

# **RUNNING HEAD: ETHICS: THE KEY ELEMENT OF LEADERSHIP AND**

## **Ethics: The key element of leadership and organizational performance**

Busaya Virakul

School of Human Resource Development (HRD)

National Institute of Development Administration (NIDA)

Bangkok, Thailand. BKK10240

busaya@nida.ac.th

### **Abstract**

This study is a conceptual research paper. Its aim is to investigate the importance of ethics in organizational leadership and performance. The framework for the research consists of four research questions: (a) What does ethical leadership mean? (b) What are the components of ethical leadership? (c) What are the importance and outcomes of ethical leadership? and (d) How is ethics in leadership relevant to organizational performance? All research questions were answered according to an analysis and synthesis of data obtained from a review of relevant literature. The findings show that ethics is actually the key component of leadership in organizations. The main components of ethical leadership are wisdom/prudence, temperance, courage, justice, humility, honesty, integrity, and compassion. A model was created in this research to show where ethics stands in organizational leadership and performance.

*Keywords:* Ethics, Ethical leadership, Leadership competency, Organizational performance

### **Introduction**

For a decade before the various scandals involving Enron (2001), WorldCom (2002), Tyco (2002), Freddie Mac (2003), Boeing and US Defense Contract (2003), and Lehmann Brothers (2008); social thinkers and researchers had reported their concerns regarding unethical actions which could lead to social disasters. In 2000, the United Nations listed ETHICS as one of the 15 global challenges which need to be addressed in order to save human societies from man-made mishaps resulting from improper decisions and tried to address the question: “How can ethical considerations become more routinely incorporated into global decisions?” (United Nations-The Millennium Project, 2017).

However, similar scandals to those mentioned continue to occur. These include Volkswagen emissions (2015), Wells Fargo (2017), Apple's Slowed Down iPhones (2017), Samsung's Bribery (2017), Kobe Steel and Japan's Corporate Governance (2017), and Facebook–Cambridge Analytica (2018). These scandals have

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

resulted from decisions by business leaders which have caused extensive social, financial, and environmental damage or problems. A survey of global leaders in 2016 (Gile, 2016) showed that leaders around the world believe that “high ethical and moral standards” is the most important leadership competency because it provides a safe and trusting environment. This paper, therefore, aims to examine ethics as a key component of leadership and organizational performance in order to enhance knowledge of ethical leadership in organizations.

### **Research questions, framework, and methods**

This paper is a conceptual research based on a review of relevant previous studies. The literature search was conducted on-line using “ProQuest-ABI/INFORM Collection” at the National Institute Development Administration (NIDA), the author’s workplace, during February-September 2018. The key words for the search included: “ethical leadership; ethical leadership model; ethical leadership components; ethical leadership and sustainable development; and ethical leadership and CSR, CG, and sustainability”. There are four research questions in this study: (a) What does ethical leadership mean? (b) What are the components of ethical leadership? (c) What are the importance and outcomes of ethical leadership? and (d) How is ethics in leadership relevant to organizational performance?

The paper is organized into five sections. The first provides definitions and importance of ethics. The second section deals with the definitions and importance of ethics. The third section provides a definition and discusses the components and importance of ethical leadership. The fourth section depicts ethics as a component of leadership competency in organizational performance. A model was created based on the literature review of relevant leadership, organizational, and management theories to illustrate the placement of ethics as a key component of leadership competency for organizational performance. The fifth section is the discussion and conclusion.

### **Ethics: Definition and Importance**

Ethics is defined in the Merriam-Webster’s dictionary as: (a) the discipline dealing with what is good and bad and with moral duty and obligation; (b) a set of moral principles or a theory or system of moral values; and (c) the principles of conduct governing an individual or a group (Merriam Webster, 2018). Ethics, in another dictionary is: (a) the study of the general nature of morals and of specific moral choices to be made by the individual in his relationship with others; (b) moral philosophy; (c) the rules or standards governing the conduct of the members of a profession; and (d) the moral quality of a course of action (Morris, 1981). Ethics as

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

defined by Zeuschner (2014) is “the study of moral behavior; the study of fundamental principles underlying morality (p. 9).

Moore (2016; the article was originally published in 1903) wrote that the most fundamental question in ethics is how to define “GOOD”, or the opposite which is “BAD”. Shaffer-Landau (2018, p. 1) wrote that ethics is also known as ‘moral philosophy’. It is the branch of knowledge concerned with answering questions about how we ought to live, what our guiding ideals should be, what sort of life is worth living, and in how we should treat one another. Because the work of Ferrell et al (2019) deals with business ethics, ethics is defined in their book as “behavior or decisions made within a groups’ value” (p. 5). Carroll et al (2015, p. 21) also defined ethics in the domain of workplace as issues of fairness and justice. In the management domain, ethics is defined as “the principles of conduct governing an individual or a group; specifically, the standard you used to decide what your conduct should be” (Dessler, 2013, p. 487)

Why does ethics matter? It has been explained, ethics is much more important than ever before due to the many man-made scandals, damage, and global challenges human societies are facing. Institute for Global Ethics (2018) states that, due to the magnitude of technological advancement, vast numbers of people can suffer as a result of decisions made by leaders, managers, and people who are in authoritative positions. Their decisions, if not made with correct and ethical judgment, can ruin lives, careers, the environment, and communities. Therefore, ethics is important to those decision makers because ethical leaders are people who possess qualities, virtues, or morals which help them behave or decide justly and fairly. According to the United Nations (United Nations-The Millennium Project, 2017):

*The moral will to act in collaboration across national, institutional, religious, and ideological boundaries that is necessary to address today’s global challenges requires global ethics....The acceleration of scientific and technological change seems to grow beyond conventional means of ethical evaluation. Is it ethical to clone ourselves or bring dinosaurs back to life or to invent thousands of new life forms from synthetic biology? (United Nations-The Millennium Project, 2017).*

It has been suggested that for management in organizations, big or small, ethics is more important in the present time than ever before (Carroll & Buchholtz, 2015; Dessler, 2013; Ferrell et al, 2019; Gile, 2016). Many global forces (e.g. globalization, technological changes, unstable environmental climate, erratic politics) will have detrimental effects on organizations, businesses in particular, which ignore

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

being ethical and socially responsible in their actions (Hatcher, 2002, pp. 7-9). Ethics has usually contributed to business organizations in terms of employee commitment, investor loyalty, customer satisfaction, and profits (Ferrell et al, 2019, pp. 16-19). Being socially and ethically responsible in organizational conduct will eventually benefit organizations themselves (Carroll & Buchholtz, 2015, p. 48).

### **Leadership: Definition and Importance**

Leadership is defined in a dictionary as “1. The position, office, or term of a leader; a group of leaders. 3. The capacity to be a leader; ability to lead.” (Morris, 1981). Daft (2015) defined leadership as “an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes”. Leadership, as defined by Lussier and Achua (2016, p. 5), is “the influencing process between leader and followers to achieve organizational objectives through change”. Yukl (2013, p. 18) explained that leadership involves “a process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organization”. Common words found in many definitions of leadership include power, influence process, followers, changes and goals, and dyadic relationships.

Leadership has been a subject of study since ancient times. Examples in classic literature include “The Art of War” by Sun Wu (500 BC), “Republic” by Plato (380 BC), “Ars Rhetorica” by Aristotle (330 BC) (Bratton et al, 2005, pp. 104-110), and “Arthashastra” or “the science of politics” by Chanakya (320 BC). Because the human race is social in nature and because without good leaders societies face chaotic situations, leadership will always be a subject important to human societies as long as they exist.

In the past, when wars and territory annexations were common events, leaders were kings, warriors, or strategists with strong charisma that could persuade, direct, and control followers. However, since the middle of the twentieth century non-aggressive power such as economic growth created by modern business organizations has replaced the power of military force and the use of soft power has become the norm in leadership types and style. Leaders can shape social events profoundly through their personal qualities, influence, and actions (Bratton et al, 2005). Daft (2015, pp. 14-17) indicates that leaders in organizations contribute to organizational performance by providing direction, aligning followers, building relationships, developing personal leadership qualities, and creating outcomes.

In Lussier and Achua’s book, leadership is comprised of five components: *influence, followers, organizational objectives, change, and people*. To achieve

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

organizational goals, leaders perform roles in three key categories: (a) managing interpersonal connections; (b) informational interpretation and provision; and (c) making decisions regarding resource and policy handling (Lussier & Achua, 2016, pp. 11-12; Minzberg, 1973). Virakul (2015a) listed the following as key tasks of leaders: (a) vision creation; (b) change management; (c) crisis management; (d) empowerment; (e) building organizational culture; (f) conflict management; (g) communication; (h) coaching; (i) leading effective meetings; and (k) setting a good example.

The impact of leaders on organizational performance listed by Yukl (2013, p. 24) demonstrate a leader's influence in the following activities: (a) the interpretation of external events by members; (b) the choice of objectives and strategies to pursue; (c) the motivation of members to achieve the objectives; (d) the organization and coordination of work activities; (e) the allocation of resources to activities and objectives; (f) the development of member skills and confidence; (g) the learning and sharing of new knowledge by members; and (i) the enlistment of support and cooperation from outsiders; (j) the design of formal structure programs and systems; and (k) the shared beliefs and values of members. It is widely recognized that well-led organizations have high levels of performance and poorly-led organizations are not successful (Achua & Lussier, 2013).

### **Ethical leadership: Definition, components, and importance**

**What is ethical leadership?** Ethical leadership has been mentioned since ancient times. *Virtues ethics* relates to effective leadership in that a person's character traits, habits, and virtues determine the proper standard of conduct (Zeuschner, 2014). Since leaders' decisions can affect follower's and people's lives, their ethical or unethical decisions and behaviors can either benefit or ruin others. In the '*Republic*', Plato (427-347 B.C.E.) states that the most important virtues which result in good or ethical leadership are *wisdom, justice, courage, and temperance*. Aristotle (384-322 B.C.E.), in his '*Nichomechean*', is regarded as the most prominent philosopher in virtue ethics. Aristotle argued that ethics (or morality) is based in human character and virtues. The individual's ethical conduct came from the just-right choice of actions, or so-called 'golden mean', neither "too little" nor "too much" (Zeuschner, 2014).

Rost (1991) defined ethical leadership as a leader-follower relationship in which both leaders and followers agree that planned workplace changes are fair, mutually satisfying, and enhance autonomy and values without compromising integrity. Brown et al (2005, p. 130) indicate that ethical leadership is a combination

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

of characteristics and behaviors of leaders which have integrity and high ethical standards and which show consideration for and fair treatment of employees. The definition of ethical leadership stated by Brown et al (2005, p. 120) is “... the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”. Daft (2015, p. 40) describes ethical leaders as effective leaders who have integrity and honesty in their dealings with followers. Ethical leaders gain trust, admiration, loyalty, and admiration from others through their acts which are grounded in solid ethical principles.

Kanungo (2001) remarked that ethical leaders engage in acts and behaviors that benefit others, and at the same time, they refrain from behaviors that can cause any harm to others. The key characteristics of ethical leadership, defined by Treviño et al (2003), is the leader’s proactive efforts to influence followers’ ethical and unethical behaviors (Yukl, 2013, p. 329). Brown et al (2005) suggest that altruistic rather than selfish motivation, which includes honesty, consideration of others, and fair treatment of employees are the foundations of ethical leadership. A later study by Brown and Treviño (2006, pp. 596-597) describes ethical leadership as a dimension of moral managers. Such moral leaders are individuals whose characteristics are thought to be honesty, trustworthiness and fairness. Principled decision makers care about people and the broader society, and behave ethically in both their personal and professional lives.

**What are the components of ethical leadership?** Ethical leadership, according to the empirical research of Resick et al (2006), contains four aspects: (a) character/integrity; (b) altruism; (c) collective motivation; and (d) encouragement. Sarros et al (2006) reported integrity as a key characteristic of ethical leadership along with humility, courage, humour, compassion, and wisdom. Hackett and Wang (2012) proposed that leader virtues which would lead to ethical leadership are cardinal virtues (courage, temperance, prudence, and justice) plus humility and truthfulness. In the work of Swierczek and Jousse (2014), an ethical leader is a person who is selfless. They referred to this as ‘enlightened leadership’ or ‘moral leadership’ because, in the end, the selflessness of such leadership will benefit the lives of others. The Buddha’s Eight-Fold Noble Path was indicated as a means for leaders to achieve selflessness and involves the development of six perfections: (1) generosity; (2) self-discipline; (3) patience; (4) enthusiastic effort; (5) concentration; and (6) wisdom. Eisenbeiß and Brodbeck (2014) suggest that ethical leadership includes components such as honesty, integrity, concern for responsibility and sustainability, and people orientation.

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

Yukl et al (2013) reported that four construct domains can be measured for ethical leadership: (a) honesty and integrity; (b) behavior intended to communicate or enforce ethical standards; (c) fairness in decisions and the distribution of rewards; and (d) behavior that shows kindness, compassion, and concern for the needs and feelings of others. The values emphasized in theories of ethical leadership explained in Yukl's work (2013, p. 336) include the following:

- Integrity – Communicates in an open and honest way, keeps promises and commitments;
- Altruism – Enjoys helping others, is willing to making sacrifices to benefit others;
- Humility – Treats others with dignity, avoids status symbols and special privileges; emphasizes the contribution by others when collective efforts are successful;
- Empathy and Healing – Helps others cope with emotional distress, encourages forgiveness and reconciliation after a divisive conflict;
- Personal growth – Facilitates the development of individual confidence and ability, provides mentoring and coaching when needed, helps people learn from mistakes;
- Fairness and Justice – Supports fair treatment of people, speaks out against unfair/unjust practices or policies, opposes attempts to undermine people's rights;
- Empowerment – provides appropriate autonomy to subordinates; encourages them to express concerns without becoming defensive.

Jondle et al (2014, pp. 36-41, "Characteristics of an ethical business culture") found the following in their empirical research: (a) Leadership is the fundamental element of successful ethical organizational culture; (b) Ethical/Effective leadership exhibits exemplary ethical judgment and decision-making that employees notice and emulate; (c) Ethical culture fosters stakeholder theory by reinforcing the notion that the purpose of business is to serve the needs of the community of stakeholders rather than stockholder needs; (d) Ethical work culture reinforces company values in internal functions and processes within every-day operations; (e) Ethical leadership emphasizes a long-term perspective which involves balancing short-term and long-term goals; not doing things in the short-term that create harm in the long-term. Sosik et al (2018) reported that honesty, humility, empathy, moral courage, and self-control are the characteristics of ethical leadership most associated with psychological flourishing and in-role performance.

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

**What are the importance and outcomes of ethical leadership?** There are many studies that indicate the importance of ethical leadership. Weaver et al (1999) found that top executives with strong concerns for ethical behavior are more likely to implement ethical programs and build an ethical culture in their organizations. Brown et al (2005) found that ethical leadership is positively related to follower's affective trust in the leader, satisfaction with the leader, perceived leader effectiveness, job dedication, and follower's willingness to report problems to management. Brown and Treviño (2006) also suggested that ethical leadership has a positive influence on: (a) follower decision making; (b) prosocial behavior; (c) follower satisfaction, motivation, and commitment; and (d) counterproductive behavior. Similarly, Toor and Ofori (2009) found in their research that ethical leadership is positively associated with: (a) employee's satisfaction with the leader, leader effectiveness, willingness to put forth extra effort in work; and (b) mediating the relationship between employee outcomes and organizational culture.

Huhtala et al (2011) reported that ethical leaders have a positive impact on organizational performance through developing their organizational culture to include more ethical practices. Demirtas and Akdogan (2015) found in their research that managers are role models in their organization and ethical leadership influences perceptions of ethical climate which can lead to employee's affective commitment and turnover intention. More recent research by Bedi et al (2016) also shows similar results that ethical leadership is related positively to numerous follower outcomes such as perceptions of leader interactional fairness and follower ethical behavior. Follower's perceptions of ethical leadership were positively associated with follower's self-efficacy, job satisfaction, organizational commitment, job engagement, and organizational identification. Charoensup et al (2019) found that ethical leadership had strong and direct effects on employee work attitudes which are affective commitment to the supervisor (AC-SUP) and job satisfaction. These research findings demonstrate the importance of ethical leadership and informational justice (IFJ) to employees, leaders, and organizations.

Finally, the impact of ethical leadership can be linked to enhanced corporate social responsibility (CSR), corporate governance (CG), and sustainability. CSR deals with the business responsibilities of stakeholders (e.g. employees, customers, shareholders, communities, suppliers, government). CG is concerned with how top management, chief executive officers (CEO), and boards of directors use their positions for managing power and resources in an organization. CG involves accountability, oversight, and control in order to make an organization transparent and prevent any wrongdoings or damages. The sustainability concept consists of three



## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

pillars: (a) profits; (b) people; and (c) environment. The sustainability concept is used to help organizations sustain their operations over the long term. Zhu et al (2014) found that ethical leadership was related to transformational leadership and affected a firm's reputation and performance through CSR. Most contemporary business ethics textbooks include CSR, CG, and Sustainability as part of subject content (Carroll & Buccholtz, 2015; Ferrell et al, 2019; Hartman et al, 2018).

### **The place of ethics in organizational leadership**

Figure 1 illustrates the relevance of ethics to leadership and organizational performance. It is based on a literature review of research and theories in leadership, ethics, business ethics, human resource management/development, and organizational management/development. The model contains the following four parts.

**Part I: The overall structure of the model** consists of input, process, and output compartments. This structure is based on three models in organizational development theory: (a) "An organization as a system" (Anderson, 2012, p.65); (b) "The Burke-Lewin Model of Organizational Performance and Change" (Burke, 2014); and (c) "Causal relationships among the primary types of leadership variables" (Yukl, 2013, p. 27)

**Part II: The input or leader's traits compartment** details the original variables of leader behavior which would cause consequences. Leader traits were derived from trait theories. The model consists of two domains of leader traits: (a) Non-ethics domain; and (b) Ethics domain. The non-ethics domain includes leader competencies which are required for performing tasks in order to achieve organizational objectives. These competencies relate to physical, job, social, and emotional features. The ethics domain contains competencies which are the foundation of ethical leadership.

Examples of trait theories of effective leaders are: (a) The Big Five Model of Personality – Surgency, Agreeableness, Adjustment, Conscientiousness, and Openness (Lussier & Achua, 2016, pp. 36-40); (b) humility, physical stamina, passion, intelligence, self-confidence, honesty and integrity, sociability, cooperativeness, fairmindedness, and perseverance (Bass & Stogdill, 1990; Daft, 2015, p. 38); and (c) need for power, high energy, internal locus of control, integrity, self-confidence, emotional maturity, moderate high achievement orientation, moderate low need of social affiliation (Bratton et al, 2005, p. 148). For the ethics domain, the ethical competencies are those components already discussed in the section on ethical leadership components.

**Part III: The process or leader's behavior compartment** consists of two

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

behavioral groups: Performance-related and ethics-related. The performance-related group shows key leader behavior theories and research which include: (a) Initiating structure vs Consideration (Fleishman, 1953; Halpin & Winer, 1957); (b) Instrumental leadership vs Supportive leadership (House, 1971); (c) Work facilitation vs Interaction facilitation (Taylor & Bowers, 1972); (d) Performance behavior vs Maintenance behavior (Misumi & Peterson, 1985); (e) Transformational leadership vs Transactional leadership (Burns, 1978; Bass, 1990); (f) Short-term vs Long-term (Jondle et al, 2014, pp. 36-41, “Characteristics of an ethical business culture”); and (g) Local benefits vs International benefits (Sheppard et al (2013).

As mentioned in the literature review above, the ethics-related group consists of behavior which derived from ethics-domain traits and characters. They are balance, being an example (exemplary), and sustainable. These three variables are the features of ethical leadership because: (a) Balance is the virtue found in Aristotle’s “Nicomachean” and the Buddha’s “Ethics of Equanimity” (Zeuschner, 2014, p. 6); (b) Being an example is a leader’s behavior which followers emulate (Bandura, 1971, “Social Learning Theory”); and (c) Sustainable is the leader’s behavior which include considerations/concerns for all involved stakeholders (Jondle et al, 2014, pp. 36-4; Virakul, 2015)

This part also includes moderating variables which moderate the responsiveness of leader behavior to situation variables. Examples of situation variables are followers’ needs, task structure, position power, leader-follower trust, and group readiness. The situational variables loop is a fundamental knowledge in leadership (Yukl, 2013, p. 27, “Causal relationships among the primary types of leadership variables”)

**Part IV: The outcomes of ethical leadership** are divided into three sections: employee; organization; and stakeholders. The influence of ethical leadership on those three groups is detailed in the section “What is the importance and outcomes of ethical leadership?”. Zhu et al (2014) found that CSR performed a mediating role between ethical leadership and firm reputation and firm performance. Therefore, the author used the findings in the famous meta-analysis research of Aguinis and Glavas (2012; “Multilevel and multidisciplinary model of corporate social responsibility (CSR): Predictor, outcomes, mediators, and moderator”) to develop the model in this research in addition to stakeholder’s outcome (see the research model in Figure 1).

## ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL

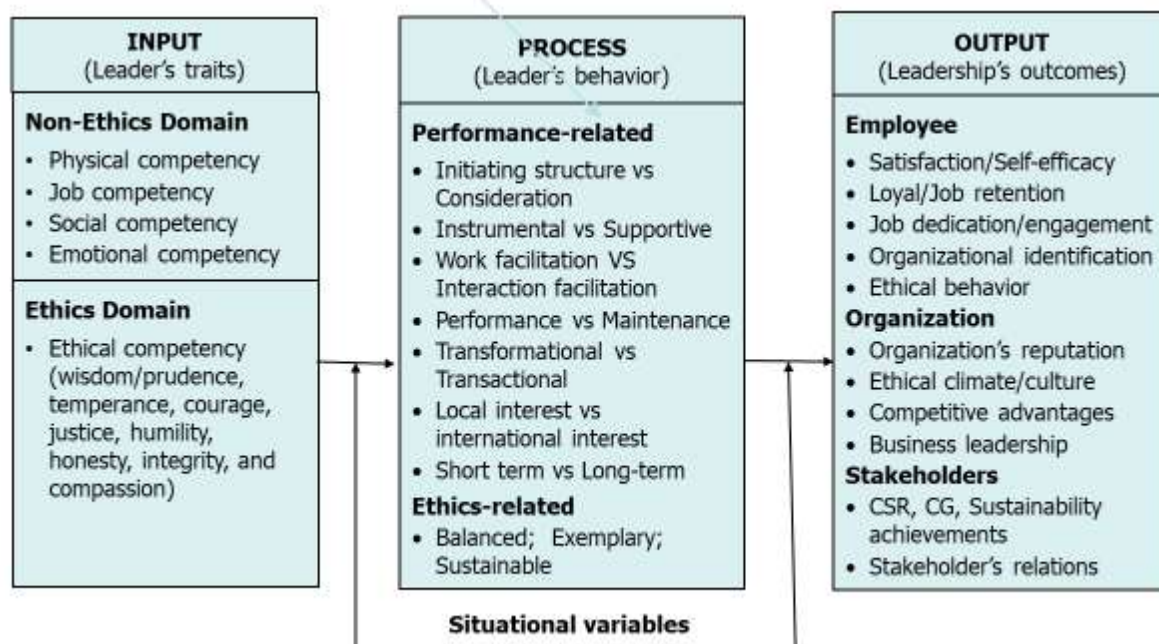


Figure 1. A model illustrating the relevance of ethics to leadership and organizational performance

### Discussion and conclusion

The findings in this research provided answers to the four main research questions. In answer to research question 1, regarding a definition of ethical leadership, it seems that the definition of ethical leadership by Brown et al (2005, p. 120) is the most widely referred to - "... the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making". The present research proposes that ethical leadership be defined as "the abilities and influence of individuals based on a combination of virtue, character, and behavior which can bring about benefits to followers and stakeholders".

Research question 2 asks what the components of ethical leadership are. The literature review shows that research findings list many virtues, character traits, and ethical values as components of ethical leadership. The present research selected the most frequently referred to virtues, character traits and values as the key components of ethical leadership. They are wisdom/prudence, temperance, courage, justice, humility, honesty, integrity, and compassion. Research question 3 asks what the importance and outcomes of ethical leadership are. The findings can be divided into three groups: findings relating to employees, to organizations, and to stakeholders.

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

Research question 4, asks how ethics in leadership is relevant to organizational performance. The answer is depicted in Figure 1 showing ethics as one of the leader's competencies and its relevance to organizational performance.

The results of the present research, which is based on a literature review, show that ethical leadership has been a widely studied research topic in the field of leadership. The findings in this research suggest that organizations should add "ethical criteria" in recruiting, selecting, promoting, and training leaders and that it should also be included in the succession plans for leaders. Moreover, sustainable development has been included in responses to many global challenges since the late 1980s (United Nations-Department of Economic and Social Affairs, 2018; The Worldwatch Institute, 2017). Ethical leadership through CSR, CG, and sustainability practices has been suggested as a means for businesses to participate in sustainable development (Virakul, 2015b). Therefore, research studies about ethical leadership and sustainable development could be an important subject for future research.

International researchers in many countries from almost all continents have shared their thoughts, knowledge, and research findings to enhance knowledge in ethical leadership. Even though a large number of researches confirm the benefits of ethical leadership, more cases are needed as examples in order to inspire people to believe that ethical leadership is important for organizational performance and for all involved stakeholders. More research and studies on ethical leadership will contribute significantly to both the field of leadership and the field of management because leadership is one of the most essential elements in business and management success.

### **References**

- Achua, C. F., & Lussier, R. N. (2013). *Effective leadership*. Mason, OH: South-Western Cengage Learning.
- Aguinis, H., & Glavas, A. (2012, July). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38(4), 932-968. doi:10.1177/0149206311436079
- Anderson, D. L. (2012). *Organization Development*. Thousand Oaks, CA: SAGE.
- Bandura, A. (1971). *Social Learning Theory*. New York, NY: General Learning Press.
- Bass, B. M. (1990). *Handbook of leadership: A survey of theory and research*. New York, NY: The Free Press.
- Bass, B. M., & Stogdill, R. M. (1990). *The Handbook of Leadership: Theory, Research, and Management Applications*. New York, NY: The Free Press.
- Bedi, A., Alpaslan, C. M., & Green, S. (2016). A meta-analytic review of ethical

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

- leadership outcomes and moderators. *Journal of Business Ethics*, 139(3), 517-536. doi:10.1007/s10551-015-2625-1
- Bratton, J., Grint, K., & Nelson, D. L. (2005). *Organizational leadership*. Mason, OH: South-Western Publishing.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *Leadership Quarterly*, 17(6), 595–616. doi:10.1016/j.leaqua.2006.10.004
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117-134. doi:10.1016/j.obhdp.2005.03.002
- Burke, W. W. (2014). *Organization Change: Theory and Practice*. Thousand Oaks, CA: SAGE.
- Burns, J. M. (1978). *Leadership*. New York, NY: Harper & Row.
- Carroll, A. B., & Buchholtz, A. K. (2015). *Business & Society: Ethics, sustainability, and stakeholder management*. Stamford, CT: Cengage Learning.
- Charoensap, A., Virakul, B., Senasu, K., & Ayman, R. (2019). Effect of ethical leadership and interactional justice on employee work attitudes. *Journal of Leadership Studies*, in print.
- Daft, R. L. (2015). *The leadership experience*. Stamford, CT, USA: Cengage Learning.
- Demirtas, O., & Akdogan, A. A. (2015). The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics*, 130(1), 59–67. doi:10.1007/s10551-014-2196-6
- Dessler, G. (2013). *Human resource management*. Essex, England: Pearson Education.
- Dinh, J. E., Lord, R. G., Gardner, W. G., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1), 36-62. doi:10.1016/j.leaqua.2013.11.005
- Eisenbeiß, S. A., & Brodbeck, F. (2014, June). Ethical and unethical leadership: A cross-cultural and cross-sectoral analysis. *Journal of Business Ethics*, 122(2), 343–359. doi:10.1007/s10551-013-1740-0
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2019). *Business ethics: Ethical decision making & cases*. Boston, MA, USA: Cengage.
- Fleishman, E. A. (1953). The description of supervisory behavior. *Journal of Applied Psychology*, 36(1), 1-6.

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

- Gile, S. (2016, March 15). *The most important leadership competencies, according to leaders around the world*. Retrieved May 25, 2018, from Harvard Business Review: <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>
- Hackett, R. D., & Wang, G. (2012, May ). Virtues and leadership: An integrating conceptual framework founded in Aristotelian and Confucian perspectives on virtues. *Management Decisions*, 50(5), 868-899. doi:10.1108/00251741211227564
- Halpin, A. W., & Winer, B. J. (1957). A factorial study of the leader behavior descriptions. In R. M. Stogdill, & A. E. Coons (Eds.), *Leader behavior: Its description and measurement*. Columbus, OH: Bureau of Business Research, Ohio State University.
- Hartman, L. P., DesJardins , J. R., & MacDonald , C. (2018). *Business ethics: Decision making for personal integrity & social responsibility*. New York, NY: McGraw-Hill Education.
- Hatcher, T. (2002). *Ethics and HRD*. Cambridge, MA: PERSEUS Publishing.
- House, R. J. (1971, September). A path-goal theory of leadership effectiveness. *Administrative Science Quarterly*, 16(3), 321-339. doi:10.2307/2391905
- Huhtala , M., Kangas , M., Lamsa , A.-M., & Feldt , T. (2013). Ethical managers in ethical organisations? The leadership-culture connection among Finnish managers. *Leadership & Organization Development Journal*, 34(3), 250-270. doi:10.1108/01437731311326684
- Institute of Global Ethics (IGE). (2018, September 6). *Why Ethics Matters?* Retrieved September 6, 2018, from Institute of Global Ethics (IGE): <https://www.globalethics.org/What-We-Do/Approach.aspx>
- Jondle, D., Ardichvili, A., & Mitch, J. (2014). Modeling ethical business culture: Development of the ethical business culture survey and its use to validate the CEBC model of ethical business culture. *Journal of Business Ethics*, 119(1), 29-43. doi:10.1007/s10551-012-1601-2
- Kanungo, R. N. (2001). Ethical values of transactional and transformational leaders. *Canadian Journal of Administrative Sciences (CJAS)*, 18(4), 257-265.
- Lussier, R. L., & Achua, C. F. (2016). *Leadership: Theory, application, & skill development*. Boston, MA, USA: Cengage Learning.
- Merriam-Webster Dictionary, The. (2018, September 6). *Ethics*. Retrieved September 6, 2018, from Merriam-Webster : <https://www.merriam-webster.com/dictionary/ethic>
- Mintzberg , H. (1973). *The nature of managerial work*. New York, NY: Harper &

## ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL

Row.

- Misumi, J., & Peterson, M. F. (1985, June). The performance-maintenance (PM) theory of leadership: Review of a Japanese research program. *Administrative Science Quarterly*, 30(2), 198-223. doi:10.2307/2393105
- Moore, G. E. (2016). *Principia Ethica* (originally published in 1903). In S. M. Cahn, & P. Markie, *Ethics* (pp. 491-497). New York, NY: Oxford University Press.
- Morris, W. (1981). *The American Heritage Dictionary of the English Language*. (W. Morris, Ed.) Boston, MA: Houghton Mifflin.
- Resick, C. J., Hanges, P. J., Dickson, M. W., & Mitchelson, J. K. (2006, February). A cross-cultural examination of the endorsement of ethical leadership. *Journal of Business Ethics*, 63(4), 345–359. doi:10.1007/s10551-005-3242-1
- Resick, C. J., Hanges, P. J., Dickson, M. W., & Mitchelson, J. K. (2006, February). A cross-cultural examination of the endorsement of ethical leadership. *Journal of Business Ethics*, 63(4), 345–359. doi:10.1007/s10551-005-3242-1
- Rost, J. C. (1991). *Leadership for the Twenty-First Century*. New York, NY: Praeger.
- Sarros, J. C., Cooper, B. K., & Hartigan, A. M. (2006). Leadership and character. *Leadership and Organization Development Journal*, 27(8), pp. 682-699. doi: <https://doi.org/10.1108/01437730610709291>
- Shafer-Landau, R. (2018). *The fundamentals of ethics*. Oxford, United Kingdom: Oxford University Press.
- Sheppard, J.-A., Sarros, J. C., & Santora, J. C. (2013). Twenty-first century leadership: international imperatives. *Management Decision*, 51(2), 267-280. doi:10.1108/00251741311301812
- Swierczek, F. W., & Jousse, D. (2014). Adam Smith as Bodhisattva?: A meta analysis of global leadership. *Journal of Management Development*, 33(8/9), 786-796. doi:10.1108/JMD-09-2013-0118
- Taylor, J. C., & Bowers, D. G. (1972). *Survey of organizations: A machine-scored standardized questionnaire instrument*. Ann Arbor, MI: Institute for Social Research, University of Michigan. Retrieved September 7, 2018, from <http://hdl.handle.net/2027/mdp.39015071883651>
- The Worldwatch Institute. (2017). *EarthEd: Rethinking Education on a Changing Planet*. London, UK: Island Press.
- Toor, S.-u.-R., & Ofori, G. (2009). Ethical Leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. *Journal of Business Ethics*, 90(4), 533-547. doi:10.1007/s10551-009-0059-3
- Treviño, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of

## **ETHICS: THE KEY ELEMENT OF LEADERSHIP AND ORGANIZATIONAL**

- perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations*, 56(1), 5 - 37. Retrieved September 10, 2018, from <https://doi.org/10.1177/0018726703056001448>
- United Nations - Department of Economic and Social Affairs. (2018, September 12). *Sustainable Development Knowledge Platform*. Retrieved September 12, 2018, from Sustainable Development: <https://sustainabledevelopment.un.org/>
- United Nations - The Millennium Project. (2017). *The 15 Global Challenges*. Retrieved August 9, 2018, from The Millennium Project: (a) [https://themp.org/#group\\_id=4f98b226e3dfc62b2e000195&section=situation;](https://themp.org/#group_id=4f98b226e3dfc62b2e000195&section=situation;) (b) [http://www.millennium-project.org/projects/challenges/?gclid=Cj0KCQjwzK\\_bBRDDARIsAFQF7zMVrL-pYReMoerlrLLC4qynjhpVj3ZSg9glybk91aQpnGXO-zogV8aAs1ZEALw\\_wcB](http://www.millennium-project.org/projects/challenges/?gclid=Cj0KCQjwzK_bBRDDARIsAFQF7zMVrL-pYReMoerlrLLC4qynjhpVj3ZSg9glybk91aQpnGXO-zogV8aAs1ZEALw_wcB)
- Virakul, B. (2015a). *Leadership (Original work is in Thai language)*. Bangkok, Thailand: National Institute of Development Administration (NIDA).
- Virakul, B. (2015b). Global challenges, sustainable development, and their implications for organizational performance. *European Business review*, 27(3), 430 - 446. doi:10.1108/EBR-02-2014-0018
- Weaver, G. R., Treviño, L. K., & Cochran, P. L. (1999). Corporate ethics programs as control systems: Influences of executive commitment and environmental factors. *Academy of Management Journal*, 42(1), 41-57. Retrieved September 10, 2018, from <https://doi.org/10.5465/256873>
- Yukl, G. A. (2013). *Leadership in organizations*. Essex, UK: PEARSON.
- Yukl, G., Mahsud, R., & Hassan, S. (2013). An improved measure of ethical leadership. *Journal of Leadership & Organizational Studies*, 20(1), 38-48. doi:10.1177/1548051811429352
- Zeuschner, R. B. (2014). *Classical ethics: East and West*. Brattleboro, Vermont, USA: Echo Point Books & Media.
- Zhu, Y., Sun, L.-Y., & Leung, A. S. (2014). Corporate social responsibility, firm reputation, and firm performance: The role of ethical leadership. *Asia Pacific Journal of Management*, 31, 925–947. doi:10.1007/s10490-013-9369-1