

# Workplace Ethics and Responsible Leadership: The HR Perspective

P.M. Shiyana<sup>1</sup>, A.C. Sowmiya<sup>2</sup>

<sup>1,2</sup>*Research scholar & Assistant Professor, Department of Management, P.K.R. Arts College for Women, Gobichettipalayam, Erode District, Tamil Nadu, India*

**Abstract**—Workplace ethics and responsible leadership form the cornerstone of sustainable organizational success. In today's competitive and dynamic business environment, maintaining ethical standards is crucial for building trust, accountability, and long-term credibility. Human Resource (HR) professionals play a vital role in embedding ethical values within the organizational framework by shaping policies, practices, and leadership behaviors that reflect integrity and fairness. Responsible leadership emphasizes empathy, transparency, and moral decision-making, aligning business objectives with social responsibility. Through ethical training, code of conduct enforcement, and fair performance management, HR fosters a culture where employees are motivated to act with integrity. However, challenges such as ethical dilemmas, cultural diversity, and profit-driven pressures often test the moral fabric of organizations. By promoting open communication, ethical awareness, and leadership accountability, HR ensures that ethics remain a living practice rather than a written ideal. Ultimately, workplace ethics guided by responsible leadership strengthen employee trust and corporate sustainability.

**Index Terms**—Workplace Ethics, Responsible Leadership, Human Resource Management, Organizational Culture, Corporate Governance

## I. INTRODUCTION

Workplace ethics form the moral foundation upon which an organization's culture, reputation, and long-term sustainability are built. Ethics in the workplace refer to a set of moral principles and values that guide the behavior, decisions, and relationships of individuals within an organization. It encompasses honesty, fairness, accountability, respect, and integrity qualities that determine how employees interact and how organizations conduct business. In today's competitive and dynamic environment, ethics have become essential not only for maintaining compliance

but also for fostering trust among employees, customers, and society.

Leadership plays a pivotal role in shaping and sustaining workplace ethics. Ethical leaders act as role models, demonstrating values through actions, transparency in decision-making, and fairness in treatment. Their behavior influences the ethical climate of the organization, encouraging employees to act responsibly and make morally sound decisions. Responsible leadership goes beyond achieving business goals; it involves promoting the well-being of employees, respecting stakeholder interests, and ensuring long-term sustainability over short-term gains.

Human Resource (HR) professionals serve as the custodians of ethics and integrity within organizations. They develop and implement policies that encourage ethical conduct, fairness, and accountability. HR ensures that ethical considerations are embedded in recruitment, training, performance appraisals, and grievance redressal systems. By conducting ethics training programs, formulating codes of conduct, and establishing transparent communication channels, HR builds a workplace culture where ethical values are understood, practiced, and rewarded.

Furthermore, HR professionals play a strategic role in nurturing responsible leadership. Through leadership development initiatives, mentoring programs, and behavioral assessments, HR helps cultivate leaders who are empathetic, transparent, and socially responsible. In doing so, HR ensures that ethical principles are not confined to policies but are reflected in daily actions and decisions.

In the modern business landscape marked by globalization, technological advancement, and social awareness the need for ethical leadership is more urgent than ever. Issues such as workplace diversity,

digital privacy, environmental responsibility, and fair labor practices demand that organizations uphold the highest ethical standards. By integrating ethical practices with leadership behavior, HR not only strengthens organizational integrity but also contributes to sustainable growth and positive stakeholder relationships.

In essence, workplace ethics and responsible leadership are interdependent. While leadership determines the ethical tone of an organization, HR provides the structure and support needed to sustain it. Together, they create a culture rooted in trust, responsibility, and integrity ensuring that the organization's success is both meaningful and enduring.

## II. OBJECTIVES OF THE STUDY

1. To define and understand the concept of workplace ethics focusing on values such as honesty, transparency, fairness, respect, and compliance.
2. To examine the relationship between ethics, employee morale, and organizational performance analyzing how ethical practices enhance motivation, trust, and productivity.
3. To analyze the characteristics of responsible leadership and understand how ethical decision-making frameworks influence corporate behavior and governance.
4. To evaluate the strategic role of HR in fostering an ethical organizational culture through recruitment, training, appraisal, and policy formulation.
5. To identify the challenges and barriers faced by HR and management in implementing ethical leadership practices across diverse cultural and organizational contexts.
6. To provide practical recommendations and policy suggestions for promoting ethical leadership and integrating responsible behavior into the organization's vision, strategy, and day-to-day operations.

## II. REVIEW OF LITERATURE

Workplace ethics and responsible leadership have been widely examined in organizational and behavioral research, highlighting their influence on

employee morale, organizational culture, and corporate governance. According to Treviño, Weaver, and Reynolds (2006), ethical behavior in organizations is shaped by both individual values and contextual factors such as leadership behavior and corporate policies. Brown, Treviño, and Harrison (2005) emphasize that ethical leadership operates through social learning employees model the behavior of leaders who demonstrate integrity, fairness, and transparency.

Grojean et al. (2004) argue that leaders play a key role in establishing an ethical climate by aligning personal and organizational values. They note that when leaders communicate clear ethical expectations and reinforce them through policies and rewards, employees are more likely to act responsibly. Mayer et al. (2009) extend this by proposing a "trickle-down effect," where the ethical behavior of senior leaders influences middle management and, ultimately, frontline employees.

From the Human Resource (HR) perspective, Kaptein (2015) finds that comprehensive ethics programs combining codes of conduct, training, and reporting mechanisms significantly enhance ethical compliance and employee trust. HR's strategic role in embedding ethics into recruitment, performance management, and training systems is vital for sustaining integrity across the organization. Aguinis and Glavas (2019) further link responsible leadership with corporate social responsibility (CSR), noting that ethical leaders foster meaningful work and long-term organizational sustainability.

In the Indian context, organizations such as Tata Group and Infosys have been recognized for integrating ethics into leadership and governance structures, demonstrating that ethical business conduct can coexist with profitability. Conversely, the Satyam Computers scandal illustrates the consequences of ethical lapses and weak leadership accountability. Thus, previous studies consistently affirm that workplace ethics and responsible leadership are essential for employee well-being, organizational reputation, and long-term success.

## IV. METHODOLOGY

This article follows a descriptive and conceptual research approach to analyze workplace ethics and responsible leadership from a Human Resource (HR)

perspective. The study is entirely based on secondary data sources, including scholarly journals, books, organizational case studies, HR policy manuals, and corporate sustainability reports. Information and insights have been drawn from reputed organizations such as Tata Group, Infosys, and other leading firms known for their ethical practices and leadership models. The conceptual framework integrates theories of ethical leadership, corporate governance, and HR management to explore how ethical values influence employee morale, organizational performance, and corporate reputation. The analysis emphasizes interpretation and synthesis of existing literature rather than empirical data collection, making it suitable for a conceptual exploration of ethics and leadership in modern workplaces.

#### V. CONCEPT OF WORKPLACE ETHICS

Workplace ethics refer to the moral principles and values that guide behavior and decision-making within an organization. They encompass honesty, transparency, fairness, respect, and compliance ensuring that all actions align with organizational values and societal norms. Ethical behavior promotes trust, teamwork, and accountability, while unethical practices erode morale and reputation. When organizations uphold ethics, employees feel respected, motivated, and committed, leading to higher productivity and loyalty. Conversely, unethical conduct such as favoritism, dishonesty, or discrimination results in dissatisfaction and conflict. Companies like Tata Group and Infosys exemplify ethical excellence through integrity, social responsibility, and transparent leadership, earning lasting public trust. In contrast, scandals such as Satyam Computers demonstrate how unethical behavior can destroy credibility and success. Thus, workplace ethics are essential for maintaining employee morale, enhancing organizational performance, and sustaining a positive public image built on trust and responsibility.

#### VI. RESPONSIBLE LEADERSHIP: A STRATEGIC HR VIEWPOINT

Responsible leadership represents the intersection of ethics, empathy, and accountability in organizational governance. It is a leadership approach that balances

business success with social responsibility, focusing not only on achieving targets but also on creating long-term value for employees, stakeholders, and society. In today's globalized and ethically sensitive environment, responsible leadership has become a strategic necessity rather than a moral option. From an HR perspective, responsible leadership integrates ethical values into decision-making, people management, and organizational strategy, ensuring that every business decision reflects fairness, transparency, and integrity.

#### VII. CHARACTERISTICS OF RESPONSIBLE LEADERS

Responsible leaders are distinguished by their integrity, empathy, and accountability.

- Integrity ensures that a leader's actions align with ethical values and organizational principles. Leaders with integrity are honest, transparent, and consistent, setting a moral example for others to follow. They inspire trust by practicing what they preach.
- Empathy allows leaders to understand and value the perspectives and needs of others. Empathetic leaders build strong relationships, promote inclusion, and create psychologically safe workplaces where employees feel respected and heard.
- Accountability involves taking ownership of one's actions and their outcomes. Responsible leaders accept responsibility for both successes and failures, fostering a culture where accountability is shared rather than avoided.

Together, these qualities form the foundation of ethical and people-centered leadership. Leaders who embody them influence not only employee behavior but also the overall ethical climate of the organization.

#### VIII. ETHICAL DECISION-MAKING FRAMEWORKS

Responsible leadership operates within ethical decision-making frameworks that guide choices when facing dilemmas. Such frameworks emphasize fairness, transparency, and the greater good over personal or short-term gains. A responsible leader evaluates decisions through multiple lenses legality,

morality, and stakeholder impact. Common ethical decision-making approaches include:

- The Utilitarian Approach, which focuses on maximizing benefits and minimizing harm for the greatest number of people.
- The Rights Approach, which respects the rights and dignity of every individual affected by a decision.
- The Justice Approach, which ensures fairness, equality, and impartiality in outcomes.
- The Virtue Approach, which emphasizes moral character and integrity over situational convenience.

HR professionals play a critical role in familiarizing leaders with these frameworks through training and ethical awareness programs. They help leaders analyze the ethical implications of their decisions and balance profitability with social and moral responsibilities.

#### Linking Responsible Leadership with CSR and Sustainability

Responsible leadership is closely tied to Corporate Social Responsibility (CSR) and sustainability. Ethical leaders recognize that businesses have a duty beyond profit-making they must contribute positively to society and the environment. Through CSR initiatives, organizations engage in community development, environmental conservation, and employee welfare activities.

For example, companies like Infosys and Tata Group exemplify responsible leadership by embedding sustainability and ethics into their core business models. Their leaders emphasize clean energy, education, women empowerment, and inclusive growth, demonstrating that ethical responsibility and business performance can coexist. Such practices strengthen stakeholder trust and enhance brand value. Responsible leaders also integrate sustainability principles into strategic decisions whether in supply chain management, human resource policies, or environmental commitments. They promote ethical innovation, diversity, and transparency, ensuring that organizational growth remains environmentally and socially balanced.

#### HR's Role in Developing Responsible Leaders

From a strategic HR viewpoint, developing responsible leadership is a continuous and deliberate

process. HR acts as the architect of ethical leadership development by integrating moral values into leadership pipelines and organizational systems. Key HR interventions include:

- Leadership Development Programs: HR designs training sessions that focus on emotional intelligence, ethical reasoning, and corporate citizenship. These programs prepare leaders to handle dilemmas with integrity and compassion.
- Performance Evaluation: HR incorporates ethical behavior and social responsibility metrics into leadership appraisal systems. Leaders are assessed not only on financial results but also on how ethically and responsibly they achieve them.
- Mentorship and Coaching: HR facilitates mentorship networks that connect emerging leaders with experienced ethical role models who exemplify responsible behavior.
- Culture Building: Through communication, recognition, and reward systems, HR reinforces the importance of ethical leadership across all levels. Recognizing and rewarding ethical behavior sends a powerful message that ethics and performance are inseparable.

### IX. HR'S ROLE IN PROMOTING WORKPLACE ETHICS

Human Resource (HR) professionals play a central and strategic role in cultivating an ethical organizational culture and promoting responsible leadership. As the custodians of people and workplace values, HR ensures that ethics are not only articulated in policies but are also reflected in behavior, decision-making, and organizational practices. Through structured initiatives such as codes of conduct, training, grievance mechanisms, and fair appraisal systems, HR embeds ethical standards across all levels of the organization.

#### a. Developing a Code of Conduct and Ethics Policy

One of the primary responsibilities of HR is to formulate and implement a code of conduct and ethics policy that outline acceptable behaviors and moral expectations. These documents serve as ethical compasses that guide employees in making the right choices, especially during ethical dilemmas. The code typically covers areas such as integrity,

confidentiality, conflict of interest, discrimination, harassment, and corporate responsibility.

HR ensures that this policy is communicated clearly to all employees through induction programs, handbooks, and digital platforms. Importantly, HR must ensure that the code is not just a written document but a living guide that influences everyday actions. For instance, companies like Infosys and Tata Group have strong ethics policies and compliance mechanisms that foster trust, transparency, and accountability across all levels of operation.

#### b. Conducting Ethics Training and Awareness Programs

Ethical awareness does not occur automatically; it must be cultivated through continuous learning. HR departments organize ethics training sessions, workshops, and seminars that educate employees on the organization's ethical values, behavioral expectations, and legal compliance obligations. These programs help employees recognize ethical issues, evaluate consequences, and make morally sound decisions. Additionally, scenario-based training using real-life ethical dilemmas can enhance understanding and decision-making skills. Leadership-focused ethics training further equips managers with tools to model ethical conduct and inspire their teams. Regular ethics campaigns, newsletters, and e-learning modules keep employees informed about updates in ethical policies and compliance regulations.

#### c. Establishing Grievance and Whistleblower Mechanisms

An ethical workplace must allow employees to voice concerns and report unethical behavior without fear of retribution. HR plays a vital role in establishing grievance redressal systems and whistleblower mechanisms that provide safe and confidential platforms for employees to raise issues.

These systems reinforce trust and demonstrate that the organization values integrity and transparency. HR must ensure that all complaints are investigated fairly and impartially, and that necessary corrective actions are taken promptly. Protecting whistleblowers from retaliation is crucial to maintaining confidence in the system. Many ethical organizations maintain anonymous reporting portals or third-party ethics helplines to ensure confidentiality.

#### d. Reinforcing Ethics through Rewards, Recognition, and Appraisals

HR can strengthen ethical behavior by integrating ethics into the performance management and reward systems. Recognizing employees who demonstrate ethical leadership or act with integrity under pressure sends a powerful message that ethics are valued as much as performance outcomes.

Performance appraisal criteria should include behavioral indicators such as honesty, teamwork, respect, and responsibility, alongside task performance. Ethical role models can be publicly acknowledged through awards, certifications, or internal communications. This not only motivates others to follow suit but also institutionalizes ethics as a core competency for career advancement.

#### e. Ensuring Transparency in Recruitment, Promotions, and Decision-Making

Transparency and fairness are essential to sustaining an ethical workplace. HR ensures that recruitment, selection, and promotion processes are objective, unbiased, and merit-based. Ethical hiring practices include clearly defined job descriptions, structured interviews, and standardized evaluation criteria that minimize personal bias and favoritism.

Similarly, transparent promotion and appraisal systems enhance employee trust and reduce workplace conflicts. When decisions related to transfers, compensation, and recognition are communicated openly and justified with clear criteria, employees perceive fairness and credibility. HR also ensures compliance with labor laws, equal opportunity principles, and anti-discrimination regulations, reinforcing the organization's ethical reputation.

### X. CHALLENGES IN IMPLEMENTING ETHICAL LEADERSHIP

Implementing ethical leadership within organizations is a complex and ongoing process that requires strong commitment from all levels of management. While the importance of ethics and responsible leadership is widely recognized, translating these ideals into consistent practice often encounters several obstacles. Human Resource (HR) professionals and management teams face multiple challenges ranging from profit pressures to cultural differences that complicate the pursuit of ethical consistency. Understanding these

barriers is essential for designing effective strategies to foster and sustain ethical leadership.

#### a. Conflicts Between Profit and Ethics

One of the most significant barriers to ethical leadership is the conflict between profitability and ethical standards. In highly competitive markets, organizations are under constant pressure to meet financial targets, reduce costs, and maximize shareholder value. This pressure may tempt leaders to compromise ethical principles for short-term economic gains. For example, manipulating financial data, cutting corners on product quality, or exploiting labor to maintain profit margins are unethical practices that some organizations may justify as “business necessities.”

HR professionals often find themselves in a difficult position when ethical decisions appear to contradict organizational goals. For instance, choosing to report misconduct or terminate a high-performing but unethical employee may have short-term financial consequences. However, prioritizing profit over ethics ultimately damages employee trust, brand reputation, and long-term sustainability. The real challenge lies in aligning business success with moral responsibility ensuring that profitability and ethics complement rather than conflict with each other.

#### b. Cultural Diversity and Differing Ethical Norms

In today’s globalized business environment, organizations employ individuals from diverse cultural, social, and religious backgrounds. Cultural diversity, though beneficial for creativity and innovation, often leads to varying interpretations of ethical behavior. What is considered acceptable in one culture may be viewed as unethical in another. For instance, practices related to gift-giving, negotiations, or gender roles differ widely across regions.

This diversity can create ethical ambiguities, particularly in multinational corporations (MNCs) operating across multiple countries. HR professionals face the challenge of developing universal ethical standards that respect cultural differences while maintaining consistency with organizational values. Establishing a unified code of conduct that accommodates diverse ethical perspectives requires sensitivity, inclusivity, and clear communication. Regular cross-cultural ethics training and dialogue can help bridge these differences and promote a shared understanding of responsible conduct.

#### c. Lack of Top Management Support

Another major obstacle in implementing ethical leadership is the absence of genuine support from top management. Ethical culture must begin at the highest-level leaders set the tone for behavior throughout the organization. When senior executives fail to demonstrate ethical integrity or overlook unethical practices for personal or corporate gain, it sends a damaging message that ethics are secondary.

Without visible and consistent commitment from top leadership, HR’s efforts to promote ethics often lose credibility. Employees are unlikely to adhere to ethical standards if they see leaders engaging in favoritism, corruption, or rule violations. Ethical leadership cannot be imposed through policies alone; it requires authentic modeling from the top. Therefore, HR must actively engage senior leaders in ethics-driven initiatives and ensure accountability through transparent governance systems.

#### d. Ethical Dilemmas in Decision-Making

Leaders and HR professionals frequently encounter ethical dilemmas situations where they must choose between two or more conflicting moral principles. Such dilemmas often have no clear right or wrong answer. Examples include balancing employee privacy with organizational security, protecting whistleblowers while maintaining confidentiality, or deciding whether to lay off employees to sustain business operations.

These situations test the moral reasoning and emotional intelligence of leaders. Ethical decision-making requires careful evaluation of consequences, fairness, and alignment with organizational values. However, under pressure, leaders may make decisions based on convenience, personal interest, or external influence rather than ethics. HR’s challenge is to equip leaders with frameworks and tools such as ethics training and consultative committees to navigate such dilemmas effectively. Encouraging collective discussion and transparency in ethical decision-making can help reduce bias and improve moral outcomes.

#### 10.1 Additional Barriers to Ethical Leadership

Beyond the key challenges outlined above, several other factors hinder the successful implementation of ethical leadership:

- **Lack of Awareness and Training:** Employees and leaders may not fully understand the ethical expectations or the implications of unethical conduct. Inadequate ethics education can result in unintentional violations.
- **Weak Enforcement Mechanisms:** When organizations fail to enforce ethical policies consistently or punish misconduct effectively, employees perceive that unethical behavior is tolerated.
- **Fear of Retaliation:** Employees may hesitate to report unethical actions due to fear of punishment, job loss, or isolation. A lack of protection for whistleblowers undermines trust in the system.
- **Organizational Culture:** In some organizations, an entrenched culture of favoritism, corruption, or excessive competition can overshadow ethical considerations. Changing such a culture requires strong leadership and sustained effort.

## XI. FINDINGS

The study of Workplace Ethics and Responsible Leadership: The HR Perspective reveals several key insights into how ethics and leadership intertwine to shape organizational success. The major findings are summarized below:

### 1. Ethical Culture as the Foundation of Organizational Integrity:

A strong ethical culture creates trust, transparency, and accountability across all levels of an organization. When ethical norms are clearly defined and consistently practiced, employees feel more secure, respected, and motivated to perform responsibly.

### 2. Responsible Leadership Enhances Organizational Sustainability:

Leaders who integrate ethical values such as honesty, empathy, and fairness into decision-making foster long-term growth and stakeholder trust. Responsible leadership goes beyond profit motives, aligning business practices with social responsibility and sustainability goals.

### 3. HR as a Catalyst for Ethical Transformation:

The Human Resource department plays a central role in institutionalizing ethical behavior. Through well-designed codes of conduct, ethics training, and transparent HR policies, organizations can create a fair

and inclusive environment where ethical conduct is rewarded and misconduct is addressed.

### 4. Ethics Reinforce Employee Morale and Retention:

Employees are more likely to remain loyal to organizations that demonstrate fairness, equal opportunity, and moral integrity. Ethical workplaces reduce conflicts, improve job satisfaction, and enhance team cohesion.

### 5. Major Barriers to Ethical Implementation Exist:

Despite awareness of ethical importance, challenges such as profit pressures, lack of leadership commitment, and cultural diversity hinder consistent implementation. Many organizations fail to translate ethical intentions into daily practices due to weak monitoring and enforcement mechanisms.

### 6. Ethical Training and Leadership Development Are Often Inadequate:

HR interventions in ethics training and leadership development programs are sometimes superficial or compliance-based. Without continuous learning and role modeling from senior leaders, ethics programs fail to create deep behavioral change.

### 7. Transparent Communication Builds Ethical Resilience:

Open dialogue, feedback systems, and whistleblower protections encourage employees to voice concerns without fear. Transparency in decision-making and communication helps maintain credibility and prevents ethical lapses.

## XII. SUGGESTIONS

Based on the above findings, several actionable suggestions are proposed to strengthen ethical leadership and HR's strategic contribution to workplace ethics:

### 1. Embed Ethics into Organizational Vision and Strategy:

Ethics should not be treated as an isolated HR initiative but integrated into the core mission, vision, and strategic goals of the organization. Top management must demonstrate ethical leadership through actions and communication.

2. Strengthen HR Policies and Governance Frameworks:

HR should periodically review and update policies related to recruitment, promotions, compensation, and performance evaluation to ensure they align with ethical standards. Clear guidelines and accountability mechanisms should be established for handling ethical violations.

3. Invest in Continuous Ethics and Leadership Training:

Regular training programs should focus on real-world ethical dilemmas, value-based decision-making, and emotional intelligence. Leadership development modules should include case studies, mentorship, and reflective exercises to reinforce moral reasoning.

4. Establish and Empower Ethics Committees:

A dedicated ethics or compliance committee can oversee ethical concerns, investigate misconduct, and ensure confidentiality for whistleblowers. Such committees should operate independently and report directly to top management or the board.

5. Promote a Speak-Up Culture:

Encourage employees to voice ethical concerns without fear of retaliation. Anonymous reporting systems, open-door policies, and psychological safety measures can empower individuals to act responsibly.

6. Recognize and Reward Ethical Behavior:

Organizations should include ethics as a measurable component in performance appraisals. Recognizing employees who demonstrate ethical integrity sends a strong message that ethical behavior is valued as much as performance outcomes.

7. Enhance Leadership Accountability:

Senior executives and managers must be held accountable for modeling ethical conduct. Transparent evaluation systems and 360-degree feedback can ensure that ethical leadership becomes a criterion for promotions and rewards.

8. Leverage Technology for Ethical Compliance:

Implement digital tools to monitor compliance, track grievances, and evaluate ethical risks. Data analytics can help identify ethical trends, misconduct patterns, and areas requiring intervention.

9. Encourage Cross-Cultural Ethical Sensitivity:

In diverse workplaces, ethics training should include cultural awareness modules. This helps employees understand global ethical variations while upholding the organization's universal values of fairness and respect.

10. Adopt a Long-Term Ethical Sustainability Approach:

Ethics should be viewed as a continuous journey rather than a one-time initiative. Regular audits, employee feedback, and transparent reporting can help sustain ethical growth and strengthen the organization's reputation.

### XIII. CONCLUSION

Workplace ethics and responsible leadership are the twin pillars of sustainable organizational success. In an era marked by competition, digital transformation, and social accountability, ethical behavior is no longer optional but essential for long-term credibility and trust. Responsible leaders, guided by empathy, fairness, and transparency, set the ethical tone that shapes the organization's culture. Human Resource Management serves as the strategic enabler by embedding ethical principles into every aspect of employee relations, leadership development, and governance practices. Despite challenges such as profit-driven pressures and cultural diversity, organizations that uphold ethical integrity achieve higher employee morale, stronger stakeholder trust, and lasting reputation. By aligning leadership behavior with ethical values, fostering open communication, and ensuring accountability at all levels, HR can transform ethics from written policy into daily practice. Ultimately, ethical leadership ensures not just business success but also meaningful, responsible, and sustainable growth.

### REFERENCES

- [1] H. Aguinis and A. Glavas, "On corporate social responsibility, sensemaking, and the search for meaningfulness through work," *Journal of Management*, vol. 45, no. 3, pp. 1057–1086, 2019. doi: 10.1177/0149206317691575.
- [2] M. E. Brown, L. K. Treviño, and D. A. Harrison, "Ethical leadership: A social learning

- perspective for construct development and testing,” *Organizational Behavior and Human Decision Processes*, vol. 97, no. 2, pp. 117–134, 2005. doi: 10.1016/j.obhdp.2005.03.002.
- [3] M. W. Grojean, C. J. Resick, M. W. Dickson, and D. B. Smith, “Leaders, values, and organizational climate: Examining leadership strategies for establishing an organizational climate regarding ethics,” *Journal of Business Ethics*, vol. 55, no. 3, pp. 223–241, 2004. doi: 10.1007/s10551-004-1275-5.
- [4] D. M. Mayer, M. Kuenzi, R. Greenbaum, M. Bardes, and R. Salvador, “How low does ethical leadership flow? Test of a trickle-down model,” *Organizational Behavior and Human Decision Processes*, vol. 108, no. 1, pp. 1–13, 2009. doi: 10.1016/j.obhdp.2008.04.002.
- [5] L. K. Treviño, G. R. Weaver, and S. J. Reynolds, “Behavioral ethics in organizations: A review,” *Journal of Management*, vol. 32, no. 6, pp. 951–990, 2006. doi: 10.1177/0149206306294258.
- [6] G. Yukl, R. Mahsud, S. Hassan, and G. E. Prussia, “An improved measure of ethical leadership,” *Journal of Leadership & Organizational Studies*, vol. 20, no. 1, pp. 38–48, 2013. doi: 10.1177/1548051811429352.
- [7] M. Kaptein, “The effectiveness of ethics programs: The role of scope, composition, and sequence,” *Journal of Business Ethics*, vol. 132, no. 2, pp. 415–431, 2015. doi: 10.1007/s10551-014-2296-3.