study [27] states that the digital leader should require the use of a combination of hard and soft skills, and hard skills such as the ability to fluently and coherently express a strategic point of view, use tools to solve problems by identifying the root causes across functions and to make intellectual decisions that are important to solve them, and to have skills such as the ability to communicate and cooperate with a wide group of people, benefit from patience to guide complex structures, especially in large businesses. The ability to challenge the status quo, possessing the characteristic of charisma that inspires people and motivates the organization to advance changes and transformations. Studies [28] stated that if the society has

maximum intelligence, intelligent thinking will naturally provide stronger infrastructures for analyzing things. The first step in the way of intelligent organization is the principle of division of labor, in such a way that the intelligence operates in a controlled manner. Another study [29] reached these results that intellectual ethics has a significant effect on social responsibility and operational performance, and social responsibility also has a positive effect on operational and commercial performance, and operational performance has a positive effect on commercial performance and increasing economic performance. Researchers [30] reached the conclusion that people in general have specific moral qualities in the individual and personality dimension that shape their thoughts, behavior and speech. It is possible that when the same people are placed in an organizational position, factors cause different thoughts, behavior and speech from the individual dimension, and these human characteristics affect the efficiency and effectiveness of the organization. A study [31] considers religious beliefs, personal values, moral leadership, intellectual ethics, moral environment, moral system and organizational culture to be the influencing factors on decision-making.

The most important challenge among educational managers is how to make smart decisions in education, because they must think of a new educational system that will act intelligently under the influence of the conditions and requirements of the time. For this reason, in the educational system of schools, we need leaders who have digital leadership skills, because the presence of digital leaders is considered one of the vital requirements for schools, through which educational managers can advance and succeed in educational goals and missions. For the greater effect of digital leadership to make smart decisions, educational managers need mental, intuitive and moral values-based analyzes to observe intellectual ethics and make decisions, but unfortunately, traditional systems do not pay attention to these categories. On the other hand, the requirements of the time and place require that they leave the traditional mode and take smart decisions in line with the era of digital transformation with educational managers who consider the digital leadership style as the top of their activities in the shadow of intellectual ethics. Issues, educational problems and the effectiveness of the educational system require intelligent decisions. These factors have made it necessary for the researcher to do this research; But there is no empirical evidence on the relationship between these three variables, especially in the context of Iranian organizations, there is no specific research on the relationship between digital leadership, intellectual ethics and intelligent decision-making. Therefore, due to the lack of empirical evidence in the field of education, the researcher chose Kermanshah school principals who work in three deprived, developed and less developed areas for study in order to add to the richness of research in this field.

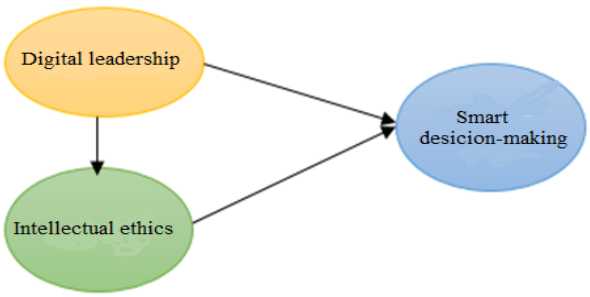

Figure 1. Conceptual Framework of the Research

Table 1. Sample Size by Region

Region	Frequency	F%	CF
Developed	187	58.44	58.44
Developing	84	26.25	84.69
Deprived	49	15.31	100
Total	320	100	

The research gap has largely been caused by the novelty of the three constructs with each other, especially among educational managers; But in general, the review of the theoretical and background literature supports the possibility of the existence of a relationship between digital leadership, intellectual ethics and intelligent decision making. Because, on the one hand, the role of other forms of leadership in promoting intellectual ethics

and smart decision-making deserves more study, and on the other hand, it is necessary to clarify that digital leadership has an effect on many outputs of educational organizations. Therefore, it is necessary to study the mentioned variables in order to enrich the literature of research and empirical study in this field, especially in educational organizations. With this approach, the main goal of the current research was to study the mediating role of intellectual ethics in the relationship between digital leadership and smart decision making. To achieve this goal, the conceptual framework of the research (Figure 1) and the following hypotheses were proposed and investigated.

Hypothesis 1: There is a relationship between digital leadership and smart decision making.

Hypothesis 2: There is a relationship between digital leadership and intellectual ethics.

Hypothesis 3: There is a relationship between intellectual ethics and smart decision making.

Hypothesis 4: There is a relationship between intellectual ethics in relation to digital leadership and smart decision making.

MATERIAL AND METHODS

The research is based on the structural equation modeling of the correlation-covariance matrix in terms of its practical purpose and in terms of its execution method. The statistical population includes all the elementary principals of Kermanshah province in the academic year of 2021-2022 (N=1902). The sample size was estimated based on proportional stratified random sampling and Cochran's formula of 320 managers. The reason for choosing this sampling method was to classify the sample into three educational areas: deprived, developed and less developed, which was obtained based on the information of the Ministry of Education and the Research Institute of Education of the entire province.

187 managers, which is equal to 58.44 percent of the sample, are working in the developed region; 84 managers, which is equal to 25.26% of the sample, are working in the less developed region; And 49 managers, which is equal to 15.31 percent of the sample, are working in deprived areas. One of the entry criteria of the subjects (having a management experience of at least one year, a bachelor's degree or higher) and the exit criteria were incompleteness or distortion of completed questionnaires. It is worth mentioning that during the sampling process, ethical considerations such as obtaining legal permits from the education organization of the whole province to implement the questionnaires, confidentiality of the opinions of the sampled people and their complete freedom to participate or not participate in the research were observed.

The tools include a researcher-made intelligent decision-making questionnaire with 34 items and 6 dimensions of accuracy of diagnosis, skill of diagnosis, estimation of the economies of the decision, understanding of the decision, assurance of decision-making and follow-up of decision-making. The components obtained from all the questionnaires made by the researcher were identified based on the theoretical foundations, opinions of experts and professors of educational management. The validity ratio of the obtained intelligent decision-making construct (0.85) and fit indices (RMSEA=0.058), (GFI=0.94), (AGFI=0.93), (CFI=0.98), (NFI = 0.96), indicating that this questionnaire has appropriate and acceptable validity; The questionnaire created by the intellectual ethics researcher has 25 items and 7 dimensions of respect, justice, intellectual origin, confidentiality, moral honesty, intellectual damage and moral consideration. The obtained construct validity ratio (0.85) and fit indices (RMSEA = 0.061), (GFI = 0.92), (AGFI = 0.91), (CFI = 0.97), (NFI = 0.95) indicate It is that this questionnaire has appropriate and acceptable validity; The digital leadership created by the researcher has 32 items and 7 dimensions (inspirational role, innovation, adaptability, adaptability, visioning, technological intelligence and digital literacy). The content validity ratio (0.85) and fit indices (RMSEA=0.063), (GFI=0.93), (AGFI=0.91), (CFI=0.97), and (NFI=0.95) indicate that This questionnaire is valid. Questionnaires are scored based on a 5-point Likert scale in the range of very low = 1, low = 2, medium = 3, high = 4 and very high = 5. Reliability was calculated and confirmed through Cronbach's alpha 0.85, intellectual ethics 0.93 and intelligent decision making 0.95 after data collection. For data analysis, descriptive statistics (frequency distribution tables, graphs, mean, standard deviation) and inferential analysis (Pearson correlation matrix and structural equation modeling) were analyzed using SPSS 25 and LISREL 10.30 software.

RESULTS

The correlation coefficient of the variable of digital leadership with the variables of intellectual ethics (0.56) and intelligent decision-making (0.51) is positive and significant at the level of 0.01.

The results of structural equation modeling analysis show that digital leadership with direct path coefficient (0.42) and t value (5.09) has a direct, positive and significant relationship with intelligent decision-making at the level of 0.01, with The coefficient of the direct path

(0.51) and the t-value (6.74) have a direct, positive and significant relationship with intellectual ethics at the level of 0.01. Intellectual ethics with direct path coefficient (0.39) and t-value (4.37) has a direct, positive and significant relationship with smart decision-making at the level of 0.01.

Table 2. Correlation Matrix of Research Variables

Variables	1	2	3
Digital leadership	1		
Intellectual ethics	0.56**	1	
Smart decision-making	0.51**	0.43**	1

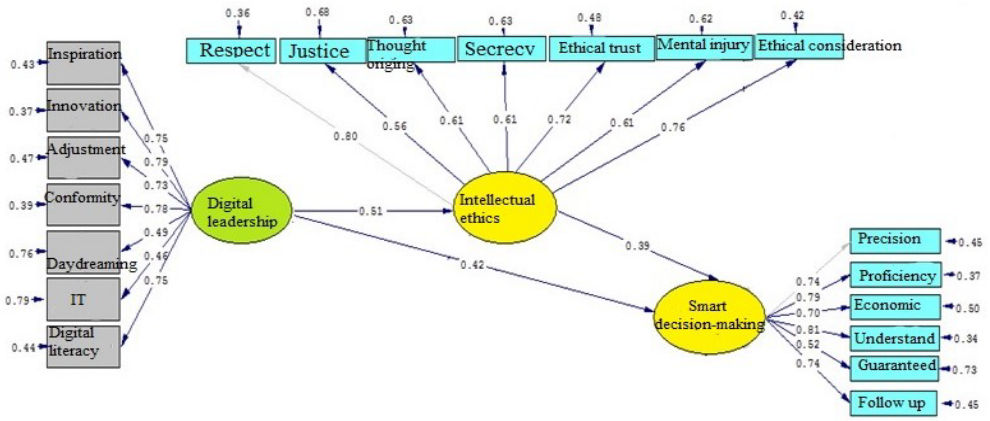

Figure 2. The general model of the standard coefficients of the empirical research model

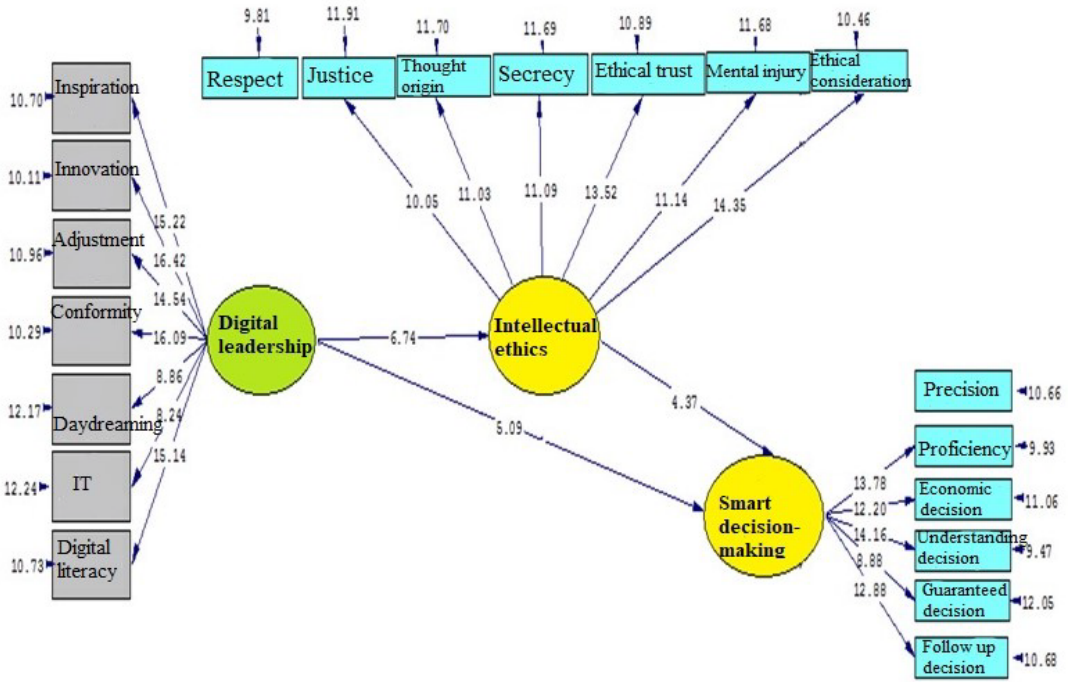

Figure 3. The general model of the T-value of the empirical model of the research

Table 3. Hypothesis test of direct relationships

Hypothesis	Independent V.	Dependent V.	Path analysis	T-Value	Result
1	Digital leadership	Smart decision-making	0.42	5.09	Ok
2	Digital leadership	Intellectual ethics	0.51	6.74	Ok
3	Intellectual ethics	Smart decision-making	0.39	4.37	Ok

Table 4. Hypothesis testing of indirect relationships (mediating role)

Hypothesis	Independent v.	Mediator	Dependent v.	Path analysis	T-Value	Result
4	Digital leadership	Intellectual ethics	Smart decision-making	0.198	3.667	Ok

Table 5. Fit indices of the experimental research model

Description	Estimate	Criteria
X^2 (Experimental model)	447.87	
df.(Experimental model)	242	
χ^2/df	1.851	χ^2/df<3
RMSEA	0.052	RMSEA<0.08
GFI	0.95	GFI>0.9
AGFI	0.93	AGFI>0.9
CFI	0.97	CFI>0.9
NFI	0.94	NFI>0.9

Digital leadership with indirect path coefficient through intellectual ethics with coefficient (0.198) and t-value (3.667) has an indirect, positive and significant relationship with smart decision-making at the level of 0.01.

The model fit indices showed a chi-square value (447.87), degree of freedom (242), ratio of chi-square to degrees of freedom (1.851), RMSEA (0.052), GFI (0.93), AGFI (0.93), CFI (0.97) and NFI (0.94), which according to the results of fit indices in the confirmatory structural equation model of the research, it can be said that the ratio of chi-square to the degree of freedom indicates the fit. It fits the conceptual model with the experimental model. The value of the RMSEA index is within the range of the acceptable criterion. The values of GFI, AGFI, CFI and NFI indices also indicate the appropriate fit of the structural model; Therefore, it can be said that the digital leadership relationship model with intelligent decision-making with the mediation of intellectual ethics has favorable validity.

DISCUSSION

The researcher's review of sources and databases inside and outside the country indicates that so far no research has been designed and implemented in connection with the role of digital leadership on intelligent decision-making through the mediation of managers' intellectual ethics. Also, considering the new, fresh and innovative nature of the research topic among domestic and foreign studies, the researcher will search, collect and extract rich theoretical knowledge and information in the field of research variables. Presenting a coherent model based on theoretical foundations and empirical studies on the role of digital leadership on smart decision-making with the mediation of managers' intellectual ethics, especially in the education system, can also be considered as one of the innovative aspects of this research. Among the other innovative aspects of the research, we can mention the design and construction of three scientific questionnaires in the field of educational organizations, including the smart decision-making questionnaire, the digital leadership questionnaire, and the intellectual ethics questionnaire. The purest aspect of the innovation of the present research is the establishment of smart decision-making in relation to the performance of educational organizations and managers, which is proposed for the first time in the country. Therefore, the results of this research can provide a suitable model for nurturing, upgrading and improving the quality of educational system services to the trustees of education. Therefore, in search of identifying the effective factors on the promotion of intelligent decision making, the present study investigated the relationship between digital leadership and intelligent decision making and the indirect effect of these two variables through the mediating variable of intellectual ethics.

The research findings showed that digital leadership has a direct, positive and meaningful relationship with intelligent decision making. These results were in line with the findings of researches [4, 15] which respectively showed the relationship between digital leadership and smart decision making. In explaining the findings of the research on the correlation of digital leadership with smart decision-making, it can be stated that digital leaders can convince their people, have the ability to influence them, through the trust they have in their subordinates, the type of decision they make It is based on this trust. Digital leaders try to make smart decisions by considering new and different ideas and opinions, anticipate events for the right decisions and prepare to face emerging school challenges, use school planning analytics to make their decisions, digital leaders skills And they have the necessary tact in interpersonal relations and facilitate participation in decision-making, with the adaptation role they have, they get knowledge and information from their work environment and make decisions decisively and quickly. Referring to this finding [27], they emphasize that the digital leader must use a combination of hard and soft skills, and hard skills such as the ability to fluently and coherently express a strategic point of view, use tools to solve problems by identifying the root causes. Throughout the functions and making the intellectual decisions that are necessary to solve them, and have skills such as the ability to communicate and

cooperate with a wide group of people, having the patience to guide complex structures, especially in large businesses. The ability to challenge the status quo, having a charisma that inspires people and motivates the organization to advance changes; therefore, digital leadership has an effect on smart decision-making, and as a result, it can be expected that the research results indicate a meaningful relationship between digital leadership and smart decision-making.

The results showed that digital leadership has a positive and significant relationship with intellectual ethics. This finding is in line with studies [4] because they believe that leaders upgrade their decisions to be intelligent in order to ensure the progress of the organization and try to ensure the long-term performance of the organization through effective smart decision-making while paying attention to the current changing conditions.

In explaining this finding that digital leadership is related to intellectual ethics, it can be said that digital leaders, through the role of inspiration, are able to respectfully convince their followers about their vision, convey their strong feelings about their work to their employees, and Based on ethical standards, they fulfill the promises they make and create mutual trust. Therefore, for the relationship between digital leadership and intellectual ethics, we can reflect on the word inspiring and the hints hidden in it. The role of inspiration leads to motivation in the followers and increases their inner motivations and feelings in them and leads to some kind of hope in the followers and they understand that the managers treat them based on intellectual moral standards and principles. In further reference to this finding, [11] state that digital leadership has paid attention to intellectual ethics through increasing the amount of respect and trust and influence in its followers, because digital leadership in its behavior and vision of the organization respects respect, respect Justice, paying attention to intellectual capital, maintaining confidentiality, moral honesty, estimating intellectual damage and observing moral consideration, which is one of the dimensions of intellectual ethics, has been considered.

The results showed that intellectual ethics has a direct, positive and meaningful relationship with intelligent decision making. This finding is in line with studies [23] which believe that ethics in thought and action affect the amount of decisions and the type of decisions and that decision-making has always been the main part of management. A study [31] considers intellectual ethics, moral environment, and moral system to be the influencing factors on decision-making; Therefore, it can be said that intellectual ethics affects all aspects of educational managers' decision-making, and as a result, it can be expected that the research results indicate a meaningful relationship between intellectual ethics and intelligent decision-making. In explaining this finding, it can be said through the word principle of respect, which leads managers to recognize the capacity and rights of individuals to make decisions in the school. Also, for the relationship between intellectual ethics and intelligent decision-making, the word justice can be considered, which indicates that the fairness of participation in school decisions and activities, which is ethical thinking, is an intelligent decision. In their smart decisions, managers consider the words of mental damage caused by the consequences and possible damage of the decision and the category of moral honesty, which is related to honesty in sharing information. Therefore, we can see that the intellectual morality of managers has an effect on the level of their smart decision-making. Reflecting on these statements shows that the moral honesty, respect and justice of educational managers in their intelligent decisions is a sign of their intellectual ethics.

In the following, one of the important findings of this research is the direct and indirect effect of digital leadership on smart decision-making through the mediating role of intellectual ethics. This finding has shown that digital leadership has an effect on smart decision-making and this effect is intensified through the variable of intellectual ethics. This finding is consistent with studies[9, 11, 15, 23, 27, 31], that pointed to the two-way relationship of research variables. In explaining this finding, it can be said that educational leaders, by paying attention to the categories of their inspirational role, which brings a strong positive feeling to followers, have the ability to convince them and fulfill their promises and consider them worthy of trust, as well as educational managers. Through actions, they affect smart decision-making, these actions include; Paying attention to the dimension of innovation through the analysis of school planning for decision-making, thinking positively in the future, accepting the risks necessary to achieve goals in smart decisions based on intellectual ethics, also paying attention to the role of adaptation to gain knowledge and awareness of the work environment. Prioritizing activities, decisive and quick decision-making, in the type of behavior with followers through the inspiring characteristics of emotions, beliefs, values and behaviors, through paying attention to the digital literacy that managers show, their decisions regarding holding educational and knowledge-enhancing classes electronically for teachers Creative thinking in the use of digital technologies, acting ethically; Therefore, digital

leaders have a positive effect on intelligent decisions and by paying attention to the dimensions of respect, intellectual justice, intellectual origin, confidentiality, honesty and moral damage in their behavior and actions based on the standards of intellectual ethics, they seek to increase and improve their intelligent decision making.

As with any other research, there have been some limitations on the current research, which can help educational managers and organizational researchers to use the results in a better and more realistic manner and try to overcome possible limitations in future research. Among the limitations of the current research was the lack of theoretical foundations and three variables of digital leadership, especially smart decision-making and intellectual ethics. At the same time, since the research results indicated a significant relationship between digital leadership, intellectual ethics and smart decision making, it is therefore suggested;

It is recommended that leaders keep the promises they make by avoiding concealment and respecting secrecy, moral honesty, to increase the trust level of the followers and also to be careful about intellectual moral standards in their behavior and actions.

Administrators should recognize the capacity and rights of all people to make decisions about the school through respecting the principle of respect.

Consider teachers' participation in decisions in a fair way.

Managers should consider the necessary ethical considerations in their smart decisions about performing an action by balancing the positive consequences of that action against the negative consequences.

CONCLUSION

Conducting this research helps to reduce the existing skill gap and the challenge of knowing what skills are needed for the future and effectively develop the abilities of this new generation of leaders. It is worth noting that, according to the studies conducted, despite the numerous studies that have been conducted in this field, the present research has not provided a comprehensive framework of the competencies of digital leaders that considers the multiple dimensions of this phenomenon in an integrated manner. Also, the application of intellectual ethics variables and smart decision-making in this research and their effect on the success and improvement of quantitative and qualitative performance of educational organizations, especially school principals, were considered, so this study examines the mediating role of intellectual ethics in the relationship of digital leadership and smart decision-making, and the results suggest that digital leadership has a direct impact on intellectual ethics and smart decision-making. Also, digital leadership has an indirect effect on ethical decision-making through intellectual ethics. Therefore, digital leadership leads to increased intellectual ethics and smart decision making. Therefore, this research provides the ability to provide a suitable model for nurturing, upgrading and improving the quality of education system services to the trustees of education.

Ethical Considerations

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

Conflict of Interest

The authors declare that there is no conflict of interests.

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