Ethical Leadership And Its Outcomes In Organisations

Dr. Urvashi Sharma Associate Professor, Department of Commerce, Faculty of Commerce & Business, Delhi School of Economics, University of Delhi**,** urvashi13@gmail.com

Dr. Sohan Lal Assistant Professor, Department of English, Satyawati College, University of Delhi sohan.satyawati@gmail.com

Ms. Jyoti Sharma Assistant Professor, College of Vocational Studies, University of Delhi.

Abstract
Recent ethical scandals have serious implications for how leadership influences ethical behaviour. Most workers seek to their close friends and loved ones for moral direction. As a result, in the workplace, leaders ought to serve as the main source of such direction. According to research, leaders that act ethically and inspire their teams to do the same are in high demand in today's firms. Despite this pressing need, ethical misconduct in the workplace is so pervasive, which emphasises the need to improve our knowledge of how ethical leadership works. But little is understood about the moral dimension of leadership. This study gives a descriptive analysis of ethical leadership to better understand it and its connections to other factors in its nomological network. Our goal is to establish the conceptual framework required to enhance understanding regarding ethical leadership. We review pertinent literature, offer a structured, essential explanation of leadership behaviour, and list the results of leadership style, which paves the way for a number of fascinating future study avenues.

Keywords: Leadership, ethics, leader, ethical leadership, followers.

1. INTRODUCTION
The impact, performance, and success of a business are closely tied to the quality, effectiveness, moral perception, and approach of its leader. On the other hand, there have already been a lot of institutional corruption cases in the business world. Most of these scandals were caused by so many managers in a company acting irresponsibly and immorally. Enron and Satyam Computers, two well-known Indian companies that engaged in corporate fraud, raise major questions regarding the role and performance of organisational leaders (Ponnu and Tennakoon, 2009). Practitioners are strongly motivated to choose and create ethical leadership in their businesses in the post-Enron era, and researchers are interested in studying ethical leadership to comprehend its origins and outcomes (Brown & Trevino, 2006).

There are a lot of normative and philosophical research findings on ethics and leadership that talk about what leaders should do. But the research on ethics and leadership from a more descriptive and anticipatory social science point of view continues to grow and change. Some of the most basic questions, like "What is ethical leadership?", are still hard for scholars and practitioners to answer in a good way. So, to explain our point of view and pave the way for more research, we've included relevant social published research that connects ethics and leadership. Since the mid-2000s, there has been a substantial increase in study in this area, and the ethical concept of management has emerged as a fundamental subject in the literature on experimental leadership. The definition of ethical leadership is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making," according to Brown, Trevino, and Harrison (2005). An excellent analytical summary of what is known about the effects of moral leadership is provided by a recent meta-analytic study. (Bedi, Alpaslan and Green 2015).

Given the volume of literature that examines the components, outcomes, and various contexts of ethical behaviour, a somewhat more thorough review and implementation are now required to bring everything together. This review and formulation should concentrate on making recommendations for researchers and recommendations for future research.This study's objective is to examine the impact of true leadership on those who follow it.

2. LITERATURE REVIEW

When motivating followers, efficient and motivating leaders are frequently believed to rely on idealistic ideals and persuasive communication techniques (Bass, 1985). However, ethical behaviour is essential to a leader's credibility and ability to make a significant impact. Theories of how leaders act have formed the focus of a number of academic studies (Detert et al., 2007) and practitioner-focused popular press works in the last ten years (Kanungo & Mendoca, 1996).By emphasising fair treatment, shared values, and integrity in everyday contacts with others and business dealings, ethical leaders encourage positive behaviours in the workplace, develop high levels of satisfaction and loyalty to the company, and change how employees view the workplace (Brown & Trevino, 2006).

Most research has relied on the social cognitive (Bandura & McClelland, 1977) and the social constructivism (Bandura & McClelland, 1998) to explain how ethical leadership affects follower behaviour (Blau, 1964). Academics use Bandura's Social Cognitive Theory from 1986 to describe how moral role models encourage followers to uphold high moral and ethical standards. As followers emulate their leaders, this spreads ethical behaviour throughout the business. Leaders who uphold moral principles provide an example for their followers. Additionally, followers can learn the qualities of appropriate

behaviour by observing the punishments and rewards that moral leaders impose (Brown, Trevino, and Harrison, 2005).

Social exchange theory provides an alternate hypothesis for how ethical leaders might motivate their followers (Gouldner, 1960). Blau (1964) distinguished between successfully transformed, which are extremely properly defined, service agreement quid pro quo relationships, and social exchange contacts, which are looser, longer-term, and based on belief and reciprocity criteria. According to the series of discussion, moral leaders show fairness and care for their followers. As a consequence, followers are under pressure to uphold the ethical leader's standards.

Brown et al., (2005), People will mimic their leader's acts and gradually learn from them, according to the social learning method of ethical leadership. Believers look up to leaders as examples of the "right" ethical behaviour in the workplace, and it is thought that the manager has a substantial effect on organizational standards (Mayer et al. 2009). To encourage moral and desirable behaviour, leaders act as models and employ rewards and penalties (Trevino et al. 2003).

Even though ethical behaviour is reflected in different models of leadership, such as the transactional (Bass, 1985), genuine (Gardner et al., 2005), servant (Greenleaf, 1977), and spritual mentorship models (Fry, 2003), Brown and Trevino (2006) say that ethical leaders stand out by having traits like honesty, fairness, and trustworthiness that are in line with normative ethical principles. The decisions they make are honest and objective, and they think about the moral effects of what they do. Based on Brown et al. (2005), demonstrating moral leadership behaviour is an important aspect of managing in a way that does not sacrifice moral norms in the goal of instant, bottom-line organisational performance. This entails conversing about ideals and compensating employees based on ethical compliance. Scientifically, ethical leadership is different from related ideas like idealised influence by Bass (1985) and informational justice by Colquitt (2001) because it focuses on control over the system through interactional means like rewards and punishments. This is likely to show up in how these managers shape the job experience in ways that seem to be essential to a job.

Brown et al., (2005) explained that the definition of ethical leadership is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making." According to this definition, 1)Because it is proper, ethical leaders act in a way that sets an example for followers, 2) To their followers, authentic leadership explain and justify their conduct, 3) Ethical leaders set moral workplace norms, reward moral behaviour, and punish unethical behaviour because they want their staff to uphold these standards at all times (Minkes et al., 1999),4) Leaders that are moral analyse the moral ramifications of their choices, incorporate ethics in their decision-making, and, most importantly, strive for justice. The

definition provided above places a great emphasis on the activities of the leader and distinguishes between personal characteristics and attitudes and the behaviour itself. It also involves ethical administration among the constructive styles of leadership.

According to Ciulla, a good leader is a successful leader. But in reality, it's more common to find leaders who are both ethical and unsuccessful, or vice versa. She claims that sometimes being viewed as ethical and reliable is enough to make someone successful while other times being incredibly effective is enough to make someone ethical. Additionally, there is an issue with the idea of successful leaders; when acting ethically seems reasonable and proper in the short term but is erroneous in the long run. Even while a particular behaviour could be acceptable within a company, it is improper in society. Sometimes, while having excellent intentions, leaders act unethically because they lack the necessary skills (Ciulla, 2005).

Enderle proposes two objectives for ethical (managerial) management: the primary goal is to make clear the moral or ethical aspect of every decision making; the second is to define and clarify moral standards, which are a crucial tool for leadership but cannot be used in positions of self responsibility when making decisions. Being moral requires "doing more than meeting moral minima and showing moral courage" (Murphy & Enderle, 1995).Howard Gardner, a Harvard Graduate School of Education professor feels that a person who is ethically conscious questions himself, "What kind of a human, worker, and citizen do I want to be?" What kind of society would we live in if every professional in my field thought and acted the same way I do? (Kannair, 2007).

Eisenbeiss (2012) No matter if it is "sufficient to define ethical leadership as 'normatively appropriate conduct without having a minimum set of normative reference points that help evaluate the ethicality of conduct and its underlying values." As mentioned above, there are still some unanswered concerns, such as who is ethical for, what defines an unethical failure, and do out-group members still have moral rights? Additionally, ethical leadership is frequently examined in terms of social exchange, which implies that when leaders treat their followers ethically, they will receive reciprocation. Exchange relationships develop as a result of a series of mutual transactions that produce an obligation pattern (Masterson et al., 2000).

Because of the reciprocity rule, followers eventually repay moral leaders' caring and fair treatment by displaying the desired behaviours (Walumbwa et al. 2011). This reciprocation need not only be directed at the leaders themselves, as would be the case with performance- or manager citizen status, but could also entail demonstrating more generalised positive behaviours intended to benefit the work team or the larger organisation. People perceive ethical leadership more broadly by considering the aim or purpose of a leader's behaviour and its results rather than whether they believe it to be normatively proper or the nature of the interaction (Turner et al. 2002).

As per Hoogh et al., (2009), who use an impression management methodology, ethical leadership refers to the act of guiding a group's efforts in a sustainable way toward a goal.

They concentrate on both the means and the ends that leaders use to try to accomplish their objectives. In this strategy, moral leaders aspire for their decisions and actions to benefit followers, organisations, and society. They are motivated by moral convictions and caring principles (Kalshoven et al. 2011).

Gini (1998) argues that in order for a leadership to be moral, they must respect the rights of all individuals concerned and behave without malice. Similarly, Kanungo (2001) states that in accordance with ethical standards, leaders must execute noble actions, refrain from doing things that harm others, and deeds must be prompted by ethical rather than selfish goals. Due to the potential for conflicting motivations, this is challenging to assess. Acts may help some people but not everyone, and leaders frequently have to make difficult decisions there (Price 2003). Because of the inherent conflict that can exist here between group's efficiency, rights, and shot on target and the moral rights of people within and outside of that group, the morality and possibilities for error in judgement of all current leader, even those deemed ethical, remain an important consideration. Trevino et al. (2003discovered that a leader's characteristics and ethical leadership are related. In other aspects, an ethical manager who successfully motivates staff is seen as an ethical leader by his or her people as well as an individual who practises morality in a genuine manner (Trevino et al., 2000). Therefore, moral people who exhibit moral qualities and actions in their personal life are ethical leaders. In addition to these personal traits, moral leaders actively encourage their team individuals to participate morally and be ethical. This is known as moral management. They achieve this through effective role modelling, communication, and discipline (Brown & Trevino, 2006).

3. OUTCOMES OF ETHICAL LEADERSHIP

Given the potential implications, ethical leadership is regarded as critical. According to social learning theory, followers imitate ethical role models because they serve as trustworthy, likeable role models who act in ways that are considered normal. Additionally, moral leaders stress the value of moral conduct and hold staff members accountable for their actions by using the performance management system. Employees can gain an indirect understanding of incentives and punishment by watching how others perform, which is in line with the social learning hypothesis. Therefore, we think that moral leaders will have a big impact on moral behaviour, like staff decision-making, pro-social behaviour, contextual performance modelling, and morality learning procedures. Additionally, moral leaders should have an impact on both positive and negative employee behaviour since people will perceive their interactions with moral leaders as social exchanges.

4. FOLLOWER ETHICAL DECISION-MAKING

In particular when the leader is not fully present, it is crucial to analyse whether ethical leadership might affect the morality of followers' decisions. First and foremost, moral leaders will serve as admirable role models for their colleagues and a vital source of ethical training. Moral standards are established by ethical leaders, who also make them

known to their followers. Additionally, they reach fair and moral judgements that reflect the needs of all parties involved. As a result, those who follow ethical people have the opportunity to see and understand how to perform morally right actions. These chances ought to stimulate followers ethical decision-making, support it, and challenge their thinking.

Second, previous study indicates that a team's moral thinking may be influenced by a leader's human morality (Dukerich et al., 1990). Because ethical leader have morality intuition, they should also have an impact on group members' moral reasoning, leading to more moral decisions.

Additionally, those who follow a moral paragon are instructed that their administration will hold them accountable for their deeds and will do so through incentives and punishments. Therefore, it makes sense that those who pursue moral role models would be more likely to think about the moral ramifications of their decisions and behave accordingly.

Hypothesis 1: Followers are more likely to make ethical decisions when their leaders are ethical.

1. Employee pro-social behaviour

Employee civic or pro-social behaviour should be affected by moral leadership through social interaction and education programmes. (Bandura, 1986).Moral leaders once more act as admirable and trustworthy role models who draw attention to social norms and socially acceptable behaviour. Therefore, those who follow ethical leaders ought to identify with them and behave in a similar way.

Homans (1974) goes beyond the socialized hypothesis and asserts that linkages with moral leaders and their followers are more likely to be defined by social exchanges than by simple economic exchange, Blau(1964) distinct social and transactional trading ties. Transactional transactions, which mirror contracts, have quo pros quo logic, such as a fair full day's work for a suitable day's pay. Social exchange interactions are less clearly defined and rely on norms of reciprocity and trust (Gouldner, 1960). Social exchange "tends to foster feelings of personal obligation, gratitude, and trust," according to Blau (1964). We argue that since they are treated fairly and lovingly as well as because of the beliefs they hold, people who behave ethically are now more likely to see others as being in relationships of social exchange with their leaders. Therefore, they ought to be inspired to go above what is expected of them in the role of these leaders (Podsakoff et al., 2000). Hypothesis 2: Pro-social (like OCB) behaviour is linked to ethical leadership in a positive way.

2. Employee counterproductive behaviour
Adverse employee behaviour that is essential for a company or other employees has been referred to by a number of words; including deviance, antisocial behaviour, unproductive

behaviour, and organisational misbehaviour (Vardi & Weitz 2003).The impact of leaders on this kind of behaviour has recently come under research attention. For example, Abuse of authority has been shown to reduce civic engagement and foster unproductive behaviour Detert et al., 2007) While it has been discovered that socialised charismatic leadership and fair employee treatment can reduce unproductive employee behaviour (Greenberg, 1990).

We think that leadership should be linked to less unproductive work behaviour because people look up to leaders who act ethically and try to be like them. Furthermore, moral leaders are clear about what is appropriate behaviour and the repercussions of disobeying the law. Employees should be informed of what is anticipated of them and motivated to participate since leaders are appropriate role models for ethical standards and conduct. Last but not least, given the social interaction process (Blau, 1964) that adherents of moral leaders were also likely to have, adherents should desire to repay the thoughtful and reasonable treatment they have received as well as the confidence in the bond, reducing the risk of unproductive activity. When they have a strong exchange of value with their superiors, employees are less likely to engage in negative behaviours.

Hypothesis 3: Employees who don't work well for the company are linked to bad ethical leadership.
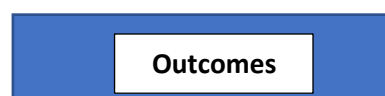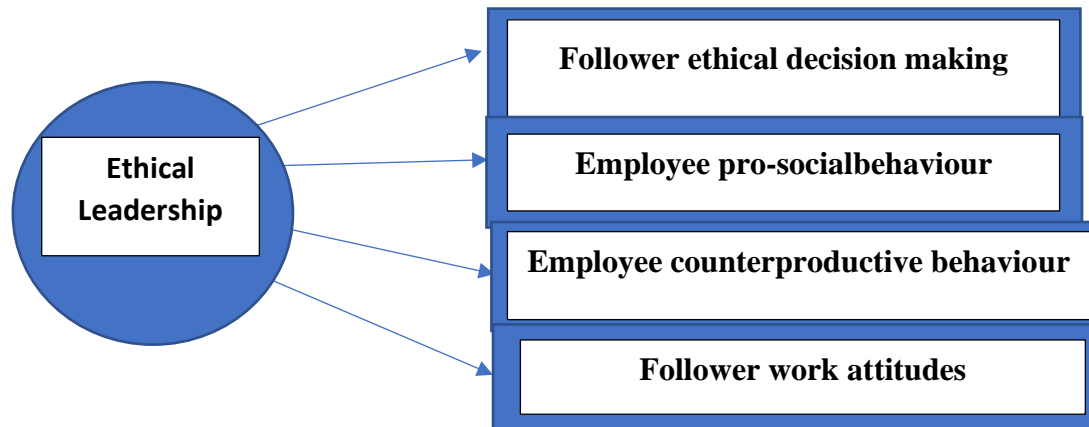
3. Follower work attitudes

Finally, a number of favourable follower attitudes ought to be connected to ethical leadership. According to a study of the literature on transformative leadership, leaders that score highly in this area are linked to their follower's commitment, motivation, and satisfaction (Lowe et al., 1996). These ties can be explained in large part by shared values and the extent to which people identify with these leaders. Through their thoughtful leadership style, transformational leaders care about their followers as well (Bass, 1985). We predict that ethical leadership is connected with favourable follower perceptions because good leaders are honest, reliable, thinking about their subordinates and others, and make judgments based on moral standards. This premise is supported by research by Brown et al. (2005) demonstrating the connection between moral leadership, dedication to one's task, and leader satisfaction.

Hypothesis 4: Ethical leadership is linked to followers' happiness, motivation, and commitment to the organisation.

5. MODEL

Based on what we now know, the image below illustrates a conceptual model created from research of real-world situations that can help us fully comprehend the outcomes of ethical leadership:

Outcomes

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Ethical
Leadership  ─────►  Follower ethical decision making
            ─────►  Employee pro-socialbehaviour
            ─────►  Employee counterproductive behaviour
            ─────►  Follower work attitudes
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6. METHODOLOGY

The studies that will be examined and analysed were selected using a clear, structured methodology. The focus shifts to peer-reviewed literature that gave the study real data regarding the evaluation of how ethical leaders affect employee performance. Peer-reviewed documents and other research on leader behaviour were therefore searched in databases including Jstor, Ebscohost, Pro Quest, and others. All papers, journals, and earlier studies on moral leadership and organisational behaviour served as the foundation for the inclusion criteria. This included broad data on how moral leaders affect their employees' performance. We searched data bases and the library using descriptive terms like "ethical leadership," "business environment," "organisational performance," "business excellence," and "moral identity."

7. Practical Implications

The new study has a variety of practical applications. The substantial evidence now available strongly demonstrates that moral leadership is important for organisations. For example, research repeatedly demonstrates that when employees believe their managers are moral and reasonable positive role models who discuss and promote ethical behaviour, individuals work better and are more ready to put forth the effort to bring issues to the notice of management. Therefore, investing in moral leadership behaviour may "receive off" in a variety of ways. Given the significance of the position of leadership, it makes sense for organisations to use human resource management techniques to raise the bar for ethical leadership. This can be accomplished by using selection methods that assess the morality or integrity of managerial candidates. As an alternative, giving manager's education and training on the actions that ethical leader's exhibit might be beneficial in ensuring that staff members receive a clear message about acceptable behaviour. One word of caution: Future research must examine how ethical leadership impacts a broad spectrum of unethical activity because we only examined a limited subset of unethical behaviours. Only then can management suggestions be made with certainty.

Additionally, as ethical leadership appears to flow down the hierarchy, managers should be informed of their responsibilities in fostering an ethics and serving as an ethical role

model. Setting up the scenario outlined in the prologue, where senior managers collaborate with smaller employees to improve ethical behaviour is one way to demonstrate the significance of this position (Mayer et al., 2013).Additionally, he proposes tailoring education and training to diverse groups and keeping an eye on the ethical messages that are conveyed to workers by a variety of factors, including leaders and co-workers. This could help the whole team understand how they can encourage and protect ethics in their own jobs. Additionally, although research on inconsistent leadership behaviour is currently lacking, early signs point to the importance of consistency in behaviour. Therefore, another subject to cover in management ethics training can be consistency.

CONCLUSION

The ethical dimensions of organizational leadership are currently receiving a lot of attention. This wide-ranging area of research focuses on the methods through which leaders encourage moral behaviour in followers and the outcomes of their just, transparent, and socially responsible use of power. For ethical and practical reasons, organisations want to reduce unethical behaviour and interpersonal friction. According to the current studies, leaders can help prevent such undesirable results. The moral tenor of a company is set by its leaders, who also play a key role in promoting moral behaviour and minimising conflicts and differences among their subordinates. Furthermore, our research reveals that, in regards to providing high standards of ethics themselves, leaders must actively demonstrate moral behaviour and use incentive and retribution schemes to affect the activities of their followers. Companies that can find and/or train ethical leadership are required to build moral and empathetically happy work cultures. Despite the quick progress, issues still exist. For instance, additional theoretical research is required to comprehend moral characteristics, the applicability of reasons, and the influence of circumstances. Additionally, it's important to address methodological issues with measurement, validity, and research design. By concentrating on all of these, researchers can increase knowledge of how ethical leadership can promote ethical behaviour throughout organisations.

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