

Ethical Leadership Dimensions And Their Relationships With Job Satisfaction And Organizational Commitment

Mohammed S. Al Muhanna

mohammed.smm2030@gmail.com

Introduction

Ethics is one of the most ancient forms of spiritual activity. The need for understanding the relationship of man to man appeared a very long time ago, at the very dawn of civilization. The term “ethics” historically comes from the Greek “ethos,” which means - character, character, custom, lifestyle, law. The emergence of ethics as a term and a particular systematic discipline is associated with Aristotle's name. Based on the word “ethos” in the meaning of character, Aristotle formed the adjective “ethical” to denote a particular class of human qualities, which he called ethical virtues. Ethics is often called “practical philosophy” (Cheney et al., 2011). The word “ethics” began to denote the field of philosophical knowledge studying human virtues, or the doctrine of morality, exploring the wisdom of life, in which people tried to understand what happiness is and how to achieve it (Minkes et al., 1999). Today, researchers have developed different definitions of ethics which have different meanings. For example, according to Paul and Elder (2013), “ethics is a set of concepts and principles that guide us in determining what behavior helps or harms sentient creatures” (Prifti, 2015, p. 55). Williams (2015) defines ethics as “the set of moral principles or values that defines right and wrong for a person or group” (p. 67). According to Dlabay et al. (2009), “ethics are the principles of conduct governing an individual or a group” (p. 164). Thus, since ancient times, ethics as a science has been one of the areas of philosophy, which is engaged in studying moral and moral

values of various social groups. In the continuation of the traditions of ancient philosophers and thinkers, modern ethics is studying the deeper moral problems of humanity. Definition of Ethical Leadership

The topic of leadership has always occupied a special place at all stages of the development of society. The power and responsibility of the leader, on the one hand, as well as recognition and respect for the leader, on the other hand, are directly interconnected with the system of values and the moral standard that exists in a given society (Mitchell & Mitchell, 2009). In any company, fixed capital is a human resource. The leader is responsible for ensuring that all employees fully realize their potential and play an active role in a large corporation's fate. For this, they should be an example for everyone, especially in situations where people are led by a thirst for money, power, and meeting their needs. A leader should be an ideal of personality development and translate highly moral behavior standards, that is, be ethical (Mitchell & Mitchell, 2009). Brown and Treviño (2006) define ethical leadership as “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” (p. 596). This definition argues that a leader fulfills two leading ethical roles: person and manager. The role of an ethical person means that a leader has his / her moral values. At the same time, an ethical manager's role means that he/she applies these values at work on his / her

followers. Mihelič et al. (2010) argue that “leader's mission is to serve and support and his passion for leading comes from compassion” (p. 32). According to De Hoogh and Den Hartog (2008), ethical leadership is such a role model consisting of fairness, morality, power-sharing, and role clarification. Hassan et al. (2014) support this opinion and believe that ethical leadership means treating people with morality and fairness and, at the same time, effectively manage the company. Shakeel et al. (2019) proposed a broader definition of ethical leadership, including several critical points:

Ethical leadership is the implicit and explicit pursuit of desired ethical behavior for self and followers through efforts governed by rules and principles that advocate learning motivation, healthy optimism and clarity of purpose to uphold the values of empowerment, service to others, concern for human rights, change for betterment and fulfilling duties towards society, future generations, environment and its sustainability (p. 615).

Ethical leadership has many definitions, but most claim that it aims to achieve individual goals through noble means. One of the main tasks of such leadership is to create conditions for employees to share a conventional value system (Mitchell & Mitchell, 2009). An ethical leader's essential feature is that he or she is guided by ethical values everywhere: in behavior, when making decisions, in building relationships. The true leader is distinguished by the ability to separate good from evil, fulfill promises, and, finally, honesty and openness in interpersonal contacts (Ciulla, 2009). The consistency of the leader's statements with deeds will be rewarded with loyalty, trust, and respect from the team.

The Development of Ethical Leadership

In modern management, the leader's role is no longer limited solely to the main functions of

management: planning, organization, motivation, and control. Modern leadership has no less important tasks: to lead, to be an assistant for their subordinates, and to establish moral guidelines, that is, to be an ethical leader (Mitchell & Mitchell, 2009). The concept of ethical leadership developed against the background of various tasks based on research on leadership theories. The processes of globalization and border erasure created new conditions for most companies' work, which required managers of a completely different type (Ciulla, 2009). According to Alshammari et al. (2015), ethical leadership development began in the 20th century due to increased competition in the labor market. The organizational success of the company was a fundamental factor in the development of such leadership. Researchers emphasized that since the mid-20th century, managers have redefined the role of employees and realized that they should value them since if they feel they are essential, they help increase labor productivity (Nelson et al., 2012). At that time, the integrative approach of Eisenbeiss also gained popularity, which identified four main dimensions (central orientations) of the ethical leader, formulated as a result of the analysis of ancient and modern Western philosophical thought, Eastern moral philosophy, and world religions. They include human orientation, which means respect and recognition of others; justice, expressed in decision-making without discrimination on various grounds; responsibility, characterized by a long-term view of success and concern for the well-being of the environment; moderation, manifested in modesty and restraint (Eisenbeiss, 2012). That means that an ethical leader serves as a role model and represents the image of the organization. Avolio et al. (2009) point out that ethical leaders embodied the values, ideas, vision, and goals of the company throughout the development. Their mission was to connect both employees and customers and other interested parties while acting morally and ethically. Thus,

since the mid-20th century, researchers have examined an ethical leader's role as a model of behavior for any organization.

Patterns of Ethical Leadership

The modern world is characterized by constantly changing conditions that affect the behavior of leaders. Therefore, until today, researchers have developed many patterns of ethical leadership that exist as role models. In understanding ethical leadership, two key elements must be taken into account: the qualities of the leader himself and the characteristics of his / her behavior, including the leader's morality, honesty, ethical consciousness, as well as the ability to interact without violating ethical principles, and to introduce the ethical aspect into the activities of the team and organization. Werner Webb defines ethical leadership as demonstrating good normative behavior through personal actions and interpersonal relationships and promoting such behavior among followers through two-way communication, reinforcement, and decision-making (Farazmand, 2018). Ethical leadership is seen as an ethical act that inspires others to make positive changes by achieving a common goal. Ciulla and Forsyth (2011) believe that an ethical leader is a person who not only perfectly performs the right actions but performs them correctly and for reasonable goals and thus transforms moral goals into ethical actions. However, owning qualities does not mean realizing one's intentions in actions and relationships. Therefore, the next critical component of ethical leadership is proper behavior, the implementation of the right actions correctly, and reasonable goals.

Gomez-Mejia et al. (2008) believe that ethical leadership's main pattern is to follow the company's values and mission. As a result, leaders must manage the organization to achieve goals and not violate ethical conduct standards. American sociologists, Kouzes, and Posner (2000) have shown that only four distinctive

features are common to established leaders today: honesty, ability to predict, ability to inspire people, and competence. So, based on the theory of the environment, we can conclude that these qualities are in demand by modern society. These qualities can cause what is called influence, and this is the social and ethical significance of leadership. A person's image plays a vital role in the perception by other people of his/her personality's ethical side. It was found that this fact regarding the leader's ethics is actual both for the workplace and outside the work environment (Lewis, 2016). For example, if an employee witnesses how his leader, while on vacation, shows unethical behavior, the employee is likely to perceive this leader as unethical in general, despite his behavior in the workplace. It indicates that leaders who want to maintain their reputation as an ethical person should behave appropriately both at work and outside.

Downe et al. (2016) point out that ethical leadership is much more than just adhering to the rules, as leaders' actions can be necessary for promoting good behavior and building an ethical culture. The personal moral values of leaders, which serve as role models, are crucial. Effective leaders should be prepared to informally intervene to manage behavior in their organizations and solve problems, rather than rely on formal regulatory mechanisms (Downe et al., 2016). Of course, an ethical leader, in addition to demonstrating the best patterns of behavior, should inspire, motivate, organize the actions of followers, and be the initiator of ethically sound group interactions, besides the fact that he is a moral person, he must be an ethical manager. In this context, Brown and Treviño (2006) note that a moral manager is designed to deliberately influence employee behavior through deliberate and visible role modeling of ethical actions, as well as using organizational rewards and punishments to make people accountable for their actions. Based on this, firstly, ethical leaders set standards and serve as role models in ethical

conduct. Secondly, they determine ethical decisions in the organization. Third, how leaders respond to unethical behavior (through rewards, assistance, sanctioning, approving, or even ignoring) indicates whether it is acceptable. Thus, ethical leadership is not a type of leadership, but a particular facet of it - focusing on its moral, ethical components, which are meaning-forming for leadership. Ethical leadership is the key to building respect between people. Adhering to the principles of responsible and ethical leadership, a person can achieve the best results and change for the better the business environment and the whole world. A leader is, first of all, a person with a particular character and own goals. Like any person, a manager has individual ethical views that he or she has formed based on his own experience throughout the life.

Ethical Sensitivity

Entering into interaction with each other, people, depending on the orientation on the values of coercion or non-violence, can occupy different positions. We can distinguish several factors that have the most significant impact on people taking one or another position of interaction. They include stereotyping, accepting another person, a tolerant attitude, egocentrism or lack thereof, level of trust in others and oneself, specific sensitivity to a person, and others. The phenomenon of sensitivity to a person plays a unique role in the adoption of his / her position by an individual, that is, the ability to distinguish other people as significant subjects of interaction, to make them an object of their attention, without experiencing antipathy or indifference to them (Patterson, 2001). The concept of ethical sensitivity was introduced into psychological use by J. Rest (Rest, 1987). The author defines it as a person's awareness of how their actions can affect other people. This "awareness" includes knowing who is involved in a moral choice situation, constructing possible behaviors in this situation, and an idea of what impact the actions are taken

will have on different actors in the situation (Rest, 1987). The construct "ethical sensitivity" is widely used in modern research. For example, in the 1992 year, Dr. Dennis Wittmer conducted an experiment where he analyzed how ethical sensitivity affects managerial decision-making. He concluded that different actions of employees are related to the manager's ethical sensitivity. Therefore, ethical sensitivity is quite essential for any leader.

Ethical Leadership Dimensions

Ethical leadership is based on three interdependent aspects of ethics, which include the concepts of critique, care, and justice. Together, these concepts form the tridimensional model, formulated by Starratt in 1991.

Critique. In his work, Starratt (1991) describes a tridimensional model starting with the ethics of critique because he believes that any transformations and transitions are followed by it. Under this dimension, he examines the injustice that exists in any social relations. This injustice is formed by laws or through the use of language. In his article, Starratt (1991) describes several issues that are confronted by this ethical dimension. For example, they include "sexism language and structured bias in the workplace," "racial bias," "the preservation of powerful groups' hegemony," and others (Starratt, 1991, p. 189). In general, ethics of critique describes actions that benefit one, but at the same time harm others. When people see this injustice, they seek to increase the awareness of all people, which will contribute to a better and more honest distribution of social benefits. The same applies to ethical leaders. Starratt (1991) believes that "their basic stance is ethical for they are dealing with questions of social justice and human dignity, although not with individual choices" (p. 189). According to Vogel (2012), "the ethic of critique is rooted in critical theory and emphasizes ethical behavior as that which addresses inequities

among individuals and groups, related to social class and other factors which impact one's power and voice, as well as the ensuing treatment, resources, and other benefits" (p. 3). Eyal et al. (2011) think that "the ethic of critique stresses principals' obligation to re-examine and confront social norms, institutions, and infrastructure that harm and oppress weaker populations" (p. 399). Thus, ethical leaders act for the benefit of others.

Care. The next ethical dimension developed by Starratt (1991) is the ethics of care. He writes that "such an ethic focuses on the demands of relationships, not from a contractual or legalistic standpoint, but from the standpoint of absolute regard" (Starratt, 1991, p. 195). In consonance with this ethics, no man can use another to achieve his goals. Further, each person has his own merits and tries to reveal them to others. Starratt (1991) notes that the "ethic of caring requires fidelity to persons, a willingness to acknowledge their right to be who they are, openness to encountering them in their authentic individuality, loyalty to the relationship" (p. 195). "The ethics of care...constitutes an ethical approach in terms of which involvement, harmonious relations and the needs of others play an important part in ethical decision-making in each ethical situation" (Botes, 2000, p. 1071). Eyal et al. (2011) believe that "the ethic of care is based on empathy and responsibility for the well-being of each individual; it focuses on the needs and desires of the individual" (p. 399). Thus, according to the ethics of care, ethical leaders perceive healthy human relationships as an essential element in the company's ordinary and effective functioning.

Justice. Starratt's (1991) ideas about ethics of justice take roots from the works of Thomas Hobbes, John Locke, and John Rawls. According to these works, "individuals are driven by their passions and interests, especially by fear of harm and desire for comfort" (Starratt, 1991, p. 192).

Therefore, human dignity protection depends only on the ethical and moral quality of social relations between people. Starratt (1991) believes that justice is influenced by many factors that include both tradition and society. This ethical dimension's main goal is "to provoke exchanges, engage in debate and demonstrate transparency in management, and look for solutions when understanding is challenged" (Langlois et al., 2014, p. 313). "The ethics of justice constitutes an ethical perspective in terms of which ethical decisions are made on the basis of universal principles and rules, and in an impartial and verifiable manner with a view to ensuring the fair and equitable treatment of all people" (Botes, 2000, p. 1071). Ethics of justice encourages people to act autonomously, but fairly while collaborating with others. "This ethic is grounded in social contract and focuses on individual rights and equal treatment" (Eyal et al. 2011, p. 399). Constant debate, consultation, and exchange of opinions are fair and very effective measures for managing any company.

The concept of ethical sensitivity is based on a moral theory of ethical judgment in the workplace. This theory's unique contribution is to give individuals with conceptual help for deciding how to respond in situations involving competing moral claims. Moral judgment is founded on four elements, according to Rest (1986): ethical sensitivity, ethical judgment, ethical motivation, and ethical character. Rest (1986) and Cooper (2006) agree that ethical sensitivity is the initial stage in developing ethical behavior, however Tuana (2007) believes that ethical sensitivity is a critical component in the development of moral literacy, which includes at least three major components: the ability to assess whether or not a situation entails ethical concerns; knowledge of the ethical situation's moral intensity; and the ability to identify the moral qualities or principles that underpin an ethical predicament.

Leaders as influencers can develop ethical followers by acting ethically (Trevino & Brown, 2005). People learn by seeing the acts, attitudes, and values of attractive and credible role models, according to social learning theory (Bandura, 1977, 1986). Ethical leaders are appealing role models because they treat others fairly, honestly, and compassionately (Brown & Trevino, 2006), and their attractiveness is heightened by their power and prestige (Bandura, 1986). Ethical leaders are also seen as credible role models because they practice what they preach (Brown & Trevino, 2006). As a result, for starters, leaders provide ethical guidance.

Social exchange theory is another theoretical concept that confirm the role of the relationship quality between the leader and followers in maintaining ethical practices (Blau, 1960; Gouldner, 1960; Homans, 1958). Trevino and Brown (2005) explained how ethical leaders affect their followers (Trevino & Brown, 2005). Social exchange processes are crucial in building and maintaining interdependent relationships between leaders and followers, as well as in developing and maintaining trust between the two parties (Whitener et al., 1998). The core premise is that in social exchange interactions, followers obey the reciprocity norm, which leads them to freely reciprocate incentives or benefits they have received from their leader.

Ethical Leadership and Job Satisfaction

The Influence of Ethical Leadership on Employees

The effectiveness of any organization's functioning depends on its staff, its cohesion, and its focus on results. The behavior of staff in the organization is due to a leader who is a unique way to build relationships in the team and with the team. An essential element of management in an organization is leadership, which is determined by the ability to influence all the processes taking place in it. According to Alshammari et al. (2015), “qualities of a leader

plays a leading role in developing the transformational goal of leadership concerned with expressing the mission of the organization and laying the necessary foundation for the policies, strategies, and procedures for leadership” (p. 111). In general, many studies show that ethical leadership has many benefits for employees of any company. Al Halbusi et al. (2019) in the study examined the impact of ethical leadership on employees' ethical behavior. They concluded that “ethical leadership positively influences employees' ethical behavior, and this relationship is shaped by organizational justice” (Al Halbusi et al. 2019, p. 1). Walumbwa et al. (2011) held an experiment at Cornell University and concluded that ethical leadership positively impacts employee performance. “Organizations may find it useful to emphasize both leader and follower selection and training so that ethical behaviors are exhibited by and rewarded in employees” (Walumbwa et al., 2011, p. 18). Other research by Elçi et al. (2012) showed that ethical leadership leads to less employee turnover. In terms of the high cost of continuous staff change, ethical leadership creates undeniable benefits. Engelbrecht et al. (2014) believe that ethical leadership stimulates employee confidence in company leadership. As a result, they do their work more thoroughly and show superior performance. Importantly, according to Jha and Singh (2019), ethical leadership contributes to the development of better employment relations and organizational climate. However, Zhou and Zhang (2019) believe that ethical leadership may harm employee's creativity because employees trust their beloved leader, consider him or her the best, and as a result, take into account all his or her ideas in the process of doing the work. As a result, they do not contribute to promoting their ideas, thereby “killing” their creativity. Thus, ethical leadership, on the one hand, increases the productivity of employees, improves their relationships, and reduces company costs.

However, on the other hand, this type of leadership does not contribute to the development of creativity of employees who are fully committed to their mentor's ideas.

The Role of Ethical Leadership in Achieving Satisfaction Among Employees

Relations with the leader are among the most significant factors that affect employees' attitudes and behavior. A leader becomes a conductor of the organization's values and norms, its rules, and preferred behavior. According to the research results, relations with a manager turn out to be the dominant factor when an employee intends to leave the organization (Long & Thean, 2011; Yousef, 2000). "Employee satisfaction" is a term used to describe whether employees are happy and whether they fulfill their desires and needs. Many measures imply that employee satisfaction is a factor in motivation, the achievement of goals, and positive morale in the workplace. While some companies are building a positive Human Resources brand and believe that they are doing very well, only 13% of employees in the world love their work (Nink & Rosinson, 2016). According to Ahmed (2018), "employee satisfaction is not that simplistic, as it is perceived instead it is focused on multidimensional psychological responses, it reflects the emotional state of the employee towards various factors involved in his / her job" (p. 60). Factors contributing to employee satisfaction include respecting employees, ensuring they are regularly recognized, empowering, providing benefits and compensation that exceed industry averages, providing benefits, and positive management within goals, dimensions, and expectations.

In their study, Kooskora and Mägi (2010) stated that ethical leadership positively affects employee satisfaction, since such leaders act by the company's goals, inspire trust among employees, create a pleasant organizational climate, and inspire them. Ethical leaders do their best to avoid employees' job dissatisfaction,

including an in-depth analysis of the causes of dissatisfaction. Ahmed (2018) points out four leading causes of employee dissatisfaction: indifference with staff, underpayment, lack of career advancement, and lack of challenging environment. The author also focuses on five ethical practices used by ethical leaders to increase job satisfaction. They include a friendly and respectful environment, commonalities among employees, dynamism at work, financial and non-financial rewards, and stress-free environment. Ahmed (2018) notes that "often money is not only the criteria for employees' job satisfaction, though arguably an important criteria to motivate and retain the staff" (p. 62). According to Attar et al. (2017), "leader attributes and practices assume an imperative part in employees improved job satisfaction and helping them build up a charming feeling about their work" (p. 22). Yates (2010) conducted an extensive study and analyzed the correlation between ethical leadership and employee satisfaction. He found that "employees led by highly ethical leaders demonstrated greater job satisfaction than those led by less ethical leaders" (Yates, 2010, p. 75). According to Yozgat and Meşekiran (2016), "providing trust, ethical and moral standards, motivation to pursue tasks and complying with employee job satisfaction and through advocating ideological values and visions, leadership enhances an organization" (p. 130). Therefore, ethical leaders regularly create a friendly atmosphere in the office, develop trust between employees, and also help to increase the dynamism and autonomy of employees, which directly affects their satisfaction.

Ethical leadership and Organizational Commitment

The Role of Ethical Leadership in Enhancing Loyalty to the Organization Among Employees
An equally important employee attitude for the company is organizational commitment. Organizational commitment is a concept of

modern management related to the employee's specific behavior, expressed in a grateful, devoted attitude to the company even in difficult times (Radosavljevic et al., 2017). In other words, the company in the manager's person turns to subordinates with a request for selfless behavior under challenging times for the company with the hope of a better future. The response behavior of employees to such a request, as a rule, is based on the trust that subordinates show to their manager (Radosavljevic et al., 2017). If the past manager has repeatedly demonstrated unethical behavior, one can hardly expect support in the awkward moment from the side of subordinates. According to Larson & Luthans (2006), job satisfaction and organizational commitment are the most critical employee attitudes that influence productivity. A high level of satisfaction and commitment can positively influence not only productivity indicators, but also improve the team climate, motivate employees to exhibit civic organizational behavior, reduce stress and burnout at work (Tsigilis et al., 2004; Schappe, 1998; Judge et al., 2017). Commitment is a psychological state that (1) characterizes the employee's attitude toward the organization, and (2) affects the decision to remain in the organization (Meyer & Allen, 1991). The organizational commitment model is based on the fact that dedicated employees are more likely to remain in the organization than employees with a low level of commitment. According to this model, organizational commitment consists of three components: affective, continued, and normative. Affective commitment includes the employee's emotional affection, identification with the company, and involvement in the activity. Continuous commitment is associated with potential losses if an employee leaves the organization. Normative commitment is associated with a moral obligation to continue to work in the company on the employee's values and beliefs (Manion, 2004). The most valuable are affective and normative commitment because

it is these attitudes that motivate employees to the behavior desired by the organization. According to Van Knippenberg et al. (2007), "leader behavior has an important effect on employee behavior, such as job satisfaction and organizational commitment" (Elçi et al., 2012, p. 296). Yates (2010) believes that "employees of highly ethical leaders reported greater organizational commitment than did employees of less ethical leaders" (p. 75). According to Asif and Hwang (2019), ethical leadership creates a sense of engagement and affective commitment. It enables employees "to produce creative ideas, offers sensitivity to a problem, and add value to complexity, self-confidence, persistence, sustainable goal achievement, and dedication to work" (Asif & Hwang, 2019, p. 11). Al Halbusi and Tehseen (2018) note that "ethical environment is directly related to the impression of ethical climate which in turn mediates the influence of the ethical leadership on individuals' effective commitment" (p. 8). Thus, ethical leadership also has a statistically significant, direct correlation with the affective commitment of workers. Multiple studies investigating the role of leader's behaviors on job satisfaction and employees' attitudes in workplace found a strong connection between the leadership style and employee attitudes. Ethical leaders act as role models to their juniors by leading ethically as well as requiring workers to adhere to the ethical standards (Akaarir & Asarkaya, 2021; Ozden et al., 2019; Akar, 2018; Benevene et al., 2018). Another study by Shafique et al. (2018) stated that workers operating under an ethical leader who treats them fairly and disciplines accordingly the wrong-doers are likely to exhibit high job satisfaction. A firm's commitment in addition plays an essential role in achieving job satisfaction. Charoensap et al. (2018) confirmed that a firm's commitment to protect and uphold the rights of employees is indicated as important in determining of job satisfaction. Maxwell (2003) asserts that "there are only two important

points when it comes to ethics. The first is a standard to follow. The second is the will to follow it" (p. 23). Most unethical behavior in business environments involves acts that adversely affect one of three entities: the organization, co-workers, or the customers. As such, ethical behavior of a leader in an organization as an ethical standard may be personified in the form of a leader's behavior. Since a leader's behavior may be viewed as representative of the organization's environment, these reflections (either positive or negative) may impact an employee's perceptions of the leader as well as their organizational commitment.

Researchers have demonstrated that ethical leadership can influence perceptions of work characteristics, affecting employee motivation and commitment. It improves the quality of the results of work and the likelihood of manifestation of super-role behavior, that is, behavior performed by an employee voluntarily, beyond his mandatory work tasks, and at the same time desirable for the organization. Examples of super-role behavior can be helping colleagues complete work tasks, striving to share experience and knowledge, staying at work beyond the set time, attracting leadership to unit problems to change for the better, and more. Affective employee commitment is essential to the organization. Research by Mayer and Allen (2005) shows that employees with a secure emotional attachment to an organization are more interested in the organization's success than employees with deep affection. Affective commitment is inversely correlated with the desire to change jobs and a strong direct correlation with inclusion in work and labor efforts. According to Eisenberger et al. (1986) in order to create the affective commitment of the organization's employees, it is necessary to create an appropriate support environment characterized by a fair attitude towards the employee and expressed actions of the organization in full support of the employee's activities (Eisenberger

et al., 1986). Meyer and Smith (2009) agreed with Eisenberger, noting that variables related to human resource management policies and practices that promote awareness of support can indirectly influence affective commitment development. A similar conclusion was made by Kooij et al. (2010): HR policy is particularly important in shaping a positive attitude towards work in general and affective commitment in particular. Moreover, studies of organizational problems show that ethical leadership positively affects employees' organizational commitment, including their affective commitment.

The Challenges of Ethical Leadership

Although ethical leadership is desirable and beneficial for any company, still, such leaders face some challenges. For example, not all leaders can always adhere to the established rules and standards of the organization. Following the leader of all ethical standards is an element of inspiration for all employees. No matter how right a person is, events sometimes occur in his or her life that incapacitates them. As a result, such a leader may sometimes not adhere to core values, which encourages employees to do the same (Johnson, 2011). For example, if an employee witnesses a leader on vacation showing unethical behavior, the employee is likely to perceive this leader as unethical in general, despite his or her behavior in the workplace. The influence of organizational culture on the ethical behavior of employees in an organization is multidimensional. It can contribute to the team's moral growth and turn employees into hostages of ethically incompetent managers. The second significant challenge that ethical leaders face is to create an enabling atmosphere. If an oppressive environment is breeding in an office, employees will be afraid to express their opinions about others' unethical behavior (Johnson, 2011). Therefore, leaders should carefully select senior and middle-level employees responsible for creating a friendly atmosphere. Furthermore,

ethical leaders should stimulate the creation of an “open door” policy in the company, which means that any employee can approach any manager and express their worries and anxieties because leaders cannot notice all the smallest details. An ethical leader should also maintain or strengthen the company's image when working with the press/media and when negotiating with potential partners (Johnson, 2011). Thus, ethical leadership requires leaders to maintain consistency, establishing policies, and building a favored atmosphere.

Conclusion

Many view ethical leadership as the equivalent of moral leadership or leadership based on a sense of justice. For others, it provides the basis for a more detailed explanation and application, often associated with principles such as social responsibility, corporate social responsibility (CSR), sustainability, equality, humanism. An effective leader must be a person of high moral character. Ethical leadership is a philosophy that can be interpreted relatively freely. This flexible, but genuine and vital concept refers to a code of ethics applicable to a given situation. A leader's ethics consists of their ethical views, the level of acceptance of the organization's goals, and the direction of their own goals. A managerial decision will depend on the importance and level of impact of each of these components on a particular person. In the vast majority of cases, the manager communicates to the subordinates the organization's ethical principles and goals, which may go beyond his ethical beliefs and his own goals. If the leader appreciates the organization's ethics, his/her confidence in the correctness of the decisions made increases. Ethical leadership is based on three interdependent aspects of ethics, which include the concepts of critique, care, and justice. Numerous studies conducted in various cultural contexts are a direct link between ethical leadership and employee productivity. Besides,

ethical leadership leads to greater satisfaction with employees' work, their loyalty to the organization, and acceptance of responsibility for the performance of tasks. Despite all the advantages, ethical leaders still face some challenges, requiring maintaining consistency, establishing policies, and building a favored atmosphere that would satisfy and inspire the employee to follow the mentor. Top management shall demonstrate its leadership and commitment to the quality management system by taking responsibility for the effectiveness of its actions, ensuring the development of policies and goals for an ethical organization, engaging, guiding, and supporting the participation of employees in ensuring the effectiveness of the management system.

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