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Project Info.

File No: 104088
Project Title: Ethical Leadership Paradigms among Indian Immigrant Professionals in Canada and Their Counterparts in India: The Effects of Acculturation
Principal Investigator: Ms. Rumana Patel (Faculty of Education and Social Work\Education)
Start Date: 2024/09/23
End Date: 2025/03/31
Keywords: acculturation, Immigrants, Canada, India, Ethics, Leadership

Project Team Info.

Principal Investigator

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Other Project Team Members

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Common Questions

1. Declaration

#	Question	Answer
1.1	I verify that; a) this project has been reviewed and deemed to be methodologically sound and complies with the professional ethical standards and guidelines of the area of research. b) the information contained in this application is accurate;c) that the conduct of the proposed research will not commence until ethical approval/clearance has been granted.	I agree
1.2	Please indicate the type of research	Graduate Student Research
1.3	If you checked the undergraduate student research box, please indicate if project is part of an Honours Thesis	
1.4	If you are an graduate/undergraduate researcher you must include your supervisors name on the Project Team Member tab and confirm here that your supervisor has reviewed this application.	Yes - My supervisor is listed and has reviewed this application
1.5	What level of coursework does this project relate to?	Graduate Thesis

2. Project Description, Methodology & Procedures

#	Question	Answer

2.1	Describe the project including purpose and potential benefits. Please use the minimum of technical language	Project Description:Purpose:The project aims to explore and compare the ethical leadership beliefs of Indian professionals who are leaders in India and those who have immigrated to Canada and hold leadership positions there. Specifically, it seeks to understand what these leaders consider to be right or wrong in their leadership practices and how moving to and adapting to Canadian culture affects these beliefs. The study is an adaptation of a Xiaoyan Liang, Sen Sendjaya, and Lakmal Abeysekera's (2019) research on Chinese and Chinese-immigrant professionals in Australia, where they explored implicit leadership theory from a follower perspective and the acculturation process. This adaption will study leadership ethics from a leader perspective and the acculturation process in the Indian context and Canada. Key Objectives:1. Identify the core ethical principles and practices valued by leaders in India.2. Investigate how Indian immigrant leaders in Canada perceive ethical leadership and if their views have changed due to their new cultural environment.3. Compare the ethical leadership paradigms between the two groups to highlight similarities and differences and determine the degree of change that occurs during the acculturation process based on participants' perceptions. Potential Benefits:1. Enhanced Understanding of Leadership Across Cultures: The research will provide insights into how cultural contexts influence ethical leadership and moral reasoning processes, helping organizations understand the dynamics of leadership in diverse settings, which may help organizations support equity, inclusion, and diversity goals. 2. Support for Immigrant Leaders: The findings can help immigrant leaders

		navigate their new cultural environments more effectively, enhancing their leadership effectiveness and overall career success; similarly, the findings can support domestic leaders in helping immigrant leaders be successful in their new environment. 3. Contribution to Academic Knowledge: This study will add to the academic literature on leadership and acculturation, providing a foundation for future research in this area. Currently, no studies have been conducted on Indian immigrants and how the acculturation process impacts perceptions of leadership ethics, thus this study adds a novel contribution to the literature. 4. Practical Guidelines for Organizations: Organizations with a diverse workforce can use the insights to foster an inclusive environment that respects and integrates different ethical perspectives, leading to a more harmonious and effective workplace.Overall, this project aims to bridge cultural gaps in leadership practices, promoting a deeper understanding of how ethical leadership is shaped by cultural influences and how it evolves in a new cultural context.

2.2	Provide a summary of the methodology and procedures. Please keep your summary short & concise.	The research methodology involves comparative qualitative research using semi-structured interviews of Indian and Indian-immigrants in Canada and, and Braun and Clarke's (2006) reflexive thematic analysis framework. The participants in this study will be Indian professionals in leadership positions in both India and Canada who agree and give consent to participate. Efforts will be made to ensure that participants are representative of diverse industries, disciplines, gender identity, level of experience, time in Canada, and age. Participants will be recruited with a minimum of 5 years of professional experience and at least 1 year in leadership roles.The study will employ semi-structured interviews based on an adaptation of Liang et al.'s (2019) interview questions (see attached in appendices). The adaptation incorporates Hoare et al.'s (2024) multiple ethical leadership framework Bird's Eye view to explore if one or more of the eight ethical paradigms are evident in participants' responses. The analysis will be both deductive for this purpose, as well as inductive to discover if new themes or emerge in the data. The research process will involve the following steps:1. Participant Selection and Recruitment:Purposeful and snowball sampling techniques will be used to identify suitable participants. Purposeful sampling ensures that participants have specific characteristics and experiences relevant to the research questions. Snowball sampling leverages the social networks of initial participants to identify additional suitable participants, which is particularly useful in reaching a broader yet specific population.The study aims to involve 6 to 10 participants, depending on the time

		available given the constraints of a master’s thesis and semester-based program. This range is deemed sufficient to achieve data saturation while considering the practical constraints of the research timeline.Invitations will be sent via email, detailing the study's objectives, methodology, and the estimated time commitment.2. Data Collection:To ensure a comprehensive understanding of participants' backgrounds and perspectives on ethics in leadership, I will use a two-step data collection method referred to as the "Write and Talk" approach. This method involves: Pre-Interview Worksheet (see attached in appendices): Participants will complete a worksheet providing background information and their initial thoughts on ethical leadership. This step ensures participants are aware of the study’s focus and helps them articulate their thoughts on ethics before the interview. Semi-Structured interview (See the interview questionnaire attached in appendices): Semi-structured interviews will be conducted with each participant, either in person or virtually, lasting approximately 45 minutes. Interview questions will focus on understanding participants' perceptions of ethical leadership, how they define and determine what is right and wrong (i.e., their moral reasoning process), examples of ethical behaviors, changes in ethical views after migration (for those in Canada), and ethical challenges faced in their leadership roles.Interviews will be audio recorded with participants' consent and later transcribed for analysis.The interview transcripts will be sent to participants for member checks to ensure the accuracy and validity of the data collected.3. Data Analysis:Transcripts of the interviews will be coded and

		analyzed using thematic analysis and qualitative software (NVivo), employing both inductive and deductive coding approaches.The analysis will identify themes and patterns in ethical leadership paradigms and compare findings between the two groups to determine culturally independent and dependent perceptions.4. Ethical Considerations:Informed consent will be obtained from all participants.Confidentiality and anonymity will be ensured throughout the study. Ethical guidelines for conducting research with human subjects will be strictly adhered to.5. Reporting and Dissemination:The findings will be compiled into a comprehensive report highlighting the key themes and differences in ethical leadership paradigms between the two groups.The report will be used to inform leadership development programs and provide practical guidelines for organizations with a diverse workforce. This research aims to provide insights into how cultural contexts and acculturation influence ethical leadership, contributing valuable knowledge to both academic research and practical applications in leadership development.

3. Risk Assessment

#	Question	Answer
3.1	Estimate of Risk: What level of overall risk would you assign to this research project?	Minimal
3.2	Physical Risk?	Minimal
3.3	Psychological/Emotional Risk?	Minimal
3.4	Social Risks?	Minimal
3.5	Employment Risks?	Minimal

3.6	If you answered more than minimal risk to any of the above, please describe potential risks as well as the safeguards or procedures you have in place. Please provide justification for any potential risks involved and explain why alternative approaches (including revising the types of data collected or the method that data is collected) involving less risk cannot be used	

4. Participant Information

#	Question	Answer
4.1	How many participants will take part in total?	Between 6 and 10 participants will be recruited to participate seeking a relatively equal number of Indian professionals and Indian-immigrant professionals in Canada. This number is considered adequate to reach data saturation while taking into account the practical limitations of the research timeline.
4.2	Who is being recruited and what is the criteria for the selection?	The study will recruit Indian professionals in leadership positions in both India and Canada. The selection criteria mirrors that used in the Liang et al. (2019) study and includes:Aged between 25 and 50 years.A minimum of 5 years of professional experience.At least 1 year of experience in a leadership role.Representative of diverse industry backgrounds.Willingness to participate and provide consent for the study. Note that interviews may take place in English and/or Hindi or Gujarati; therefore, language is not a barrier to participation in the study.

4.3	Will anyone be excluded from participation? Yes/No; If yes, who and why?	Yes, certain individuals will be excluded from participation based on the following criteria:Individuals who immigrated to Canada before completing high school (i.e., below 18 years of age).Immigrants who have been residing in Canada for less than 5 years and have not held leadership roles within Canada.Immigrants who are not currently residing in Canada.Indian professionals who have lived and worked outside of India for more than one year.These criteria ensure that the study focuses on a specific group of experienced leaders, thereby maintaining the relevance and quality of the research data.
4.4	How are the participants being recruited?	Participants are being recruited using purposeful and snowball sampling techniques beginning with the researchers' social networks and their extended networks. Purposeful sampling ensures that participants have the specific characteristics and experiences relevant to the research questions. Snowball sampling leverages the social networks of initial participants to identify additional suitable participants. Invitations will be sent via email, detailing the study's objectives, methodology, and the estimated time commitment.

5. Informed Consent

#	Question	Answer
5.1	Who will consent (check all who apply)	Participant
5.2	Deception - Will participants be informed of everything that will be required of them prior to the research? Yes/No. If no, please explain.	Yes

5.3	Are participants to be debriefed at the end of the research project? Yes/No.If yes, explain how it will be done. If not,explain why not.	Yes, participants will be debriefed at the end of the research project. Debriefing Process:Participants will receive a follow-up email thanking them for their participation and explaining the next steps.A summary of the research findings will be provided, highlighting key insights and outcomes.Participants will be given the opportunity to ask questions and provide feedback on the research process.Contact details of the primary researcher will be provided for any further inquiries or concerns.Participants will be reminded that their data will be held in strict confidence by the research team and anonymity will be maintained by using pseudonyms in place of participants' real names if any quotes are disseminated. The data will be provided in aggregate for each of the categories collected (i.e., gender, age) excluding suppressed data below 5 responses to protect participant anonymity.
5.4	Provide a description of the verbal explanation (if any) that will be given to the participants before they are asked to consent to participate (by attachment if required). If not applicable state why.	Participants will be provided with a letter of invitation to participate and a consent form prior to the sessions (see attached appendices). Additionally, prior to the interview the primary researcher will give a verbal explanation, outlining the study's purpose, procedures, and confidentiality measures. Participants will also be informed about the member check process and the debriefing that will occur at the end of the study.
5.5	To be sensitive to unique situations, including cultural differences, a written consent form may not be appropriate. If there is no consent form explain in detail your alternative procedures to ensure that consent is obtained and recorded as required.	

5.6	How and when are the participants informed of the right to withdraw? What procedures will be followed for participants who wish to withdraw at any point during the study. Please explain.	Participants are informed of their right to withdraw in the invitation letter and consent form (see attached in the appendices), and during the verbal explanation before interviews. Participants can withdraw at any time without consequences by leaving the interview or contacting the researcher. If withdrawing, their data will be destroyed. The researcher will confirm withdrawal requests in writing and document data removal. Contact information is provided to ensure easy communication.
5.7	Other Institutions: In the case of projects carried out at other institutions, the Committee requires written proof that agency consent has been received. Please indicate all that apply and provide copies of the consent letters through the attachments tab on this form.	

6. Project Details

#	Question	Answer
6.1	Where will the project be conducted?	The project will be conducted at Thompson Rivers University, as well as through online communication platforms for participants who are unable to attend in person. Interviews will be arranged at mutually convenient times and locations to accommodate participants' schedules.
6.2	Who will actually conduct the study?	The Principal Investigator Rumana Patel will conduct the study.
6.3	Will the group of participants have any problems with giving informed consent on their own behalf?	No
6.4	If the participants are not competent to give fully informed consent, who will consent on their behalf. What measures will be used to inform and obtain consent on their behalf?	
6.5	Are participants considered members of a (potentially) vulnerable group? If yes provide details	No, the participants are not considered members of a potentially vulnerable group.
6.6	Does your study have the potential for identifying distressed or disturbed individuals? If yes, provide details.	

6.7	If your study has the potential to upset participants, or identify distressed or disturbed individuals, you must make arrangements to mitigate such effects. Describe the arrangements you have made.	
6.8	What, if any, discomfort or perceived degree of coercion are the particpants likely to endure as a result of the research study? Please explain.	There is a minimal risk of perceived coercion, as participation is entirely voluntary. Clear communication will emphasize that participants can withdraw at any time without any consequences, reducing any feelings of obligation to continue.
6.9	What monetary compensation, if any, is being offered to the participants. If none please state so.	There is no monetary compensation being offered.
6.10	How much time will a participant need to dedicate to the project? The control group participants?	Each participant will need to dedicate approximately 6 to 10 minutes to read the research description and sign the consent form. Each participant will need to dedicate approximately 45 minutes for the semi-structured interview. Additionally, participants will need to allocate 15 to 20 minutes for the member check process, where they review and confirm the accuracy of their interview transcripts.

7. Data Details

#	Question	Answer
7.1	Who will have access to the data?	Rumana Patel, Alana Hoare, Tanya Manning-Lewis

7.2	How will you handle the requirement of confidentiality and anonymity?	All information supplied during the research will be held in strict confidence. Participants' names and any identifying details will not appear in any reports, presentations, publications, or exhibitions of the research unless explicit consent has been provided by the participants. Participants will be reminded that their data will be held in strict confidence by the research team and anonymity will be maintained by using pseudonyms in place of participants' real names if any quotes are disseminated. The data will be provided in aggregate for each of the categories collected (i.e., gender, age) excluding suppressed data below 5 responses to protect participant anonymity.
7.3	Will you be using a transcriber? If yes, please provide a copy of a Transcriptionist Confidentiality Agreement with this application.	No
7.4	What are the specific details of storage and disposal of records/data? (Standard retention timeline is 5 years before disposal)	Raw data, including audio recordings, transcribed interviews, and any other collected materials, will be securely stored on Rumana Patel's password-protected laptop. Transcripts of the interviews will be imported into NVivo as a password-protected project. Data will be deleted 5 years after the completion of the study.
7.5	Will any data that identifies individuals be available to persons or agencies outside the Research Group? If yes, provide justification and assessment of risk.	No
7.6	Will your project use (please check all that apply)	Interviews (submit copy of questions)

8. Additional Information

#	Question	Answer
8.1	Provide any additional information you may wish to provide in this area.	

9. Checklists & Good Practices

#	Question	Answer

9.1	CONSENT: Title of Project - Have you included the title on your consent form?	Yes
9.2	CONSENT: On your consent form have you included the identification of investigators (including telephone numbers?	Yes
9.3	CONSENT: On your consent form have you included a brief but complete description (in non technical language) of the purpose of the project and all procedures to be carried out in which the participants are involved	Yes
9.4	CONSENT: On the consent form have you indicated in some way that the identity of the participant will be kept confidential and a description of how this will be accomplished?	Yes
9.5	CONSENT: On the consent form have you provided a statement of the total amount of time that will be required of the participant?	Yes
9.6	CONSENT; On the consent form have you provided details of monetary or other compensation, if any, to be offered to participants?	Yes
9.7	CONSENT: On the consent form did you offer to answer any inquiries concerning the procedures to ensure that they are fully understood by the participant and to provide a debriefing if appropriate?	Yes
9.8	CONSENT: On the consent form did you provide a statement of the participants right to withdrawal or refusal to participate will be jeopardize further treatment, medical care or influence class standing as applicable?	N/A
9.9	CONSENT: On the consent form did you provide a place for signatures of the participant consenting to participate in the research project, investigation or study?	Yes
9.10	CONSENT: On the consent form did you provide a statement acknowledging receipt of a copy of the consent form including any attachments?	N/A

9.11	CONSENT: On Parental Consent forms - Did you provide a statement of choice providing an option for refusal to participate (e.g. "I consent/do not consent to mu child's participation in this study")	N/A
9.12	CONSENT: On the consent form did you provide the contact information for the relevant Dean and Chair of the REB? (Chair contact information: TRU-REB@tru.ca or 250.828.5000)	Yes
9.13	CONSENT: On the consent form did you provide a statement as to what the information will be used for (presentation, publication, etc)?	Yes
9.14	CONSENT: On the consent form did you provide a statement as to how the participant can receive a copy of executive summary of completed projects and where appropriate, receive updated information during thecourse of the research?	Yes
9.15	CONSENT: On the consent form did you provide a statement of the likelihood of any discomforts and/or conveniences associated with the participation and known or suspected short or long term risks, and factors which might lead to refusal to participate?	N/A
9.16	CONSENT: Use this space to provide details on an item in which you indicated N/A regarding the CONSENT FORMS	
9.17	QUESTIONNAIRE: On the questionnaire did you include the title of your project?	Yes
9.18	QUESTIONNAIRE: On the Questionnaire did you identify the investigator (including phone numbers)	N/A - Explain below
9.19	QUESTIONNAIRE: On the questionnaire did you include a brief summary that indicates the purpose of theproject, including potential presentation and publication if applicable?	Yes
9.20	QUESTIONNAIRE: On the questionnaire did you provide a statement as to the benefits to be derived?	Yes

9.21	QUESTIONNAIRE: On the questionnaire did you provide a full description of the procedures to be carried out in which the participants are involved?	Yes
9.22	QUESTIONNAIRE: On the questionnaire did you provide a statement of the participants right to refuse to participate or withdraw at any time without jeopardizing further treatment, medical care or class standing as application?	Yes
9.23	QUESTIONNAIRE: On the questionnaire did you indicate the amount of time that will be required by the participant?	Yes
9.24	QUESTIONNAIRE: On the questionnaire did you provide a statement that indicates if the questionnaire is completed it will be assumed that consent has been given?	Yes
9.25	QUESTIONNAIRE: On the questionnaire did you provide assurance that the identity of the participant will be kept confidential and description of how this will be accomplished?	Yes
9.26	QUESTIONNAIRE: On any questionnaire that will be circulated by mail did you include a copy of the explanatory letter as well as a copy of the questionnaire with this application?	Yes
9.27	QUESTIONNAIRE: Explain any reasons that you may have indicated N/A for any of the above questionnaire items.	Investigator details (phone number) are included in consent form.

Attachments

Doc / Agreement	Version Date	File Name	Description
		revisions requested - 104088.docx	N/A
		Manning-Lewis Tanya.pdf	N/A
		Hoare Alana.pdf	N/A

		New Pre-Interview Worksheet with Changes.docx	Pre-interview sheet with all the changes highlighted.
		Pre-Interview Worksheet.docx	Final clean copy that I would present to participants.
		Recruitment letter in Hindi.docx	Recruitment letter translated in Hindi.
		Recruitment letter in Gujarati.docx	Recruitment letter translated in Gujarati.
		Consent form in Hindi.docx	Consent form translated in Hindi.
		Consent form in Gujarati.docx	Consent form translated in Gujarati.
		RESPONSE TO PROVISOS.docx	N/A
Consent Form		Consent form.docx	Final clean copy that I would present to participants.
Consent Form		New consent form with Changes.docx	New consent form with changes highlighted.
Interview Questionnaire		Interview Questions.docx	Final clean copy that I would present to participants.
Interview Questionnaire		New Interview Questions with Changes.docx	Interview questionnaire with changes highlighted.
Other Document		Liang 2019.pdf	Liang et al.’s (2019) The proposed research is an adaptation of this Research.

Other Document		Email.docx	Email that will accompany recruitment letter and consent form.
Recruitment Letter		Recruitment Letter.docx	Final clean copy that I would present to participants.
Recruitment Letter		New Recruitment Letter with changes.docx	Recruitment letter with changes highlighted.