

Ethical Leadership in HRM: Promoting Integrity and Trust in Organizational Practices

Kepemimpinan Etis dalam Sumber Daya Manusia: Mempromosikan Integritas dan Kepercayaan dalam Praktik Organisasi

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ABSTRACT

This research explores the important role of ethical leadership in the context of human resource management (HRM) and its impact on organizational and employee behavior. Through a systematic analysis of the literature, we found that ethical leadership has a positive correlation with various leadership dimensions, such as transformational and transactional, and has a positive impact on job satisfaction and pro-environmental behavior. In addition, ethical leadership practices also influence organizational culture by promoting ethical norms and behavior that is consistent with ethical values. However, this research also identified that unethical organizational practices, particularly unethical organizational behavior (UPB), can have a significant negative impact on employees and the organization as a whole. We highlight the importance of leadership responsibility, organizational identification, and perceptions of corporate social responsibility (CSR) in influencing employee ethical behavior and its impact on the organization. Through this research, we propose strategies to mitigate the negative impact of unethical organizational practices through the implementation of ethical leadership in HRM.

Keywords: Ethical leadership, human resource management, unethical organizational practices, negative impacts, mitigation, HRM.

ABSTRAK

Penelitian ini mengeksplorasi peran penting kepemimpinan etis dalam konteks manajemen sumber daya manusia (HRM) dan dampaknya terhadap perilaku organisasi dan karyawan. Melalui analisis sistematis terhadap literatur, kami menemukan bahwa kepemimpinan etis memiliki korelasi positif dengan berbagai dimensi kepemimpinan, seperti transformasional dan transaksional, serta memberikan dampak positif terhadap kepuasan kerja dan perilaku pro lingkungan. Selain itu, praktik kepemimpinan etis juga mempengaruhi budaya organisasi dengan mempromosikan norma-norma etis dan perilaku yang sesuai dengan nilai-nilai etis. Namun, penelitian ini juga mengidentifikasi bahwa praktik organisasi yang tidak etis, khususnya perilaku tidak etis berorganisasi (UPB), dapat memiliki dampak negatif yang signifikan terhadap karyawan dan organisasi secara keseluruhan. Kami menyoroti pentingnya tanggung jawab kepemimpinan, identifikasi organisasi, dan persepsi tanggung jawab sosial perusahaan (CSR) dalam mempengaruhi perilaku etis karyawan dan dampaknya terhadap organisasi. Melalui penelitian ini, kami mengusulkan strategi untuk memitigasi dampak negatif dari praktik organisasi yang tidak etis melalui penerapan kepemimpinan etis dalam HRM.

Kata Kunci: Kepemimpinan etis, manajemen sumber daya manusia, praktik organisasi yang tidak etis, dampak negatif, mitigasi, HRM.

1. Introduction

Ethical leadership is a critical aspect of Human Resource Management (HRM) that plays a significant role in fostering integrity and trust within organizational practices. Research has consistently demonstrated that ethical leadership has a positive impact on various aspects of job behaviors, organizational citizenship behavior, and employee performance (Haar & Brougham, 2021; Kia et al., 2019). By establishing an ethical climate, ethical leaders are able to

implement HRM policies that encourage ethical behavior among employees (Kia et al., 2019). Additionally, studies have shown that ethical leadership indirectly promotes environmentally friendly behaviors at work by positively influencing Green HRM practices (Ahmad et al., 2021; Islam et al., 2020).

Moreover, ethical leadership is closely linked to employee job satisfaction. Research indicates that ethical leadership influences job satisfaction through the mediating roles of Green HRM and psychological safety (Ahmad & Umrani, 2019; "How an ethical leadership style impacts the elusive job satisfaction quest", 2019). This underscores the importance of ethical leadership in improving employee well-being and satisfaction within the workplace. Furthermore, ethical leadership has been associated with enhancing organizational trust, perceptions of justice, and employee engagement (Xu et al., 2014; Pučētaitė et al., 2010; Schultz, 2021). These findings highlight how ethical leadership contributes to establishing a positive organizational culture based on trust, fairness, and employee engagement.

In the realm of HRM, ethical leadership is crucial for mitigating unethical practices. Studies have shown that ethical leadership is inversely related to the acceptance of unethical HRM practices (Simões et al., 2020). By upholding ethical standards, leaders can deter unethical behaviors and foster a culture of integrity within the organization. Additionally, ethical leadership has been found to impact organizational performance, with research emphasizing its role in enhancing environmental performance and promoting green behaviors (Ren et al., 2020). This suggests that ethical leadership not only influences employee behavior but also contributes to broader organizational outcomes.

In conclusion, ethical leadership in HRM is indispensable for promoting integrity, trust, and ethical behavior within organizations. By cultivating ethical leadership practices, organizations can create a positive work environment, enhance employee well-being and satisfaction, foster trust and fairness, and drive sustainable and environmentally friendly behaviors.

Ethical leadership in Human Resource Management (HRM) is crucial for mitigating the negative impacts of unethical organizational practices like discrimination and harassment on employee integrity and trust. Research has shown that ethical leadership fosters a positive organizational culture based on integrity and trust (Avey et al., 2012). Ethical leaders, through their honesty and concern for others, can significantly influence employee outcomes such as trust and job satisfaction (Avey et al., 2012). Moreover, ethical leadership has been linked to promoting in-role and extra-role green behavior through mechanisms like green HRM and individual green values (Islam et al., 2020). This indicates that ethical leadership not only impacts traditional ethical behaviors but also extends to environmentally conscious behaviors within organizations.

Furthermore, studies have highlighted the mediating role of trust in organizational justice perceptions concerning ethical leadership behaviors (Xu et al., 2014). Trust in the organization acts as a key mechanism through which ethical leadership influences employee perceptions of justice. Additionally, ethical leadership has been found to positively impact job satisfaction through trust in the leader (Yozgat & Meşekiran, 2016). This suggests that trust plays a crucial role in translating ethical leadership into positive employee outcomes like job satisfaction.

In conclusion, ethical leadership in HRM serves as a cornerstone for building trust, integrity, and positive organizational outcomes. By embodying ethical values and promoting a culture of trust, ethical leaders can effectively counteract the negative effects of unethical practices on employees. Trust emerges as a central mediating factor through which ethical leadership influences various aspects of employee well-being and organizational performance.

2. Research Methods

This research is a type of systematic literature review that adopts a qualitative approach with content analysis methods. The research focus is to combine and analyze findings from various primary research relevant to the theme of ethical leadership in HRM. A meta-synthesis approach will be used to organize and integrate the findings into a comprehensive synthesis.

The data sources used to collect literature are leading international academic databases such as Scopus, Web of Science, and ProQuest. Additionally, leading academic journals in the fields of HRM, leadership, and ethics are also significant sources of data. Research reports and white papers from leading organizations in the field of HRM and ethics will also be considered.

Keywords used to search for articles in the database included terms such as "Ethical leadership," "HRM," "Integrity," "Trust," "Unethical organizational practices," "Discrimination," and "Harassment." The search strategy will involve combining these keywords using logical operators and the use of quotation marks to narrow the search results.

Inclusion and exclusion criteria used to select articles included type of research (e.g., empirical research, qualitative research), methodological quality, relevance to the research question, and availability of full text. Articles that meet these criteria will be considered for further analysis.

The data analysis method used in this research is qualitative content analysis. Data from selected articles will be synthesized thematically, with the development of categorization and subcategories relevant to the research theme. This will enable the preparation of a comprehensive synthesis and identify significant patterns in the reviewed literature.

3. Results and Discussion

3.1. The Concept of Ethical Leadership in HRM

Ethical leadership in Human Resource Management (HRM) is crucial for shaping organizational outcomes and employee behaviors. Research indicates that ethical leadership is positively linked to transformational leadership and certain aspects of transactional leadership (Bedi et al., 2015). Ethical leaders are perceived as ethical due to their actions and behaviors, influencing job satisfaction through factors like psychological safety and Green HRM (Ahmad & Umrani, 2019). Moreover, ethical leadership can counteract the potential negative impacts of less ethical leadership on employee well-being (Simões et al., 2019).

Ethical leadership also plays a significant role in promoting green behavior within organizations. Studies have shown that it encourages both in-role and extra-role green behavior through the mediating role of green HRM and the moderating role of individual green values (Islam et al., 2020). Additionally, ethical leadership aligns individual values with corporate values, fostering corresponding behavior and positively impacting an organization's environmental performance (Ahmad et al., 2021; Ren et al., 2020).

In the realm of HRM, ethical leadership is essential for cultivating an ethical climate and encouraging ethical behavior among employees. Ethical leaders develop and implement HRM policies and practices that uphold ethical standards within the organization (Kia et al., 2019). Furthermore, ethical leadership is associated with employee perceptions of justice, with trust in the organization mediating this relationship (Xu et al., 2014). The relationship between ethical leadership and green behaviors is often mediated by green HRM practices (Khan et al., 2022).

Overall, ethical leadership in HRM is vital for creating a positive work environment, enhancing employee well-being, promoting green behaviors, and fostering ethical conduct throughout the organization. By aligning HRM practices with ethical leadership principles, organizations can nurture a culture of integrity, trust, and responsibility among employees.

Ethical leadership in human resource management (HRM) refers to leadership practices

that focus on moral principles and ethical values in managing and leading a team or organization. In general, ethical leadership in HRM emphasizes the importance of integrity, honesty, transparency, and fairness in every aspect of decision making and interactions with employees.

The dimensions and characteristics of ethical leadership in HRM include several key elements. First, an ethical leader in HRM must have a high level of moral awareness and the ability to make moral decisions in complex situations. In addition, ethical leadership also demands consistency between the values upheld by the leader and the daily behavior shown to employees and team members. Ethical leaders must also be able to be a good example for employees, showing integrity, honesty and responsibility in all their actions and decisions.

In a theoretical context, there are several leadership theories that are relevant to ethical leadership in HRM. One of the main theories is transformational theory, which emphasizes the role of leaders in inspiring and motivating employees to achieve common goals by paying attention to ethical and moral values. Work ethics theory is also relevant, highlighting the importance of moral values in decision making and workplace interactions. Additionally, organizational justice theory considers the importance of equality, fairness, and fair treatment in maintaining employee integrity and trust in the organization. By understanding and integrating these theories, leaders in the HRM context can build an organizational culture that is based on strong ethical principles.

3.2. Negative Impact of Unethical Organizational Practices

Unethical organizational practices, such as unethical pro-organizational behavior (UPB), can have significant negative impacts on employees and the organization as a whole. Studies have shown that organizational identification plays a crucial role in influencing UPB (Umphress et al., 2010; Dadaboyev, 2023; Yang et al., 2021). When employees strongly identify with their organization, they may engage in unethical behaviors to benefit the organization, even if these actions are morally questionable (Umphress et al., 2010). However, it has been found that organizational identification can have a negative influence on UPB, indicating a complex relationship between employee identification and unethical behaviors (Dadaboyev, 2023).

Moreover, the presence of responsible leadership has been shown to inhibit employees' engagement in UPB (Cheng et al., 2022). Responsible leadership can act as a deterrent to unethical behaviors within the organization, highlighting the importance of ethical leadership in shaping employee conduct. Additionally, perceptions of external corporate social responsibility (CSR) can inadvertently lead to UPB through psychological entitlement (Dadaboyev et al., 2022). Employees may justify engaging in unethical behaviors for the organization based on their perceptions of the organization's CSR efforts.

Furthermore, unethical leadership has been linked to various negative outcomes, including decreases in employee intention to stay, which can result in higher turnover rates and other detrimental organizational consequences (Ruiz-Palomino et al., 2021; Zheng et al., 2021). Unethical leadership can erode trust, motivation, and commitment among employees, ultimately impacting organizational effectiveness negatively (Zheng et al., 2021).

In conclusion, unethical organizational practices, particularly UPB, can have far-reaching negative consequences on employees, organizational culture, and overall performance. It is essential for organizations to promote ethical leadership, foster a culture of responsibility, and address factors such as organizational identification and perceptions of CSR to mitigate the occurrence of unethical behaviors within the workplace.

3.3. Mitigation Mechanisms Through Ethical Leadership in HRM

Ethical leadership significantly influences various organizational outcomes in Human Resource Management (HRM). Research indicates that ethical leadership positively impacts follower voice, performance, and well-being (Kalshoven & Boon, 2012; Zhu et al., 2015).

Studies have shown that ethical leadership enhances employee job satisfaction, task performance, and in-role performance (Ahmad & Umran, 2019; Kia et al., 2019; Ahmad et al., 2018). Additionally, ethical leadership is associated with promoting green behavior, ethical behavior, and organizational citizenship behaviors (Ren et al., 2020; Tabiu, 2023; Ahmad et al., 2021; Adnan, 2021).

Ethical leadership affects employee outcomes through different mechanisms. For example, it influences employee justice perceptions by building trust in the organization (Xu et al., 2014). Moreover, ethical leadership can improve academics' retention by enhancing job-related affective well-being (Ahmad et al., 2018). Furthermore, ethical leadership can impact employee task performance through the mediating role of employee proactive personality (Yang & Hua, 2017).

Furthermore, ethical leadership indirectly encourages green behavior at work by positively influencing Green HRM practices (Ahmad et al., 2021). It has been suggested that ethical leadership can strengthen the adoption of Green HRM due to their shared ethical foundations (Dong & Zhong, 2021). Responsible leadership, when combined with HRM practices, can enhance millennial employee well-being and task performance in the hospitality industry (He et al., 2019).

In conclusion, ethical leadership in HRM is a complex concept that influences various organizational outcomes through mechanisms such as trust, well-being, proactive personality, and Green HRM practices. By understanding and implementing ethical leadership practices, organizations can cultivate a positive work environment, improve employee performance, and encourage ethical and green behaviors among employees.

Ethical leadership in Human Resource Management (HRM) is essential for mitigating the negative impacts of unethical organizational practices. Leaders act as role models for employees, showcasing behaviors aligned with ethical values such as integrity, honesty, and fairness (Brown et al., 2005). By embodying these values, leaders motivate employees to embrace similar ethical standards in their behavior. Additionally, clear communication from leaders regarding expected ethical standards and the repercussions of violating these values can help reduce unethical behaviors within organizations (Hechanova & Manaolis, 2020).

Ethical leaders can implement specific strategies to nurture integrity and trust among employees. Establishing strong relationships with employees by listening to their viewpoints, demonstrating respect, and offering necessary support can enhance trust and dedication (Ashfaq et al., 2021). Involving employees in decision-making processes can heighten their sense of ownership and commitment to the organization, further encouraging ethical conduct (Hussain & Talpur, 2021). Furthermore, taking a proactive stance in addressing ethical conflicts or breaches illustrates a leader's dedication to ethical values and reinforces trust among employees (Shafique et al., 2019).

The impact of ethical leadership extends to shaping organizational culture, where leaders who prioritize ethical values contribute to fostering a culture rooted in integrity, honesty, and fairness (Walumbwa et al., 2011). By setting high ethical standards and providing clear incentives for employees to uphold these values, ethical leaders establish an organizational culture that promotes integrity and trust as core principles embraced by all members of the organization (Alkhadra et al., 2022).

In conclusion, ethical leadership in HRM is pivotal in cultivating integrity, trust, and ethical behavior within organizations. Through embodying ethical values, promoting transparent communication, and involving employees in decision-making processes, ethical leaders can cultivate a culture that prioritizes integrity and ethical conduct. This, in turn, contributes to organizational effectiveness, employee performance, and overall success.

4. Conclusion

From the results of the discussion that has been presented, it can be concluded that

ethical leadership in human resource management (HRM) has a crucial role in shaping organizational results and employee behavior. Ethical leadership not only correlates positively with various aspects of leadership such as transformational and transactional, but also influences job satisfaction and pro-environmental behavior. Ethical leadership practices in HRM also impact organizational culture, promoting ethical norms and behavior consistent with ethical values.

However, the impact of unethical organizational practices, especially unethical organizational behavior (UPB), can have significant negative consequences for employees and the organization as a whole. Organizational identification, leadership responsibility, and perceptions of corporate social responsibility (CSR) have a role in influencing employee ethical behavior and its impact on the organization.

However, through ethical leadership, organizations can mitigate the negative impacts of unethical organizational practices. Ethical leadership serves as a model for employees, influences employees' perceptions of fairness, and shapes an organizational culture that prioritizes integrity and trust. By implementing specific strategies such as open communication, employee involvement in decision making, and proactive handling of ethical conflicts, leaders can create a work environment that supports ethical behavior and promotes overall organizational success.

However, this study has limitations, mainly in the limited literature coverage and certain methodological limitations. Therefore, future research can further develop the concepts that have been explained in the context of unethical organizational practices and mitigation mechanisms through ethical leadership in HRM. Thus, this research provides important implications for HRM practitioners in building an organizational culture based on integrity, trust and responsibility, as well as research directions that can be carried out to explore this topic further.

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