BULLETIN

SURVIVING AND THRIVING

The Role of Ethical Leadership in Today's Workplace

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SURVIVING AND THRIVING

The Role of Ethical Leadership in Today's Workplace

DR. SURIANA RAMLI
EDITOR'S LETTER

Ethical practices in the modern workplace are pertinent for businesses to thrive and survive. Ethical leadership requires active participation from leaders, employees, organizations, and stakeholders directly and indirectly in managing the business. Leaders' ethical leadership behaviours are shaped by their characters, values, experience, and commitment to ethics.

The Arshad Ayub Graduate Business School (AAGBS), Universiti Teknologi MARA UiTM), Master in Business Administration (MBA) program is not just a course, but a catalyst for change in the modern workplace. It is designed to provide individuals with a thorough understanding of various developments in business management. It is the School's mission to inculcate responsible leaders for businesses. The program aims to develop global mindsets, talents, and embedded ethical values. These talents, once they complete their MBA program, will undoubtedly impact the modern workplace, bringing in a new era of ethical and responsible leadership.

The Leadership and Managing Talent (MGT783) course aims to develop knowledgeable leaders who can make informed decisions, ethical and professional, through the lecture and discussion of cases and projects. Students from AAGBS, an MBA program from the Terengganu branch, have shown remarkable dedication and knowledge gain. Their effort and commitment have led to the production and publication of the Leadership and Managing Talent Bulletin, issued in January 2025. This is the second Bulletin; the first Bulletin was created by the MBA program students from the Melaka branch. Kudos to Yasmin, Fairuz, Ainil Husna, Nur Shazlin and Suhana team. Their articles will be used for future discussion with future learners, serving as a testament to their academic and professional growth

The articles discussed various issues concerning unethical behaviours in the workplace. Then, possible solutions and views are offered to inculcate ethical behaviours in the respective workplace. The articles also explore factors that enhance ethical leadership commitments, such as leadership traits, leadership behaviour, leadership values, governance, and compliance with the rules and regulations. The learners develop the articles by interviewing and engaging with active leaders in the workplace, learning from their experience and wisdom.

We hope the insights from these articles inspire readers to uphold ethical conduct in the workplace and ultimately influence others to do the same.

Congratulations Team!

Dr Suriana Ramli
Coordinator Research and Innovation
Arshad Ayub Graduate Business School

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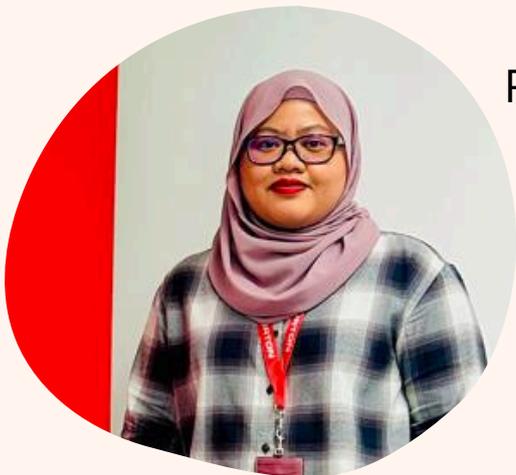
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E - B u l e t i n

SURVIVING AND THRIVING

THE ROLE OF ETHICAL LEADERSHIP IN TODAY'S WORKPLACE

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ETHICAL LEADERSHIP'S ROLE IN PREVENTING DISCRIMINATION WORKPLACE

01

ARTICLE BY:
NORR FAIRUZ SAHIRA BT ZULKIFLI

BEST TIPS FOR A SAFE WORK ENVIROMENT
ETHICAL LEADERSHIP'S ROLE IN PREVENTING DISCRIMINATION WORKPLACE

What is discrimination ?

Workplace discrimination occurs when an individual or group is treated unfairly or improperly because of specific traits. The protected qualities include ethnic background, gender identity, age, disability, sexual preference, religious views, and national origin. Workplace discrimination may occur among colleagues, between job candidates, or between employees and their employers. Discrimination, with or without motive, is unlawful, whether intentionally made or unintentional (Cambell,A).

ABOUT THE AUTHOR

Fairuz, an assistant administration for about a year and half now at transportation company. She graduated from UiTM and held Bachelor of Business and Management (Hons.) in Insurance and currently she pursues her studies Master in Business Administration at UiTM Dungun.

TYPES OF DISCRIMINATION

- **Intersectional Discrimination:**
It is when someone faces Discrimination based on many parts of their personality such as being a woman and person of colour.

- **Linguistic Discrimination:**
This Discrimination happens when person are measured or banned by language, dialect, or accent.

- **Structural Discrimination:**
It refers to policies, procedures, or practices that establish unequal disadvantages for specific populations.

- **Cultural Discrimination:**
It occurs when individuals are discriminated against due to their cultural or race background.

- **Hierarchical Discrimination:**
It describes unfair treatment depending on an individual's status within the organization.

Main Findings

Findings obtained through the 2023 Malaysian Discrimination Situation Survey conducted by the Architects of Diversity Malaysia (AOD) which surveyed 3,238 respondents, showed that 38 percent experienced discrimination based on their socioeconomic status.

The majority of Malaysians (64%) reported having experienced some form of discrimination in the past 12 months. Malaysians primarily reported having experienced discrimination in the past. 12 months related to socio-economic status (38%), age (33%) and ethnicity (32%).

Architects of Diversity
State of Discrimination Survey 2023

Hindus were more likely to report having experienced religious-based discrimination in the past 12 months (40%), compared to their Muslim (20%), Christian (26%) and Buddhist (22%) peers.

For gender-related discrimination in roughly equal proportions, representing 21 per cent (men) and 27 per cent (women)

UNDERSTANDING
THE ROLE OF LEADERSHIP

Leaders have a major influence on workplace culture. They are setting an example for behavior that is appropriate and can create an environment that either allows or discourages discrimination and harassment. The way people view their treatment substantially effects the company culture.

Well, discrimination often cuts efforts to build a healthy inclusive culture. Leaders can either contribute to these problems by turning a blind eye or assist prevent them by establishing a culture of respect and tolerance.

THE ROLE OF
ETHICAL LEADERSHIP
IN ADDRESSING DISCRIMINATION

Preventing discrimination at work isn't easy. It can be difficult, challenging work, especially if your previous workplace has old-fashioned habits, mindsets, and practices. But it's worth doing. Legally and financially, a discrimination lawsuit can be a nightmare for your firm. Beyond that, though, it produces a toxic work climate that doesn't serve anyone. You won't gain the benefits of equality in the workplace if your working environment is scaring away people that think, act, and appear differently.

To have a healthy workplace environment, leaders should **establish clear policies** that prohibit discrimination outlining potential consequences for violations. Leaders must provide regular training sessions can help employees understand what entails discrimination and harassment and how to report such concerns. If discrimination happened in the organization employees can report to SUHAKAM for human rights commission of Malaysia. SUHAKAM is one of governance policies and codes that could lead to ethical leadership to prevent discrimination.

"Employees also can express their unique thoughts and ideas in an open communication culture" - Fairuz

On the other hand, you should **encourage open communication**. As a leader you should establish an environment where employees feel comfortable speaking up about their problems without fear of punishment. Employees also can express their unique thoughts and ideas in an open communication culture. This leads to different creative concepts that may contribute to the organization's growth and success.

One of the most powerful ways to **inspire and motivate** your team members is to lead by example. This ethical leadership behaviour builds trust and credibility and fosters a positive work environment that encourages continuous improvement and a strong work ethic. As a role of leadership to prevent discrimination leader help the members to understand what is expected of them and what the model of organization stands for.

"

I earnestly appeal to all Malaysians not to take their human rights for granted but to be constantly vigilant in defending the same. There will be challenges though, but with perseverance together we will overcome them. I am optimistic for the future **- Dato' Seri Mohd Hishamudin, SUHAKAM Chairman**

Furthermore, tips to prevent discrimination happened in your workplace is handling complaints effectively. In this case, leaders must take all complaints seriously, conducting **thorough investigations and ensuring that appropriate action** is taken. To be fair one and another a leader should do investigation and implement any corrective action by using a discipline or even termination to the employees.

Lastly, to prevent discrimination in your workplace is **reward and promote people who deserve it**. Many persons from who are underrepresented backgrounds are afraid about hitting the glass ceiling in their professions. Discriminatory behaviors make it less likely that these individuals will get recruited, promoted, and get equitable pay. Promote your company's values by rewarding people who accomplish outstanding job, despite their background. Consider offering incentives and bonus as a reward system. This also could lead to ethical leadership behaviour to characteristic traits which doing the right thing and treating everyone equally.

WHY IS IT IMPORTANT TO HAVE ETHICAL LEADERSHIP IN THE WORKPLACE

Ethical leadership plays a crucial role in preventing and addressing workplace harassment and discrimination, as it creates the company lifestyle and culture, could guarantees that complaints are treated seriously and managed appropriately. Thereby encouraging an environment where employees feel secure in reporting wrongdoing without fear of punishment. As a leader, it is important to take action to endorse anti-discrimination and harassment activities while encouraging an ethical leadership's framework in the workplace.

When employees believe that their **leaders are always fair, transparent, and honest**, they naturally feel more involved and at home at their workplace. This proof that as a manager, shows leader have good characteristic on ethical leadership framework.

Also, **accountability** is mandatory to ethical leadership in the workplace. This ethical leadership' characteristic traits describes when everyone inside an organization takes responsibility for decisions and consequences both positive and negative. Ethical leaders responsibility for their employees activities regardless no matter what the outcome. So as a leader it is very important to assume accountability for their actions, it is much simpler for responsibility to spread throughout the organization.

Besides that, ethical leadership requires prioritizing people before profits. Everyone on the team must be **given an equal opportunity** to progress. They must be treated fairly. When you prioritize the well-being of your employees and shield them against unfair actions, they begin to feel appreciated and become long-term leaders of your firm.

On a personal level, **embracing ethical leadership is crucial for establishing credibility** and reputation. Dealing in illegal behavior can immediately remove a leader from the highest tier and significantly ruin their personal or corporate reputation. Furthermore, unethical conduct frequently damages self-esteem, resulting in poor results and a lost opportunity to realize one's full potential.

CONCLUSION

In summary, ethical behavior is crucial to outstanding leadership, as it embodies the concepts of integrity, transparency, accountability, and value-driven decision-making. Leaders who have ethical leadership framework create settings where trust thrives, teams succeed, and organizations achieve sustained success. Lacking trust, a leader is prone to fall, faces a lack of organizational support, and eventually risks failure.

02

LEAD BY DOING: HOW ETHICAL LEADERS INSPIRE THROUGH ACTION

ARTICLE BY:

SUHANA BT ABD RAHMAN

ABOUT THE AUTHOR

Suhana has over 11 years of experience in the oil and gas industry, with expertise in various roles. She focuses on maintaining high standards and improving safety and quality, working closely with her teams to improve departmental operations.

Introduction:

Ethical leadership is a cornerstone of any organization. It fosters a culture of integrity, equity, and accountability that empowers employees to make great decisions. Ethical leadership is all about **leading by example** and promoting behaviours that resonate with trust, promote collaboration, and spearhead sustainable development. According to Northouse (2019), it is not just about making the right choices; it's also about being an example for others to follow.

Leaders who project in this way become the driving force behind the organization's culture and how teams communicate and engage. Brown, Treviño, and Harrison (2005) found that ethical leaders create an environment where employees are encouraged to make the right decisions. By focusing on ethics, leaders promote both professional and personal growth, building a shared commitment to doing what's right.

This not only drives individual development but also fosters a unified **culture of integrity and responsibility**, setting the foundation for long-term success. As Kouzes and Posner (2012) note, leadership is about caring for those in your charge and leading the way for their development.

Ethical leadership goes beyond the workplace and positively influences the larger community. Research indicates that ethical leadership **cultivates an environment of openness and accountability**, which helps to reinforce the reputation and longevity of the organization (Mayer et al., 2009). This approach works well and resonates with the best in the business, earning their loyalty and creating a legacy for future leaders to follow.

"Ethical leadership is about l**eading by example**, ensuring your actions match your values, and influencing others to make the right decisions." – Darren Haig

Key Leadership Behaviours That Promote Ethics

Through their actions, leaders set the ethical tone for their organizations. Ethical leadership is about more than just enabling conversations about values — it's about living them. Great leaders take accountability by making difficult decisions and **leading by example**. They uphold fairness and transparency in all decisions by acting in alignment with the organization's core values.

"A leader's role is to set a standard by demonstrating ethical behaviour in everyday decisions, no matter how small. It's about building trust and maintaining credibility." – Bojan Rijic

Research backs up the viewpoint that ethical behaviour by leaders inspires trust in their teams and leads to ethical behaviour throughout the organization. When leaders model integrity, it creates a positive feedback loop, where staff feel empowered to act ethically because they feel that the organization has an implicit understanding that such actions will be rewarded and reinforced, and will not get them into trouble.

Leader Traits: The Foundation of Ethical Leadership

The trait of a leader is the basis of ethical leadership. Indeed, one could argue that a great leader embodies integrity, fairness, and compassion. These qualities define their actions and set a strong example for others. Another leader shared that their approach was shaped by past experiences, which fuelled their commitment to fighting injustice and ensuring fairness in every decision they made.

Ethical leadership demands good character. Leaders aren't only concerned about the reasoning behind decisions — they are mindful of how those decisions affect others now and in the future. When leaders consistently present themselves with integrity and fairness, such behaviour becomes the standard.

Leaders who lead by example build trust and commitment with their teams. They show that values are not just words, but actions. These traits foster a culture of ethical decision-making within the organization, driving long-term success for the team and organisation. Ethical leadership is essential in today's fast-paced world. Leaders who prioritize ethics not only set the standard for their teams but also create a foundation that will inspire and guide future generations.

Building a Culture of Ethics through Leadership Behaviour

Creating a culture of ethics requires more than just compliance; it demands active leadership involvement. Leadership should be seen on the frontlines in driving ethical behaviours through practice, policies, and training within the organization. Ethical behaviour, whether in small daily interactions or significant decisions, sets the tone for the entire organization. Over time, this approach fosters a culture where ethical conduct becomes deeply embedded in the company's values. Ethical leadership is not about managing crises; it is about preventing their occurrence by building an environment that defaults to integrity.

> "**Leading by example** isn't about occasional big decisions, it's about what you do in everyday situations, where the real ethical culture is built." – Darren Haig

Decision-Making: Balancing Authority with Autonomy

It is crucial for effective leadership to discover and maintain a delicate balance between authority and autonomy. An ideal organizational structure for teams should be built on autonomy, where each team member takes responsibility and has a say on relevant issues. Too much bureaucracy means too little room for people to decide for themselves. Encouraging a more flexible culture allows leaders to foster the decision-making capabilities of employees, innovation, and better overall performance.

Unlike a leader who makes all the key decisions for the team, ethical leaders include and support their teams in making informed decisions. They help to set distinct propositions while also providing employees with the opportunity to operate within boundary lines, which offers them ownership and accountability. Ethical leaders also understand that mentorship is critical to ensuring employees have the tools — in addition to the mindset — to make ethical decisions.

> "**Empowerment** is key. When leaders trust their teams and provide them with the tools to make ethical decisions, they not only build confidence but also drive accountability." – Bojan Rijic

THE POWER OF ETHICAL LEADERSHIP IN PRACTICE

Ethical leadership yields tangible benefits that go beyond theoretical ideals. Research consistently shows that ethical leadership leads to:

- **Higher Employee Trust and Engagement:** Employees are more motivated when they trust their leaders to make ethical decisions.
- **Stronger Organizational Reputation:** Ethical leadership enhances the company's reputation, fostering goodwill with clients, partners, and the public.
- **Better Decision-Making and Risk Mitigation:** Ethical leaders tend to make well-considered decisions that reduce risks associated with unethical actions.
- **Increased Long-Term Success:** Ethical companies are more likely to sustain success, building loyal and motivated workforces.

"

Ethical leadership isn't just a strategy—it's the key to long-term sustainability. It's about building an organization that stands the test of time, not through shortcuts, but through integrity. – Darren Haig

"

C O N C L U S I O N

Ethical Leadership as a Strategic Imperative

Ethical leadership is all about **leading by example**. A consistent leader creates the ethical framework for the entire organization. When leaders model the behaviour, they want to see, treating their decisions and behaviour as a demonstration of **integrity, fairness,** and **accountability**, they foster a culture where these values aren't an aspiration but the way in which both the leader and their people operate. When you lead by example, you live the values you preach so that others can follow you.

This helps to build trust, increase collaboration, and create a sense of accountability and ownership throughout the organization. The real strength of ethical leadership lies in nurturing an environment where ethical decision-making is not a response to directions given, but a natural process. Ethical leaders build trust in their teams, allowing them to confidently make decisions based on integrity.

The result is not only enhanced morale and engagement, but a sustainable organization with a foundation of trust and accountability. In today's complex and continuously changing business landscape, ethical leadership — especially **leading by example** is the key to navigating challenges, seizing opportunities, and ensuring the long-term success and reputation of the organization.

ACKNOWLEDGEMENT

I would like to sincerely thank Darren Haig and Bojan Rijic for their tremendous support throughout my MBA journey.

Darren, I'm truly grateful for the continuous guidance and encouragement you've given to me. Thank you for accepting the interview and your insights has been incredibly helpful, but it's your ongoing support that has really made a difference. Whether it be the guidance offered while navigating the challenges of working and studying, or the continued motivation through your leadership, you have inspired me greatly. Throughout this process I feel fortunate to call you my mentor and manager. Your faith in me has been an essential ingredient in my success, and for that I am profoundly grateful.

Bojan, thank you for giving the time to participate in the interview and for sharing your valuable perspective on ethical leadership. Your approach to integrity and fairness has inspired me in the way I plan to approach both my studies and career. Though we've only worked together a short time, I have already learned a tremendous amount from your approach toward leadership and decision making. I look forward to continuing to work so closely in the future, as I'm certain your support and guidance will be a significant part of my career path and academic progression from now on.

I deeply appreciate both of you for taking the time to invest in my development and for continuously inspiring me to pursue excellence and integrity in both my academic and professional endeavours. Your guidance has made a lasting impact, and I am incredibly grateful. The impact you've made is immeasurable, and I am so thankful.

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03

THE BLUEPRINT FOR ETHICAL LEADERSHIP IN FINANCE: KEY TRAITS FOR NAVIGATING CHALLENGES

ARTICLE BY:
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ABOUT THE AUTHOR

Nur Shazlin binti Hamid, a personal assistant to Board of Director with 3 years of experiences at one of the construction companies in Marang, Terengganu. She graduated from University Teknologi MARA(Uitm) and holds a Bachelor of Business Administration (Hons.) majoring in Operation Management

Understanding Ethical Leadership in Finance

Every organization cannot be exempted from having a department that controls their finances. A financial department led by ethical leader will have a positive influence on the company's financial situation. As supported by many researchers, ethical leadership in finance demand the leaders to make a decision that are transparent, fair, responsible with a solid commitment to prioritize moral and legal standard. These leaders show their honour by making sure that their organization supply only the accurate, honest and clear financial information, which is crucial for maintaining public trust and stability of financial market.

In our country, the finance practice plays an important part to our economy and every transaction that happen in our daily life whether we like it or not is being controlled and monitored by Bank Negara Malaysia (BNM) and the Securities Commission ensuring stability and compliance. Even it looks like it is a hustle for us, their presence is needed to be as our protector from unethical conduct that widely spread in our surrounding nowadays

Ethical Challenges in Finance
FOR SME CORPORATION

Managing a group of staff especially the one who manage the company's finances is very difficult for department leaders in a small company. "Ethical violations such as intentionally recording incorrect information and procrastinate the supplier payment are common for those working in finance." said finance leader of small construction company in Terengganu.

It is widely known that one of the responsibilities of a leader is to monitor the behaviour of the staff under them, but even the perfect leader cannot stray away from the fact that they did not have the ability to monitor their followers 24/7 as the leaders have their own responsibility to be completed within the stipulated time.

When a case like this happens regularly, it will tarnish the reputation for the department leaders and also the credibility of their department as a general, because we know that company's financial health cannot be treated lightly as it will cost them handsome amount of money every time they make a mistake. "Some of the senior staff, did not take seriously the suggestion and it is difficult for them to receive criticism from someone younger than them because for them the experience that they have is enough to be a benchmark for them to do the given task." said the leader. Most of them find it difficult to accept new ideas and opinions from their leaders or colleagues because they do not want to get out of their comfort zone.

Solution for Ethical Problem: Communication & Monitoring

As supported by many researchers, the tools for leader to solve ethical problem especially at their workplace is by mastering the art of good communication and monitoring. Clear communication is key to fostering an ethical culture in the workplace. It encompasses not just what leaders express, but also the manner in which they communicate and listen. By having a good communication skill, these leaders can convey company's policy, value and task effectively and as the result from it, their followers will receive with ease and fully know what to expect from it.

Other than that, by having a good communication skill, indirectly, it will be able to foster trust among employees in the leadership of their leader. When employees feels that there is transparency in organizational policies or the reasoning behind company's decisions, they are less likely to suspect unethical behaviour is hidden by the management. Clear communication fosters a culture of trust, where people feel confident that leadership makes decisions with integrity.

> ❝ **"When an unethical problem occur, the leaders need to initiate discussion with relevant parties. Listening to their opinions are critical for the leaders to find the best solutions for all parties involved ."**

Mrs Rosmiyati, Finance Executive.

A good leader will not only be focusing on their communication with their team but also creating a two-way communication between them where their subordinates feel comfortable enough to voice out their concern or asking question to their leader. Furthermore, when any conflict arises at the workplace, the only key to solve it is by having a good communication skill.

Meanwhile, monitoring demand the leaders to effectively supervise their followers' behaviour, activity and task in order to making sure that they follow the ethical standard. By monitoring, it can help the leader to recognized potential ethical issue in their workplace before it getting worst. For instance, if the leader is able to monitor their subordinate closely, they can spot any unethical practice or misconduct in the early stage as compared to the leader who give their followers the total freedom when they are performing their task. Leader who consistently monitoring their followers will be the earliest one that can detect any unethical practice in their workplace based on the behaviour, morale and also the performance of their followers.

It may seem as a hustle to keep monitoring the followers, but the benefits that they can gain form that will put the leader on ease. The leader said "it is my responsibility as a leader to making sure that everyone that are working under my supervision is performing their task accordingly and thanks to my habit of closely monitoring their work, I am able to bypass several unethical practices in my organization such as intentionally mis record the transaction and delaying the supplier payment." It does not need any other evident to prove how effective monitoring is to nurture ethical workplace as it is supported by theory and also proven in the real-life situation

THE ESSENTIAL IMPACT OF COMMUNICATION AND ONGOING MONITORING

While most of the leaders take communication and monitoring lightly, it clearly gives impact and benefit for those who can read between the line, as these two skills will bring advantages not only to the organization as a whole but also be beneficial to the society. For the organization, by having effective communication between the leaders and also the followers, it can help all of the information is convey to everyone related in the organization without hiccup as in order to make sure that the task is performed accordingly it takes them perfect teamwork and in order to achieve this, communication is they key. With good communication, a better decision will be made as a result form accurate data shared among everyone in the organization.
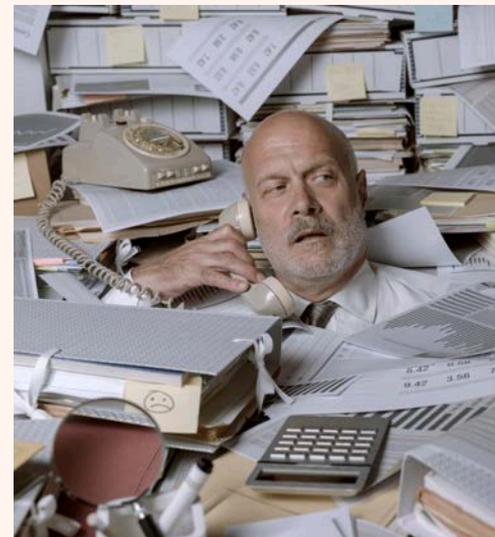
THE ESSENTIAL IMPACT OF COMMUNICATION AND ONGOING MONITORING

Other than that, a good communication can lead to another benefit, which is it can increase efficiency by minimizing misunderstanding and unnecessary redundant work as a result form bad communication. For the leader who can convey the message or order to their followers smoothly, it can make it easier not only for leader but to the followers because they now can do their job efficiently as all of the information needed to perform their task has been obtained perfectly.

Furthermore, regular communication between leader and followers can enhance the engagement between them. The employees will feel valued, heard, well informed and it will create a sense of involvement and belonging in the organization. As we all know, if we feel belong to some place, without doubt, we tend to willingly sacrifices our time and effort as a way to pay back to the organization that make us feel valuable.

Other than that, leaders who monitor their subordinates can making sure that the task that they handed to their followers is being completed on time and according to the plan. By doing this, there is no time and resources is being wasted as al of the flow is following the initial plan.

As mention, for the leader who master communication and monitoring skill will not only benefit the company but also the society surrounding them. For example, when the communication within the organization is great, the one that are doing business with them is also experiencing the same benefit from it and ongoing communication can increase the sense of connection among community members such as supplier and customer. As a result from good communication and monitoring, it can make sure that everyone is informed, engaged and have the same objective to reach the common goals

04 GOVERNING STRUCTURES: ETHICAL LEADERSHIP IN PUBLIC INSTITUTIONS

ARTICLE BY:

KHADIJAH YASMIN IBRAHIM

ETHICAL LEADERSHIP IN PUBLIC INSTITUTIONS

About the author :

Khadijah Yasmin binti Ibrahim is an administrator with 2 years of experience at the Career, Technopreneurship, and Smart Network Centre in one of Malaysia's public institutions. She graduated from Universiti Teknologi MARA (UiTM) with a Bachelor of Business Administration (Hons) in Human Resource Management

Understanding The Influence of Governing Structures on Ethical Leadership within Public Institution

In today's quickly changing world, the demand for ethical leadership are very in trend. Organizations are urged to balance financial success with a dedication to social and environmental accountability. The basis for this balancing is ethical leadership, which helps companies to make decisions that not only help their stakeholders but also the surroundings. Ethical leadership is considered the practice of "encouraging ethical standards, values, or norms in everyday life and encouraging ethical decision-making and ethical behaviour in organizations" (Kang, 2009, as cited in Kul, 2017).

Malaysia public institutions have a **different governing structure** than private institutions. These public institutions are funded by the government and controlled by both academic leaders and government officials.

The decision-making process frequently includes input from the Ministry of Higher Education (MOHE), which includes the funding, resource allocation, and academic objectives. Unlike private institutions, which prioritize revenue and have more freedom. Public universities must juggle a variety of commitments, including complying to government rules, managing resources, and satisfying the needs of students and staff. Ethical leadership is essential here to guarantee that decisions are equitable and benefit both the university and the public.

Effective ethical leaders shape company culture by integrating moral ideas into daily routines, enabling individuals to align their behaviours with the benefit of the whole. Not only does this approach ensure that leadership decisions are practical, but it also demonstrates a commitment to long-term sustainability for both society and the organization.

ETHICAL LEADERSHIP FRAMEWORK: INSIGHTS FROM PUBLIC INSTITUTION LEADERS

After having worked in a public institution and studying the interviews that were conducted, it is clear to me that ethical leadership is much more than a theoretical construct. It is a framework that can be implemented and is based on core traits, key leadership practices, and what the leader is able to achieve. This framework goes beyond influencing leaders to overcome specific public institution challenges; it also informs and nurtures trust, teamwork, and responsibility in an environment where they are essential.

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I always make sure that tasks are assigned taking into account individual strengths and opportunities for growth. - C.Luqman

Fairness is a principle that I was fortunate to see put into practice when **everyone in the team felt valued due to the equal distribution of tasks** and available resources. One of the leaders stated that he ensures, This teaches people trust and motivation for working in groups.


In my opininion, **integrity stems from making decisions with the best interests** of all stakeholders. One of the participants expressed, "If I tell you what decisions are made and why, it becomes easy for you to understand and accept the decision." This type of statement, in my observation, **improves the level of transparency and trust within the teams** enhancing their performance on the task.
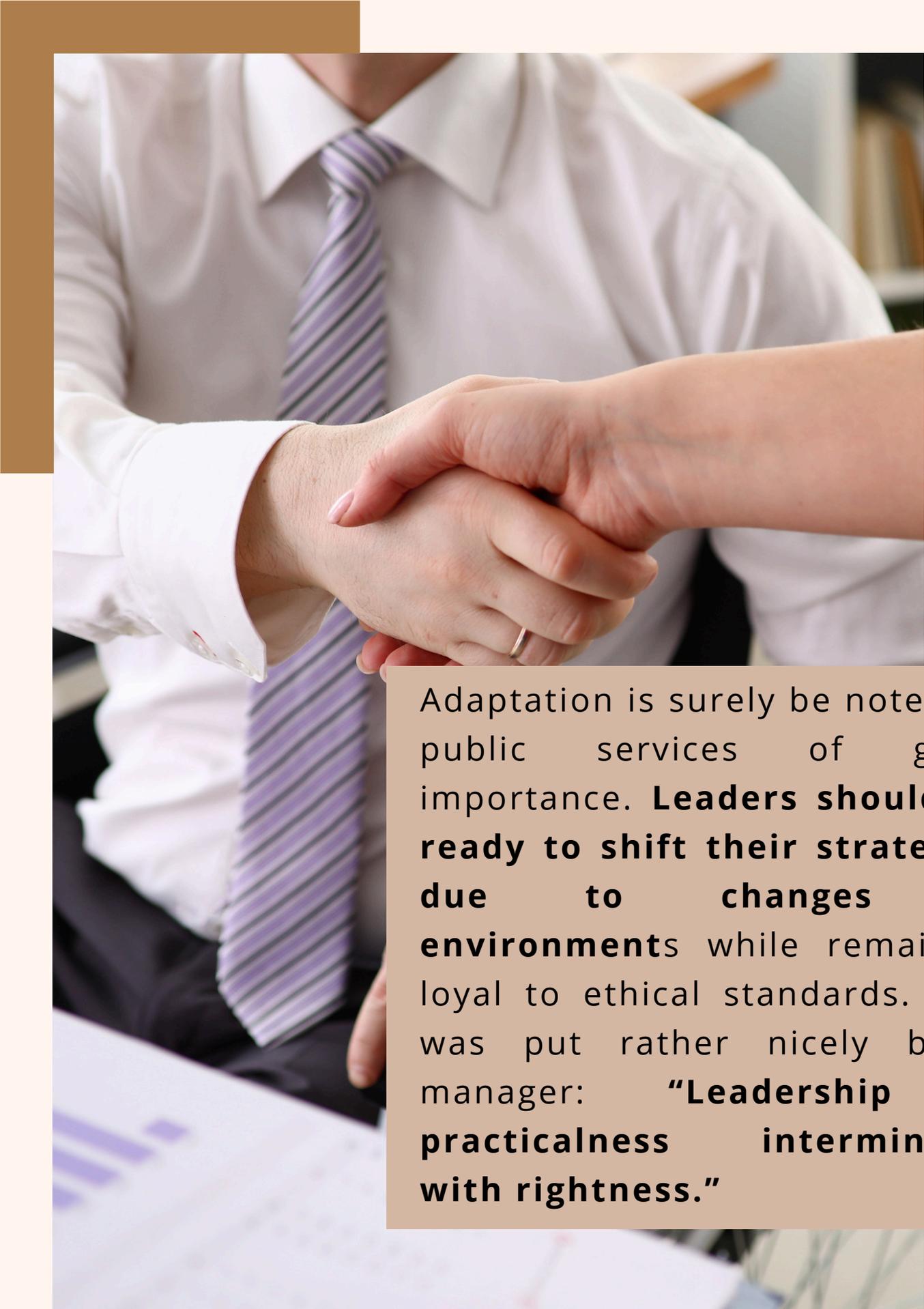
Adaptation is surely be noted in public services of great importance. **Leaders should be ready to shift their strategies due to changes in environment**s while remaining loyal to ethical standards. This was put rather nicely by a manager: **"Leadership is practicalness intermingled with rightness."**
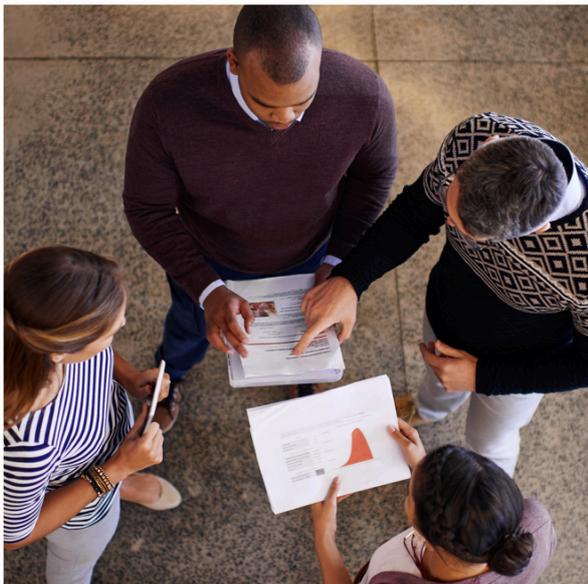
These traits translate into leadership practices by which ethical leadership is made practical. **Participatory decision-making** is one practice I have witnessed and consider **important in promoting broader participation within organisations.** In addressing other team members, leaders are soliciting opinions and, in return, building respect.

Another important practice I found is **situational leadership,** where I observed how **leaders change their leadership approach to situations.** For example, one manager told me how they allowed a staff member to deal with a personal issue while trying to achieve team objectives. This balance ensures that **no one feels left behind.** A leader's decisions are pivotal, and their impacts will certainly resonate within the community and organisation. One participant stated that, **"As a leader, understanding the impact of decisions on both the organisation and the community is non-negotiable."**

"

Brainstorming with the team to evaluate all the facts, determine the most practical option, and to ensure the solution aligns with departmental policies and objectives
**-** F. Husna

The outcome of these strategies is very positive, almost revolutionary. Trust is easily built and becomes the starting point of all relationships within the organisation. This is possible as **leaders who practice fairness and transparency gain the trust of their subordinates.** As a positive consequence of trust, I have witnessed that trust enables positive cycles within organisations - **teams are willing to communicate freely and work towards organisational goals.** Leaders who encourage decision-making at the grassroots level are likely to enjoy a general phenomenon known as collaboration. **This inclusiveness boosts creativity and strengthens the team.**

" **Once people feel they are part of the process, they are more willing to give their input and do their parts to get things done -** F.Husna
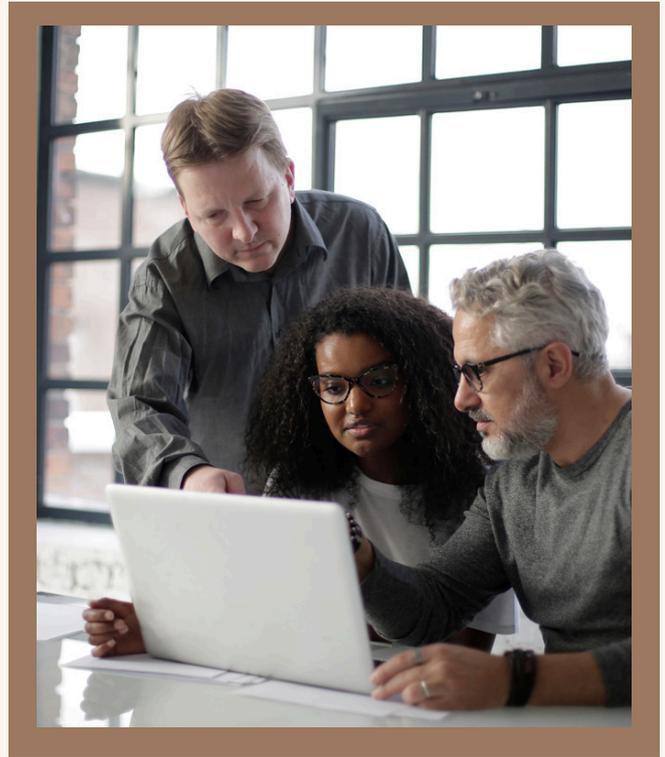
Leaders are said to enhance personal accountability within the organisations because **trust ensures responsibility for actions** taken is greatly enhanced. Finally, the long-standing outcome, sustainability - integrating ethical policies into the DNA of the institution promotes not just the organisation, but society thrives, contributing to the long-term success of the company.

Nowadays, **practicing ethical leadership within organization**, especially in the public institutions seems to be one of the most important areas of concern. **Leaders are required to have a great sense of responsibility where organisation, society, and the environment need to be harmonised.** These findings accord with Knippenberg, Cremer, and Knippenberg's (2007) statement that **leadership success is connected to fairness and justice**, particularly through transformational leadership, which incorporates consideration and equity.

CONCLUSION

To wrap things up, I believe ethical leadership is **not just an idea but it is a good practice within organisation** in balancing needs, trust and growth. **Leaders should work to be fair, honest, and flexible** which these qualities not only help people make better decisions but also have a good effect on the whole organization. **Ethical leadership in my opinion is a strong way to bring about real change and it is still one of the most important things you can do to be the best person or employee.** As Knippenberg et al. (2007) underline, leadership styles like transformational leadership provide a perfect basis for incorporating fairness and justice within leadership practices, assuring sustainable and ethical growth for both enterprises and the communities they serve.

05

LITTLE MINDS, BIG HEARTS: ETHICAL LEADERSHIP STARTS IN KINDERGARTEN

ARTICLE BY:
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Tackles Ethical Leadership from Young Age.

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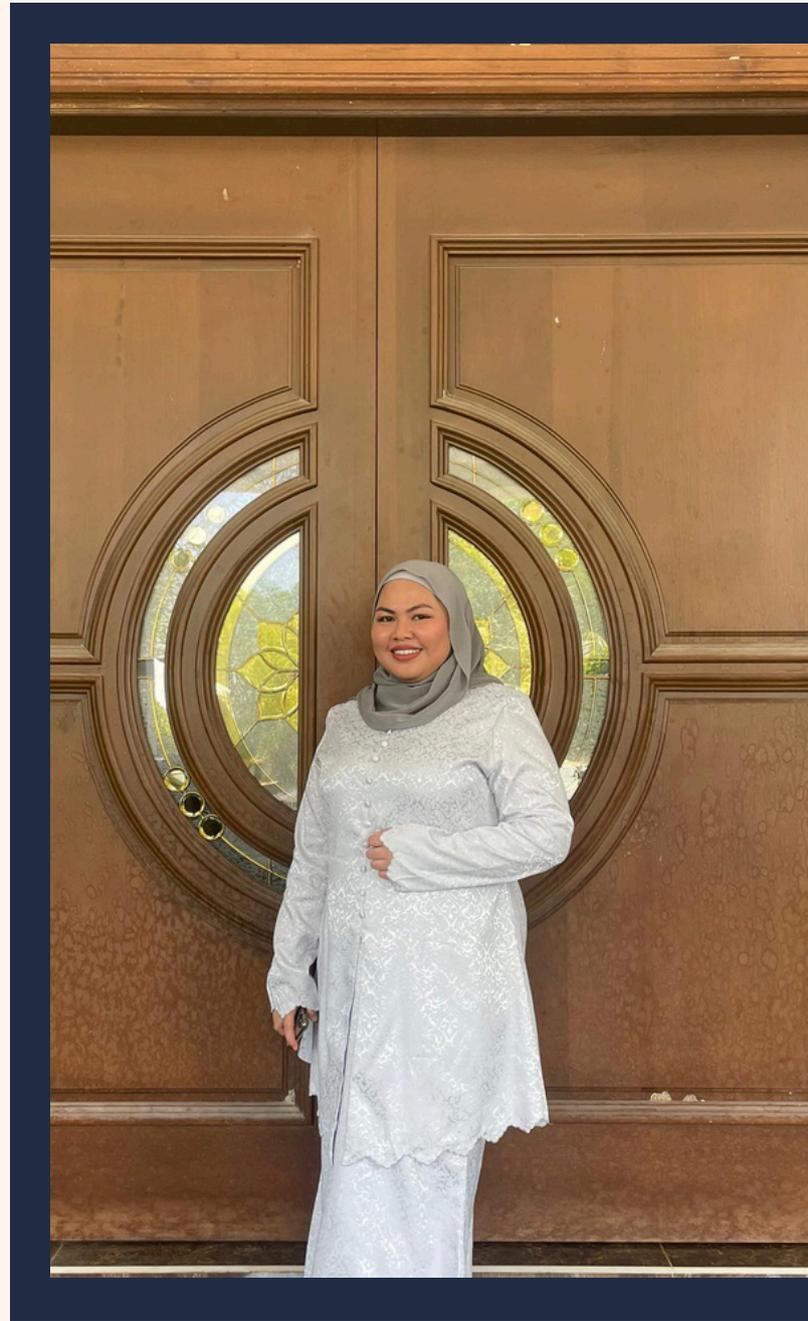
introduction

Leadership can have different meanings, especially with the rapid changes in business and industry trends. At its core, it's about an individual guiding or inspiring others to work together toward a common goal. Leadership in school consists of guiding children with empathy, effective communication and strong decision-making skills.

A good leader represents qualities such as integrity, persistence and the ability to inspire others. A competent leader understands team members' ability and knowledge to produce a good result. By doing so, employees are able to develop creativity, collaborate effectively, and take accountability, all of which drive the company forward in achieving its goals.

Ethical leadership in education involves setting a positive example of behaviour and values that children aged 2-6 should observe at school. Educational leaders must balance fostering both academic and moral growth for students and staff (Brown, Trevino & Harrison, 2005).

Ethical Leadership for Young Children

- Trust your leader
- Respect Teachers & Leader
- Ensure do not ruin the properties
- Important to be honest and tell the truth

Ethical leaders in the education sector are recognized for their commitment to fairness, honesty, clear communication, empathy, and sound decision-making, all of which help build trust and respect among kindergarten teachers and students.

For my experience and research, I want to share some practical strategies with early childhood educators for working with young kids. This is mainly for kindergarten teachers, but the ideas can also be helpful for the kids themselves. Kindergarten is a critical stage where kids get the support they need before starting elementary school.

Ethical Leadership Awareness for Teachers at Kindergarten.

Being a leader means taking responsibility for the success of teamwork within the organization. One key to doing the right thing is practising good ethics in daily life. For educational leaders, the goal is to ensure fair and equal access to quality education for all children, regardless of their background or circumstances.

Kindergarten plays a key role in shaping children and helping them grow into responsible citizens. Teachers, as role models, have a big influence on young learners. So, how do they lead by example and teach these children to be good leaders themselves?

The owner and principals play a crucial role in educating teachers and staff about the importance of ethical leadership. Strong ethical leadership is rooted in leaders demonstrating honesty, fairness, and thoughtfulness in their actions and decision-making.

To be effective, every organization should establish a clear code of conduct or set of ethical standards that all members must adhere to. A professional code of conduct helps define what is considered ethical behavior within the education sector.

These guidelines must align with the standard operating procedures (SOP) set by the Ministry of Education. On their first day, educators should sign a consent form, confirming that they have carefully read and understood the organization's code of conduct before they begin teaching. Furthermore, educational leaders must practice fairness with all teachers.

This means giving teachers the opportunity to share their ideas, knowledge, and skills to work toward common goals.

Decisions should be made clearly and collaboratively, with input from both the principal and the teachers, always keeping the goal in mind.

Ethical leadership among kindergarten teachers involves modeling the behavior they want to see in their students. Good decision-making is not only a skill but also a moral purpose that contributes to the well-being and development of students.

Elements of ethical leadership behaviours that should be followed by Teachers are: -

1. INTEGRITY AND HONESTY

These refer to qualities that leaders have. Ethical teachers should demonstrate personal integrity and honesty in their daily lives and when making decisions. This approach also strengthens the parent-teacher relationship, which ultimately contributes to building customer loyalty to the kindergarten

2. PROFESSIONALISM

Values and ethics in ethical leadership include a teacher's professionalism, mutual respect, and transparency about expectations and goals. Leaders must prioritize fairness, social justice, and inclusivity to ensure a supportive and equitable environment for everyone.

3. RESPONSIBILITY AND ACCOUNTABILITY

Leaders must take greater responsibility and accountability for their actions and decisions to ensure the continuity of ethical standards across the institution.

Therefore, teachers must instill the core principles of good ethical leadership. They actively demonstrate professionalism and create opportunities for students to excel in various areas of development. Their primary responsibility is to serve the school and students, meeting the expectations of their role with dedication and integrity.

As a professional teacher, a leader should show affection, care, and love for students to build meaningful relationships with them. Beyond the classroom, the teacher, as a leader, must also collaborate with the management team and maintain a friendly, supportive attitude toward colleagues.

This fosters a spirit of cooperation, respect, and teamwork within the kindergarten, creating a positive and supportive working environment for everyone.

Ethical Leadership for Young Children

Over time, children can be given responsibilities like leading a small group, being class representatives, or leading assemblies. These opportunities help them learn leadership skills. Activities like role-playing also let them experience being a leader, boosting their confidence and abilities.

Use the following guide to introduce children to the meaning of leadership through experiences and follow-up discussions such as: -

The leader will guide a group, provide direction, and communicate with the team about achieving common goals.

- A good leader makes decisions that benefit the group and takes **responsibility** for the outcome.

- The leader uses his **problem-solving skills** to solve the problem and ensure that the team completes the task efficiently.

- The leader **communicate** with the team members and explain everything clearly until the task is completed.

Ethical Leadership for Young Children

Elements of ethical leadership that should be followed by young children are: -

- **Respect and Trust** teachers and leaders; children should follow the rules given.
- **-Be Fair** with classmates, listen to them, and always be **honest** when telling the truth.
- -Ensure that the classroom and learning area are in good condition and **do not ruin** the properties.

When students learn leadership skills, it helps them grow personally, boosting both their IQ, EQ, and communication.

Leadership is important in many areas, like the classroom, sports, and outdoor activities. There are always chances for teachers and students to practice leadership, with support from their peers.

Conclusion

Leadership is not defined by age, whether young or old. Leaders must communicate effectively and foster teamwork within the organization. Clear communication enables leaders to inspire and build trust with their team.

Empathy is also a key factor in the workplace. When leaders demonstrate empathy, it enhances teamwork, trust, and collaboration, ultimately improving performance and helping the team achieve its goals.

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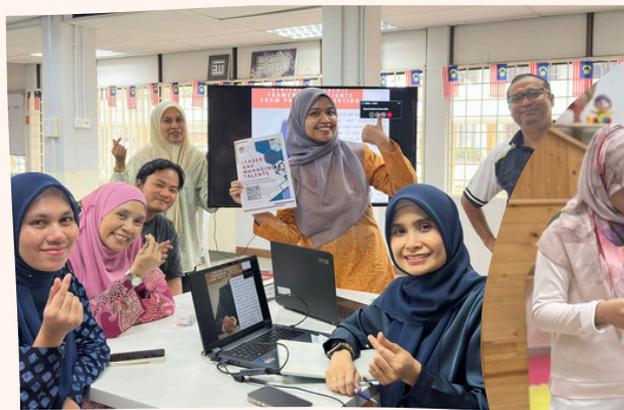found the information useful. See you in
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ETHICAL LEADERSHIP CAMPAIGN :

Enganging People at the Workplace