



IMPACT OF ETHICAL LEADERSHIP ON EMPLOYEE JOB OUTCOMES

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Abstract

Despite the increasing awareness among specialists in business ethics, moral actions continue to occur in business organisations. Professional managers' decisions have resulted in losing confidence in the organisation's leadership and an abundance of engagement to its goals. This study aims to investigate the concept of ethical leadership, the characteristics of a moral manager, and the importance of ethical leadership in the context of employee outcomes. The influence of leadership on employee productivity at the workplace and its significance within the organizational setting. The personality of leader demonstrates a commanding presence yet falls short in effectively carrying out activities. Professional management must exhibit robust and unwavering character. Serve as role models for their employees, whose absence could potentially jeopardise the organisation's goals. The conversation centred around two important factors: confidence and engagement. The objective was to magnify the understanding of ethical leadership for occupational effectiveness for employees. The study concludes by providing suggestions based on the current research.

Keywords: Ethical leadership, job outcomes, confidence, engagement.

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Introduction

Ethical leadership emerged as a reaction to the unprecedented financial crisis, which marked the most devastating economic downturn since the 1930s, and the subsequent controversies that plagued large global corporations. Enron, Arthur Andersen, WorldCom, Tyco, Parmalat, and HealthSouth are multiple firms in developed nations whose CEOs demonstrated ethical lapses due to diverse circumstances, including the pressures to achieve, excel, and emphasise victory at any cost. Corporate leaders contributed to the economic disaster by intentionally making deceptive decisions that artificially increased profits to enhance their rewards (Milovanovitch, 2013; Hauser, 2019; Bautista-Beauchesne and Garzon, 2019). The findings of a study conducted among organisations in the United Kingdom and different nations in Europe's Western region revealed that the primary ethical issues of companies include illicit behaviour, corruption, assistance payments, disintegrating private data or whistleblowing, and prejudice, harassment, or fraud (Webley et al., 2011). Texaco achieved a settlement of more than \$160 million as a result of a lawsuit involving racial prejudice. In 1998, Mitsubishi Motor Corporation settled for more than \$30 million after a federal investigation into the extensive mistreatment of women. In the same year, the Louisiana-Pacific corporation was fined \$35 million for participating in illegal activities, including defrauding investors whilst engaging in misbehaviour related to sustainability concerns.

Immoral conduct has been documented not only in affluent societies but also in impoverished countries. As an illustration, Nigeria, a nation in sub-Saharan Africa still in economic growth, has observed an increase in the frequency of financial insolvencies. Recorded cases of commercial collapse in Nigeria have been attributed to the unethical behaviour of business leaders. In 1997, the Nigerian banking segment faced imminent collapse as more than twenty commercial banks succumbed to bankruptcy due to financial misconduct. In 2006, Cadbury Nigeria, a renowned Nigerian corporation in the food and beverage sector, encountered a financial scandal. Cadbury Nigeria company's financial documents and accounts were fraudulently falsified to the detriment of all parties. In 2011, the corporate executives of three Nigerian banks engaged in financial inconsistencies, leading to the bankruptcy of these banks. In August, these organisations were incorporated into the cohort of eight banks that were placed under the jurisdiction of the Central Bank of Nigeria.

Moral behaviour involves core principles such as honesty, integrity, fairness, and empathy towards others. This condition pertains to leaders exhibiting generosity while refraining from behaviours that could cause harm to others (Ponnu and Tennakoon, 2009; Sharma, Agrawal and Khandelwal, 2019; Bello, 2012). Oftentimes, corporate executives view their job pursuits as separate from their private lives. Undoubtedly, ethics must stem from the utmost degree of power. Leaders must not shirk their obligation to establish a moral standard for their people. The efficacy of implementing formal moral standards and moral education is improbable, provided senior management's moral actions and decisions are congruent with the ideals they transmit. Leaders have a significant impact on the achievement of organisational objectives and the way employees behave. This includes important areas like promotions, outcomes assessments, and strategic decisions (Yates, 2011; Khokhar and Zia-ur-Rehman, 2017; Yukl et al., 2013). Exemplary leadership is essential for organisational leaders to motivate personnel. They are responsible for setting business norms and ideals, fulfilling specifications, and motivating other individuals to adopt the same mindset. The existence of unethical activity by company executives might be compared to a "malignant tumour" that disseminates inside businesses, detrimentally affecting moral conduct (Böhm et al., 2022; De George, 2005).

According to Van Liedekerke and Dubbink (2008), if CEOs are perceived as harsh and lacking empathy in their corporate contacts, employees are more inclined to likewise encounter this type of conduct. Employees seek to be associated with supervisors who exhibit values such as integrity, confidence, worthiness, esteem, and impartiality (Henrikson, 2006). Organisations can improve their capacity to attract and retain employees by offering them the opportunity to work for employers who demonstrate real responsibility and ethical behaviour (Al-Ahmad Char and Easa, 2021; Alvesson and Spicer, 2014; Schedlitzki, 2021). Insufficient leadership can lead to increased turnover and less capacity to attract new personnel. This can also increase the costs associated with staffing turnover, intensify staff oversight, reduce job satisfaction, and decrease worker productivity. Businesses are frequently linked to activities such as fraud, bribery, facilitation payments, and racist issues, among others. Failure to adequately address these unethical activities will likely adversely affect employee outcomes. Therefore, it is crucial to tackle ethical challenges on a worldwide level. This study examined the notion of ethical leadership, encompassing the distinctive

characteristics of an ethical leader and the influence of ethical leadership on employee work outcomes. Furthermore, it elaborated on the procedure of cultivating ethical leaders and ended by providing recommendations.

Ethical Leadership: A Concept

Leadership refers to an individual exerting their influence over a collective of individuals to achieve a common goal (Harrison, 2017; Gill, 2011; Schedlitzki, 2021). There are three primary methods for elucidating the process by which persons attain leadership positions: the characteristic leadership theory, the great event theory, and the approach of leadership theory (Bass, 1990). The trait theory suggests that some innate characteristics can make persons more likely to take on leadership roles. According to the Great Events Theory, an average person can have outstanding leadership qualities and efficiently handle a crisis or important event. The term "procedural hypothesis" pertains to the process of acquiring expertise in management through the act of learning. According to Yukl and Van (1992), the approach to leadership can be classified into two separate approaches: transformational and transactional. Transformational leadership involves formulating a clear and compelling vision that effectively conveys the company's objective. It also serves as the foundation for the company's strategy, policies, and processes. The transformational leader utilises methods and techniques to enhance the empowerment of their followers, strengthen their self-assurance, and alter their opinions, regulations, and actions to coincide with the leader's goals. The transformational leadership style seeks to optimise the welfare of subordinates in order to effectively and skillfully achieve the organisation's goals. The transformational leader utilises four specific types of actions: motivating drive, personalised concern, perceived impact, and intellectual engagement. Pricen(2003) argue that leaders can demonstrate either genuine transformative or counterfeit transformational characteristics. Pseudo-transformational leaders have characteristics such as egocentrism, lack of dependability, a pronounced craving for power, and deceitful behaviour. Authentic transformative leaders exhibit a virtuous disposition, a deep respect for oneself and others, and ethical ideals deeply embedded in their perspective.

In contrast, a transactional leader prioritises the allocation of facilities, oversees operations and provides guidance to colleagues in order to achieve a specific goal. Transactional leadership is an approach to leadership in which the leader

encourages followers by providing rewards, enforcing punishments, and leveraging their privileged power or standing to assure the active involvement of followers. The transactional leader operates on the premise that employees will only participate in actions which involve dealings, where the pay for their contribution is substantial enough to motivate their outcomes. The transactional leadership style is characterised by employees primarily driven by financial incentives rather than an impression of engagement or compassion towards the company. Brown, Trevino, and Harrison (2005:120) define ethical leadership as the demonstration of conduct that conforms to recognised standards through individual behaviours and interpersonal interactions and the promotion of such conduct among followers through collaborative interaction, encouragement, and their decisions.

An ethical leader is someone who can serve as a role model for others and resist any urges that may arise. The significance of possessing an admirable demeanor and adhering to appropriate ideals is paramount. However, the realm of ethical leadership is considerably intricate, and the consequences are much elevated. Murphy and Enderle (1995) define an ethical leader as an individual who possesses "right morals" and "strong qualities," serving as a role model for others and demonstrating resilience against distractions. Ethical leaders are individuals who have a vested interest in organisations and work towards fulfilling the objectives, goals, and values of their domain without sacrificing their interests. Ethical leaders exemplify the purpose, goals, and ideals of the organisation and the people they serve while adhering to ethical principles. They align the organisation's objectives with those of employees within and outside stakeholders (Lawton and Páez, 2015; Eisenbeiß and Brodbeck, 2014; Freeman and Stewart, 2006). Nevertheless, ethical leaders must comprehend that cultivating positive connections with everyone involved inside a company is the ultimate benchmark for all organisational endeavours. The most crucial factors for achieving business success are establishing high-quality connections based on confidence and respect. Ethical leaders must recognise that these connections develop and flourish within the fertile foundation of core concepts such as respect, confidence, truthfulness, equality, justice, equality, and empathy. The leader should be aware that by adhering to these fundamental values, human endeavours can thrive and endure (Alshammari, Almutairi and Thuwaini, 2015).

Ethical leaders should prioritise moral principles and equity when making decisions, consider the

consequences of organisational choices on the external environment, and effectively convey to employees the significance of their workplace activities in achieving the organisation's overarching objectives. Effective leaders with strong ethical principles provide purpose to their workers' work and guarantee that organisational choices are grounded in ethical ideals (Demirtas, 2015; Newman, Allen and Miao, 2015; Yang and Wei, 2017). Ethical leaders consistently strive to integrate ethical values into their ideas, attitudes, and actions. They are dedicated to a higher good and exhibit qualities such as wisdom, integrity, self-respect, tolerance, and perseverance (Piccolo, Greenbaum, Den Hartog, & Folger, 2010; McCann and Holt, 2009; Ponnu and Tennakoon, 2009).

Trevino, Hartman, and Brown (2000) propose a framework to illustrate different types of leadership based on ethics. These include unethical leadership characterised by an insufficient ethical individual and an insufficient moral manager, self-serving leadership involving a weak ethical individual and an excellent moral leader, ethical leadership involving a strong moral person and a strong moral manager, and ethically silent or unaffected leadership involving either a moderate or high moral person and a weak moral manager. Trevino and Brown (2004) suggest that in order to establish an image of ethical leadership, a CEO must be seen as both an "ethical individual" and an "ethical leader." An "ethical individual" possesses virtuous qualities, such as honesty, confidence, worthiness, and a genuine concern for the well-being of others, particularly employees. Additionally, a moral leader is perceived as accessible and approachable. An ethical leader is an individual who guides people in ethical matters, ensures that employees are aware of their responsibilities, and holds them responsible for their actions. Effective managers establish moral guidelines, effectively convey ethical principles, leverage their leadership role to encourage ethical behaviour in the workplace and utilise incentives and penalties to steer ethical activity inside the firm. Trevino & Brown (2004) provide further details on the concept of Ethical Leadership Image by presenting instances of leaders corresponding to each category in the image matrix. The integration of the ethical individual and ethical leader dimensions results in the formation of a two-by-two matrix. An individual with strength in both categories is commonly seen as an ethical leader. The ethical leader effectively guides his organisation based on ethical principles and ideals. Individuals were aware of his predictable behaviour and understood his ethical standards. An immoral boss is commonly regarded as lacking

both personal and managerial morality. The analysis recognised Al Dunlap, the CEO of Sunbeam, as an unscrupulous leader. Leaders who effectively convey ethical principles and ideals, known as moral managers but are not personally seen as ethical individuals (not considered moral humans) are labelled hypocritical leaders. Jim Bakker, the founder of PTL Ministries, is deemed a hypocritical leader based on the study. Furthermore, Michael Sears, who was terminated from his position at Boeing for extending a job offer to an Air Force procurement specialist while simultaneously monitoring discussions with Boeing, is a more contemporary illustration of a leader who displays hypocrisy. The morally indifferent leader is not considered to be immoral but rather is viewed as being highly focused on financial outcomes without establishing corresponding ethical objectives. Employees are prone to perceive leaders in this group negatively. The absence of communication indicates a lack of concern from the highest-ranking executive over the methods employed to achieve corporate objectives, leading staff to respond accordingly. Sandy Weill, the Chief Executive Officer of Citigroup, can be considered an exemplar of a morally reticent leader. Therefore, ethical leaders can enhance organisational outcomes by demonstrating attributes that motivate employees to exert greater effort. This will ultimately facilitate organisations in efficiently attaining their aims and objectives.

Key attributes of an ethical leader

An effective leader clearly understands moral principles and corresponding objectives and demonstrates unwavering engagement to these objectives even under challenging circumstances. An effective leader is genuine, deeply passionate about important concepts that warrant significant attention, and possesses high wisdom. In a study examining executive ethical leadership (Frisch and Huppenbauer, 2014), it was found that ethical leaders are characterised by their receptiveness, openness, and possession of conventional managerial attributes such as honesty, fairness, and reliability. Ethical leadership include transactional leadership actions, such as establishing ethical norms and ensuring that followers are responsible for adhering to moral standards. In their study, Eisenbeiß and Giessner (2012) identified six essential qualities that define ethical leadership. These features encompass morality and honesty, a sense of ethics, community/people orientation, motivation, encouragement and empowerment, and the ability to manage responsibly. In addition, Yates (2011) has identified several important traits

of ethical leadership. These include (1) the leader's ability to clearly express and embody the vision and principles of the organisation, (2) the leader's attention to advancing the objectives of the organisation rather than their own private pride, (3) the leader's ability to recognise and nurture the most talented individuals, and (4) their ability to foster ongoing discussions about morals, beliefs, and the generation of significance for participants. (5) Demonstrate empathy for other people's beliefs, (6) make difficult decisions while being creative, (7) generate encouragement from stakeholders and get society acceptance. O'Connell & Bligh (2009) identified nine key attributes of an ethical leader after a comprehensive study of previous studies. (1) Utilises an ethical perspective (2) Executes ethical judgments (3) Takes into consideration the enduring consequences of company choices (4) Regards the welfare of others and addresses them equitably when making decisions (5) Demonstrates ethical conduct or serves as an example of ethical behaviour (6) Conveys the significance of ethics (7) Possesses an understanding of oneself and colleagues (8) Holds others responsible for behaving morally (9) Provides training and assistance to employees on moral conduct in the work environment. However, the distinctive attributes that define ethical leaders set them apart from other leaders in corporate organisations. Ethical leaders are those who demonstrate a keen awareness of the interests of all employees without any bias or favouritism.

Leadership Ethics and Work Outcomes

Staff members are crucial resources of organisations, without whom the goals and objectives may not be achieved. Several investigations have investigated the impact of ethical leadership on enhancing employee job outcomes. Yukl et al. (2013) conducted a study that found that ethical leadership can act as a mediator in the connection between a company's culture and employee outcomes. The study demonstrates that ethical leadership is positively correlated with leader efficiency, employee desire to exert additional effort, employee job happiness, and the creation of an environment conducive to ethical leadership. Eventually, these factors contribute to enhanced employee job outcomes. Ethical leadership has been found to positively impact various aspects of employee conduct and achievement. Specifically, it is related to improved employee outcomes (Toor & Ofori, 2009), increased intrinsic motivation (Piccolo et al., 2010), favourable job reactions (Zhu, 2008) and a greater readiness of employees to report concerns (Brown et al., 2005). Ruiz, Ruiz, and Martinez

(2011) propose that leaders who possess robust ethical values can influence the job relevance and self-determination aspects of the Job Attribute approach and the inclination of employees to exert more effort in task outcomes. If followers see the top manager's significant ethical reputation, ethics will be considered a significant concern within the organisation. This impression can then lead to a profound respect for the top management by employees within the organisation (Kalshoven, Den Hartog and de Hoogh, 2013; Bedi, Alpaslan and Green, 2016; Ruiz, Ruiz, & Martinez, 2011). In organisations where leadership is seen as unethical, this is evident when the leader disregards norms, refuses to take ownership of inappropriate conduct, and fails to minimise any actions that may be seen as improper (Pelletier and Bligh, 2008). Confidence and employee engagement are two vital characteristics that play a critical role in ethical leadership and its impact on increasing employee work outcomes. According to certain academics (Chun, Shin, Choi and Kim, 2013; Karaosmanoglu, Altinigne and Isiksal, 2016), it is clear that having high ethics is beneficial for businesses. This is because it creates beneficial outcomes, such as confidence and dedication, for all parties involved. As a result, it ensures the continued prosperity of companies.

Confidence

Confidence is a profound and sentimental bond between individuals, characterised by individuals' belief and reliance in an organisation and its leaders (Siegrist, Gutscher and Earle, 2005). Confidence is the fundamental basis for fostering productive disagreement, ensuring dedication to objectives, promoting personal responsibility, and attaining shared objectives (Hamlin, 2008; Ross, Jones and Adams, 2008). Confidence is the optimistic belief that someone else would not take advantage of a situation for their own benefit (Chukwujiokwe, 2018). This refers to the anticipation of others regarding one's words, acts, or conclusions. According to a study by McEvily, Perrone and Zaheer (2003), confidence can be classified into two categories: conditional confidence and unconditional confidence. Conditional confidence refers to a scenario in which both parties are prepared to engage in transactions with each other, provided that each party behaves responsibly and shares an equivalent interpretation framework to characterise the circumstances. Conditional confidence is defined by the common values that shape the social context and serve as the main means by which individuals perceive confidence. Researchers have additionally categorised confidence in

organisational relationships into three types: deterrence-based, knowledge-driven, and identification-based (Hamidi and Eivazi, 2010). Deterrence confidence relies on the apprehension of retaliation in the event that the confidence is breached. Individuals behave by their words due to the resulting consequences. Knowledge confidence is established through the consistent and predictable behaviour that results from previous interactions.

Credibility based on identification relies on a shared comprehension of the other's goals and a recognition of the other person's objectives and aspirations. Confidence is a crucial factor in organisations that significantly impacts outcomes. If confidence is violated, it is likely to have severe negative consequences. Employee confidence in leaders is projected to boost employee adherence to organisational regulations and standards, promote the execution of shifts in organisations, and enhance worker contributions in terms of outcomes, intention to stay, and socially responsible behaviour (Vaghi et al., 2017). Employees are less inclined to comply with leaders who are viewed as unethical and are more likely to exploit them (Heriyati and Ramadhan, 2012). Maharani, Troena and Noermijati (2013) urge organisations to assess the influence of confidence on their financial outcomes alongside metrics such as profitability, earnings-per-share, and other conventional indicators used to gauge the company's achievement. Insufficient confidence inside an organisation can lead to its decline, as it causes deterioration in connections, power struggles, internal disputes, and overall inefficiencies. Organisations lacking confidence have no foundation for future achievements. Corporate leaders cannot disentangle the matter of confidence from their economic transactions. Kim, Cundiff and Choi (2014) emphasised that leaders facing a significant economic slump at national and global levels see morality, beliefs, and confidence as crucial concerns in their recovery efforts. Research has indicated that confidence is more prevalent inside organisations when employees view the company climate to be ethical. Confidence within a company can enhance the effectiveness of interactions among supervisors, colleagues, and senior executives (Watson and Palermo, 1994). Implementing organisational actions aimed at enhancing confidence can yield enduring advantages. Starbucks exemplifies a commendable company culture that prioritises excellence and morals. Starbucks has received numerous accolades for its ethical practices and has been acknowledged as an exemplar of corporate responsibility. The company's foremost

concern is ensuring the well-being of the staff at its retail outlets who engage in communication and provide service to consumers. Starbucks management believes that by attending to the needs of these people, the company may generate enduring value for its stockholders (Enz, 2010). Confidence is crucial for all organisations, and ethical leaders are expected to exhibit behavioural consistency by aligning their words and deeds. They must handle all employees equitably while also upholding fundamental freedoms.

Employees Engagement

Engagement can be described as the constant devotion and strong dedication that an individual or group has for an organisation. Organisational engagement refers to the condition in which an employee strongly associates with a certain organisation, shares its objectives, and wants to remain an integral part of the business. Organisations have utilised engagement to anticipate anticipated employee conduct in the domains of efficiency, inactivity, and feelings of belonging. Organisational engagement, as defined by Albrecht, Breidahl, and Marty (2018), consists of three distinct components: emotional, persistent, and evaluative. Affective engagement is defined as the emotional bond that an employee forms with the organisation. Continuance engagement refers to the perception of the economic benefits of staying with an organisation as opposed to quitting it. The normative dedication refers to the duty or obligation to stay with an organisation based on moral or ethical principles.

Nevertheless, research has demonstrated a correlation between ethical leadership behaviour and an employee's level of loyalty to the firm. Research has found a positive correlation between elevated levels of perceived ethical leadership behaviour and increased levels of employee organisational engagement (Goswami, Agrawal and Goswami, 2021). Similarly, there was a direct correlation between the leader's ethical conduct and the employee's dedication to the organisation (Avey, Wernsing and Palanski, 2012; Zhu, 2008). Employee engagement is positively correlated with higher product quality, increased customer retention, and reduced expenses resulting from decreased staff turnover. Turker (2009) discovered a direct correlation between corporate social responsibility, which encompasses financial, legal, moral, and personal actions, and the level of employee dedication to the company. As ethical compliance weakens, employee loyalty to the firm diminishes, resulting in a decline in product quality, customer attrition, and a significant increase in employee turnover. Leaders who

demonstrate ethical behaviour are supposed to prioritise employees' interests and rights and approach them fairly (Syofyan, Hernando and Septiari, 2021).

Fostering Leaders with Integrity

Leadership development is a continuous process that involves independent study, training, learning, and gaining expertise (Day, 2000). The development of leaders within an organisation is an ongoing endeavour. Ethical leadership programs are specifically designed to provide employees with the essential skills and knowledge necessary for efficient leadership. Ethics is not limited to those in positions of authority; all individuals, regardless of their status within the organisation, should adhere to ethical principles (Benn, 2004). Therefore, every organisation must establish mechanisms aimed at cultivating future leaders and ensuring the long-term viability of their enterprises. The primary objective of leadership training should be to cultivate leaders at the intermediate level who possess strong personal ethical abilities, serve as exemplary role models for their peers, and have the ability to encourage people to do tasks in a manner that fosters harmony and sustains positive relationships (Losch et al., 2016). This necessitates the implementation of leadership development programs that especially target the cultivation of ethical leaders at all levels of the company (Trépanier, Fernet and Austin, 2012). An essential aspect emphasised in the literature on leadership development is that it is both learnable and should be actively taught. In times of financial emergencies, global discrimination, global warming, cultural indifference, employee racism and sexual discrimination, and company financial irregularities, there is a pressing need for ethically sensitive leaders. The success of any organisation, regardless of its size, hinges upon acquiring and refining leadership abilities, which can be acquired via education and intentional practice (Raelin, 2011).

Effective, ethical learning and growth in leadership necessitate engaging in profound introspection, facilitated by resources that enhance the core understanding of moral concepts and leadership perspectives. According to Denis, Langley, and Sergi (2012), the initial stage in achieving effective leadership development is comprehending the importance of ethical leadership. This entails recognising how the business serves its stakeholders and upholds its values. It is crucial to allocate a short period to address issues regarding the impact of ethical leadership on important stakeholders or on the values of a business and

ethics. Numerous companies implement leadership development programs. These programs should be enhanced by incorporating the concept of ethical leadership. While it is not obligatory to adhere to the exact standards formulated, firms can enhance their outcomes by actively including individuals in a dialogue around their perception of ethical leadership (Mihelic, Lipicnik and Tekavcic, 2010). Leaders have the ability to cultivate collective discussions and understandings regarding the practical application of ethical leadership inside their own organisation. Leaders must devise a method for conducting test discussions, which are regular procedures allowing anyone inside the organisation to raise concerns about the company's adherence to its values or its strategy for business vision (Monahan, 2012).

According to Prince II, Tumlín, and Connaughton (2009), the following are identified as crucial components of ethical leadership advancement:

1. Recognising the principles of leadership and morals that form a theoretical structure for comprehending the implementation of ethical leadership while in a position of leading or following others.
2. Options for the learner to engage in leadership positions in scenarios that necessitate collaborative action, where they bear a role for outcomes that hold significance for others.
3. Options to engage in studying, observing, and interacting with leaders, particularly those who have exhibited moral fortitude.
4. Formal and informal evaluation of the endeavours of individuals acquiring ethical leadership skills.
5. The learner receives input regarding the outcomes and engages in self-reflection on their expertise.
6. Enhancing one's individual moral code that encompasses fundamental, essential principles such as honesty, selflessness, and devotion.

In order to cultivate ethical leaders, it is imperative to establish unambiguous ethics standards and implement comprehensive rules to guarantee that all employees have an accurate comprehension of their anticipated conduct. Furthermore, organisations must exhibit ethical leadership while recruiting, training, and nurturing people while incentivising and acknowledging those individuals who uphold ethical norms.

Conclusions

The moral issue is a global phenomenon. The issue holds significant importance for corporate organisations, necessitating aggressive efforts

from corporate leaders. Ethical leaders are recognised for their extensive ethical consciousness and consideration for all stakeholders, including employees. Hence, it is imperative for leaders to provide a workplace that promotes ethical conduct among all employees, effectively conveys ethical concerns, and exemplifies ethical behaviour as models to emulate and implement mechanisms to foster the growth of ethical workers. Leaders who demonstrate ethical behaviour are supposed to prioritise the interests and rights of employees and approach them with fairness. Undoubtedly, all employees desire to work for an employer who is genuinely and responsibly committed. Consequently, corporate leaders must satisfy their ethical engagements and meet these demands. Therefore, the subsequent suggestions derived from research investigations serve as direction for business executives in effectively addressing ethical concerns (Ponnu and Tennakoon, 2009; Toor and Ofori, 2009).

The top executive is required to serve as the primary ethical authority inside the organisation. It is essential to individually evaluate sectors for ethical concerns, including advising on ethical issues, checking the organisation's compliance with ethical norms, regulating the organisation's ethics strategy, and managing ethics courses of study.

- The individual must establish and maintain a robust ethical culture (a comprehensive approach to managing ethics) in work environments. The working environment should adhere to ethical values and ideals, following an organised approach to overall quality administration in morality. Applying the whole quality management framework to ethics can aid in identifying the underlying factors contributing to ethical conduct and effectively manage them.

- Organisations should endeavour to recruit individuals who possess strong ethical principles. Organisations should prioritise the inclusion of ethical qualities in addition to professional abilities throughout the recruiting and hiring screening phase. Applications, background checks, verification processes, and assessments of integrity can provide information about an upcoming employee's ethical behaviour.

- It is imperative for organisations to achieve universal employee participation in ethics educational courses. This will provide employees with a chance to acquire knowledge and assess the influence of ethics on behaviours and the outcomes of the organisation.

- Corporate executives ought to incentivise ethical behaviour and penalise unethical behaviour. Leaders should make policies that reward and

support people who excel in their work and have established strong relationships and an excellent image with both customers and colleagues. The 360-degree outcomes management system examination can be utilised to make ethical behaviour determinations.

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