Analyse the role of leadership ethics in organisations

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ARTICLE INFO	ABSTRACT
	This research aims to analyze and determine leadership ethics in organizations. The method used is descriptive qualitative research method. Leadership in an organization is a complex and vital process. This is a factor that differentiates some leaders who are more successful than other leaders. According to Peter Koestenbaum, leadership is the art of combining results and heart. Humanity as the key evidence of a great leader. Vision (thinking big and new), reality (sensitive to facts without illusions through humility and openness), ethics (integrity and obligation to serve and be sensitive to dealing with people), and courage (responsible for actions and ready to take risks). The results of the research are Leadership ethics relates to the interactions and responsibilities of public leaders towards the wider community and the need to establish good relationships with everyone based on certain ethical standards.

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1. Introduction

Ethics as a view towards understanding good or bad. Because an action that is sometimes considered right according to the law is not necessarily morally and ethically good. Ethics is concerned with good living habits that are good for self and society (Anscombe, 2020; Ciulla & Ciulla, 2020). Ethics is a branch of philosophy about moral values and norms that determine human behaviour in life (Awatara, 2011; Rukandar, 2022). Ethics in leadership is associated with how leaders can lead their followers while still heeding the rules, values, and norms that apply in society. In this case, ethics will be one of the key success factors in an organisation. According to experts, etiquette is a good manner and attitude in the association between civilised people. Another opinion says etiquette is the rules of courtesy approved by a certain society and becomes the norm and role model in behaviour.

Frisch and Huppenbauer (2014) define leadership ethics as instructions or rules that regulate the attitudes and behaviour of employees when working within the company. Ethics in

leadership are associated with how leaders can lead their followers while still heeding the rules, values, and norms that apply in society. In this case, ethics will be one of the key success factors in an organisation. A leader who has ethics will be able to bring the organisation he leads to the peak of success by utilising all the potential that exists in all members of the organisation he leads. A leader makes ethics the basis for optimising all the talents and potential of human resources, and increasing the value of all resources owned by the organisation and appreciating all the qualities and competencies of human resources. Then an ethical leader who helps all his followers' dreams come true in happiness.

According to Wijaya, Shierli (2023) ethical leadership is an assessment of employee perceptions of ethical behaviour derived from leader behaviour, and the indicators are (1) honesty; (2) fairness; (3) integrity; (4) alturism; and (5) concern for value. Leadership ethics stems from character or personality and behaviour. There are several characteristics of leadership ethics such as dignity and respect, serving others, justice, honesty, building community, using values as a basis for decisions, and being a role model for others.

Leaders are said to be ethical if they demonstrate ethical behaviour by communicating about ethics and being a good example ethically and rules to every subordinate and employee in the formal order structure of the organisation (Kalshoven et al., 2013). Leaders must also be people-oriented by showing attention and concern for employees and paying attention to the welfare of subordinates. Furthermore, leaders are sensitive to environmental and sustainability issues, paying attention to the impact of leadership behaviour on society. Ethical leaders live with integrity, keep their promises, consistent behaviour, and reflect high word-deed alignment (Bauman, 2013; Kalshoven et al., 2011; Simons, 2002).

The key to the character of great leaders is ethics. Achieving organisational goals is highly dependent on the ethics of the leader and the employees around the leader. A successful leader is able to move a number of employees in achieving organisational goals. Organisational elements consist of vision-mission, goals and work programs, organisational structure, organisational code of ethics, relationships between organisational lines, individuals, leadership, and organisational dynamics. If the leader is not bound by leadership ethics, it will certainly disrupt the course of organisational goals. The problem of this research is how the role of leadership ethics in the organisation?

Leadership in organisations is a complex and vital process. According to Nicholls, John (1988) leadership is the art of combining results and heart. Humanity as evidence contained in the model is summed up in 4 key characteristics of a great leader namely vision (thinking big and new), reality (sensitive to facts without illusions through humility and openness), ethics (integrity and obligation to serve and be sensitive to people), and courage (responsible for actions and ready to take risks). The purpose of this study is to analyse and determine the role of leadership ethics in organisations.

2. Method

This research uses a qualitative method with a descriptive approach in which this method views that the data collected is the key to what is being researched. The author uses literature data such as books on leadership and journal articles to support the arguments made by the author. Then the author draws implications from the leadership ethics model in the organisation (Aveling et al., 2015; Mohr, 1999).

The research design is a document/text study. Data collection techniques are interviews, observation, documentation, and focused discussions. Qualitative research places the researcher as the key instrument in the research. Other instruments such as interview guidelines, observation guidelines are supporting instruments for a researcher to collect research data. In qualitative research, data analysis is carried out during and after data collection, with techniques such as domain analysis, taxonomic analysis, componential analysis, and theme analysis. In this case the researcher can use nonparametric statistics, logic, ethics, or aesthetics.

3.   Analysis and Results

Ethics

Ethics comes from Ancient Greek. The Greek word Ethos in the singular has many meanings of dwelling place, the usual, pasture stable, habit, custom, character, character, feeling, attitude, way of thinking. And this last meaning is the background for the formation of the term ethics which the great Greek philosopher Aristotle has used to indicate moral philosophy. So ethics means the science of customs.

Ethics and etiquette are very different. Ethics here means morals and etiquette means manners. What ethics and etiquette have in common is human behaviour. Both ethics and etiquette regulate human behaviour normatively, meaning they provide norms for human behaviour.

Leadership Ethics

According to Celik, Dedeoglu, and Inanir (2015), leadership ethics is a written and unwritten system to regulate what is wrong and what is right to be done by employees. Frisch and Huppenbauer (2014) define leadership ethics as instructions or rules that regulate employee attitudes and behaviour when working within the company.

Furthermore, according to Tumasjan, Strobel, and Welpe (2010), the definition of leadership ethics is the rules that govern the behaviour carried out by employees when dealing and interacting with company leaders. Bass & Steidlmeier (1999) defines leadership ethics as a rule and norm that regulates communication between leaders and subordinates. From some of the above definitions, it is stated that leadership ethics is a set of rules and norms that apply within the company that serve as guidelines and rules that apply within the company.

According to the Big Indonesian Dictionary (KBBI), ethics is defined as the science of what is good and what is bad and about moral rights and obligations (morals). The importance of ethics for leaders, both leaders of organisations and leaders of a company, is that in every organisation and company there is certainly an organisational structure and management. Thus a leader who has the responsibility to manage and manage the company or organisation along with subordinates who are in the organisation.

In general, a leader is used as a role model or example for subordinates or employees in the organisation/company. Because how the attitude of a leader will affect the attitude and behaviour of employees in the organisation. Therefore, a leader has a moral obligation called leadership ethics. The ethics of leadership is a value that must be owned by a leader in order to be modelled by subordinates or employees. Leadership ethics are a number of key traits that must be possessed by a leader so that his leadership can run effectively and efficiently to achieve a common goal that has been determined according to applicable norms and values.

Some of the principles in leadership ethics include maintaining the feelings of employees or subordinates and external parties, solving problems humbly, avoiding the imposition of will and respecting the opinions of others, responding to a problem quickly and precisely, realising mistakes and trying to improve and promoting honesty, discipline, and trustworthiness. These principles must be implemented by leaders if they want their leadership to run effectively and become role models for their employees or subordinates.

Leadership values that need to be owned by a leader include: integrity and morality, responsibility, leadership vision, wisdom, exemplary, maintaining honour, faith, ability to communicate with employees and with external parties and committed to improving the quality of human resources.

There are several points to implement leadership ethics including: being a role model, being punctual, caring about the interests and busyness of staff, To become a leader who can carry out duties and responsibilities well and can achieve common goals effectively, leadership ethics are needed to support performance as a leader in an organisation or company.

Organisation

The organisation is an activity carried out which basically has a common goal so that there are outputs and inputs (Anggoro et al., 2022; Boland & Fowler, 2000; Ebrahim et al., 2014). An organisation is an association of people who have a common goal to meet their needs. Because humans have different characteristics, organisational behaviour is useful for knowing individual traits in the performance of an organisation. Learning organisational behaviour will find out about how to solve problems that exist in the organisational environment (Drejer, 2000; Levitt & March, 1988). Darim, Abu (2020) provides the following definition of orgnisation: Organisation is a formal, structured, and coordinated system of association of a group of people who work together in achieving certain goals. Based on some of the above definitions, it can be concluded that an organisation is a container consisting of human elements that work together and benefit each other for mutual benefit in achieving organisational goals. Organisations have several characteristics as said by Ferland (in (Handayaningrat, 1985)), including: 1) there is a group of people who can be recognised, 2) there are different activities but each other are interrelated (interdependent part) which is a unity of effort / activity, 3) each member contributes his efforts / energy, 4) there is authority, coordination and supervision, 5) there is a goal. Organisations have several characteristics as said by Ferland (in Handayaningrat (1985: 3)), including: 1) there is a group of people who can be recognised, 2) there are different activities but each other are interrelated (interdependent part) which is a unity of effort / activity, 3) each member contributes his efforts / energy, 4) there is authority, coordination and supervision, 5) there is a goal.

There is a recipient of the goal; 4. Unity of direction; 5. Unity of command; 6. Functionalisation; 7. Division of tasks; 8. Balance between authority and responsibility; 9. Simplicity of structure; 10. Basic pattern of relatively permanent organisation; 11. Pattern of delegation of authority; 12. Span of supervision; 13. Job security; 14. Balance between tasks and rewards (Marno, 2008).

The Role of Ethics in Organisations

Looking at the definition of ethics, the existence of ethics must be applied in various aspects of human life, including leadership ethics in organisations. Ethics is a means of obtaining critical orientation in the face of various moralities that are blinding. According to Hutabarat, Phiniel Josia (2023), there are five roles of ethics in organisations, namely: (1) as a reference/norm; (2) as a basis for behaviour; (3) as a basis for decision-making; (4) as a basis for organisational management; and (5) as a basis for action. The five roles of organisational ethics can be described as follows. First, the role of ethics as a reference/norm means that the existence of ethics in the organisation will become a reference/norm. Second, the basis of behaviour. This ethics can act as a basis for behaviour for each individual in the organisation. Third, as a decision maker. The existence of this ethics in the life of the organisation will help decision making by the leadership of the organisation against a problem faced. Fourth, as the foundation of organisational management. Through ethics, we can be the basis of how to manage organisational activities can run smoothly. Fifth, as a basis for action. The existence of ethics will certainly be the basis and guidance in acting in organisational activities.

Ethical Leadership Character in Organisation

Ethical leadership characters are accommodative: a leader must be able to accept criticism from various parties, Sensitive: this leadership character is marked by the ability to early understand the dynamics of development in the organisation or society, Responsive: this character is marked by the active leader dealing with others. The leader in this case, has more role in answering the aspirations of subordinates or the demands of the community, Proactive: This character is characterised by an attitude of anticipation of events that will arise that will harm others.

Conversely, there are two unethical characters, Defensive: leadership character character characterised by egoism and self-righteousness when other people or subordinates complain about a problem is not well received, but on the contrary scolded, and threatened. Indeed, ethical leaders should not be angry when given input suggestions and criticism. Repressive character is

characterised by arrogance, which views power as something selfish and personal and the greater the power and authority, the more arbitrary the leader is to subordinates or others.

Developing Leadership Ethics

According to Amundsen, Inge, and V. Pinto De Andrade (2009), leadership ethics relates to the interactions and responsibilities of public leaders towards the wider community, the business sector, abroad, or towards public agencies. This suggests that a leader needs to establish good relationships with everyone based on certain ethical standards.

Building national leadership. National leadership requires a national management system (Sismennas) to run the leadership mechanism and the state administration cycle. National leadership is expected to drive and support the sustainability of national life. Super leadership (in science and technology). The modern world is in need of contemporary leadership concepts and practices. This leadership is characterised by super leaders who are adept at mastery of science, IT communication, social and collegial relationships, or situational. Inclusive leadership. Leaders should not limit their friendship to a few people (exclusive). Get along as widely as possible, with subordinates, superiors, men or women, peers or cross-sectoral.

Collegial leadership. The birth of clear thinking ideas or idealism comes from competence or scientific capital/skills. This knowledge-based relationship results in high productivity and organisational progress. Leaders complement and help each other to build progress. There is a sense of sincerity, satisfaction and trust in contributing competence to the organisation.

4. Conclusion

As Amundsen and de Andrade (2009) argue, leadership ethics relates to the interactions and responsibilities of public leaders towards the wider community, the business sector, overseas, or towards public agencies. This shows that a leader needs to establish a good relationship with anyone based on certain ethical standards. According to Andeka Rocky Tanaamah (2007) there are five roles of ethics in organisations, namely: (1) as a reference/norm; (2) as a basis for behaviour; (3) as a basis for decision making; (4) as a basis for organisational management; and (5) as a basis for action. The character of ethical leadership is accommodative: a leader must be able to accept criticism from various parties, Sensitive: this leadership character is marked by the ability to early understand the dynamics of development in the organisation or society, Responsive: this character is marked by active leaders dealing with others. The leader in this case, has more role in answering the aspirations of subordinates or the demands of the community, Proactive: This character is characterised by an attitude of anticipation of events that will arise that will harm others. Future research in the realm of leadership ethics could delve deeper into the practical implementation and effectiveness of ethical leadership frameworks across diverse organizational contexts. Specifically, exploring how leaders navigate the complexities of ethical decision-making in real-world scenarios, considering factors such as cultural nuances, power dynamics, and stakeholder expectations. Additionally, investigating the long-term impact of ethical leadership on organizational culture, employee morale, and societal trust could provide valuable insights for fostering sustainable and socially responsible leadership practices. Furthermore, examining the role of technology and globalization in shaping ethical leadership challenges and opportunities in the contemporary landscape would contribute to a more comprehensive understanding of leadership ethics in the 21st century.

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