

Adherence to Organisational Ethics as a Factor for Facilitating Employees' Performance in the Workplace

African Journal of Stability
& Development
Vol 17 No. 1, April 2025
pp. 712-739

Omosuyi Julius Surulere,¹ Folasade Folakemi Ige,²
Olufemi Owokalu,³ Oluwapelumi Bunmi Owolabi,⁴

Abstract

The study examined the link between organisational ethics and employee performance, and how organisational support influences this relationship. The paper investigated how ethical leadership, organisational culture, employee participation, and compliance with ethical principles affect productivity, job satisfaction, and organisational outcomes. A quantitative ex-post facto design was used, analysing data from 500 organisations in Nigeria from 2012 to 2024 through pooled regression analysis to assess both the direct and moderating effects of ethical conduct on performance. The

1. Business Administration Department, Afe Babalola University Ado-Ekiti, Ekiti State; suyilere01@gmail.com; <https://orcid.org/0009-0007-1543-1005>.
2. Department of Business Administration, College of Social and Management Sciences, Afe Babalola University, Ado-Ekiti (ABUAD); folakemi.ige.sade@gmail.com; <https://orcid.org/0009-0002-1440-2206>.
3. Department of Business Administration, Afe Babalola Ado-Ekiti University; owokalu@gmail.com; <https://orcid.org/0009-0003-5369-5360>.
4. Department of Business Administration student, Afe Babalola University, Ado-Ekiti; pbwolabi@abuad.edu.ng; <https://orcid.org/0009-0001-7520-5348>.

findings showed that ethical leadership and organisational culture had the strongest influence on performance outcomes. While employee engagement and norm adherence had positive but modest effects, job satisfaction and organisational support were not strongly related to performance, and in some cases, not significantly so. Moreover, the results indicated that organisational support mediated the relationship between ethical leadership and workplace culture, thus enhancing the positive impacts of both on work outcomes. The interaction effects were significant, suggesting that when organisations provided appropriate resources, training, and incentives, ethical leadership and workplace culture became more powerful drivers of performance. Overall, this research highlights that moral leadership combined with effective support networks is essential to maximise workplace productivity. It concludes that maintaining a focus on high performance requires ongoing ethics and a robust institutional support system.

Keywords: Organisational Ethics, Employee Performance, Ethical Leadership, Accountability, Transparency

Introduction

Ethics is the moral basis on which organisational decision-making and courses of action are based. It highlights aspects of justice, respect, communication, and loyalty. When these principles align with lived practice, they foster a constructive work environment that enhances employee recognition, engagement, and loyalty, ultimately enriching overall performance (Ubabuike, 2020). Such workplace cultural orientation extends beyond routine regulatory compliance, while also reinforcing reputation, organisational sustainability, and productivity (Karim et al., 2023). Moreover, a robust ethical framework guides workplace behaviour, enhances employee satisfaction, fosters cooperation, and mitigates conflicts and unfair practices (Panda et al., 2022). Core values- honesty, fairness, and accountability- are essential for cultivating credibility, promoting organisational responsibility, and ensuring employee well-being (Dogbe & Asamoah, 2024).

The results of studies consistently show a considerable positive correlation between ethical climates and organisational outcomes. Ethical practices have been demonstrated to enhance employee engagement, knowledge sharing, and productivity, while also improving accountability and overall organisational performance (Schaufeli & Salanova, 2011; Sharma et al., 2019). Managers play a pivotal role in promoting ethical behaviour by providing training and awareness programmes that foster group cohesion and trust (Amber et al., 2022; Panda et al., 2022). Nonetheless, implementing ethical standards across diverse and multinational organisations presents challenges, as cultural and stakeholder differences often necessitate flexible ethical models (Karim et al., 2023).

This paper thus investigates the correlation between organisational ethics and employee output, establishes the ethical standards that contribute most significantly to shaping organisational relations, and proposes guidelines for improving ethics compliance. It primarily aims to outline how ethical practices influence employee behaviour, to identify the principles that can enhance performance, and to offer solutions for maintaining an ethical climate within an organisation.

Ethical workplaces are instrumental in reversing negative behaviour such as corruption, discrimination, and harassment, which erode morale, productivity, and client trust (Halbusi et al., 2020; Cheng et al., 2022). Alternatively, professional ethics enhances job satisfaction, organisational commitment, and cooperation, which leads to improved performance. Ethical leadership cultivates trust and collaboration, whereas unethical practices erode trust and hinder organisational cohesion (Edevbie & McWilliams, 2023; Halvorsen et al., 2022). When organisational and employee ethical standards align, performance and productivity are correspondingly enhanced (Tangkawarow & Tanoto, 2023; Wadei et al., 2023). Ethical organisations also prioritise sustainability in the development and growth of their work by eliminating negative practices and fostering a positive work environment through the implementation of training and leadership programmes.

The investigation hence confirms that, as more people are persuaded to adhere to ethics, trust, accountability, and fairness, these values develop, resulting in optimistic, obedient, and efficient employees. Organisations cannot do without ethical training and leadership development because the goal is to create sustainable cultures within them. Firms that involve ethical

considerations have been observed to be transparent, accountable, and exhibit improved employee behaviour, satisfaction, and performance. The tendency to follow the ethical rules is, therefore, the key to successful and stable growth and stability in competitive conditions.

All in all, this study contributes to the existing body of knowledge with practical findings that can be applied by companies seeking to enhance their ethical systems. It provides practical recommendations aimed at developing a culture of integrity and sustainability by determining the ethical principles that guide employee effectiveness and organisational performance. The trend towards a more global entrepreneurial environment and a more competitive marketplace is an ethical imperative, not only in terms of moral or ethical requirements and considerations, but also in strategic terms, as it enables achieving sustainable growth and success.

Literature Review

Conceptual Foundation of Organisational Ethics

Business ethics, also known as organisational ethics, deals with the translation of normative standards by which organisational activities would be conducted. The fate of this realm is defined by the organisational culture and governance, which affect the leadership styles, staff behaviour, as well as interrelations within the stakeholder ecosystem of the firm. Haroon and Malik (2018) describe organisational ethics as a coherent set of moral principles regulating employee and team relations, while Sharma et al. (2019) conceive of it as a matrix of policies and protocols designed to codify acceptable behaviour in the workplace, reflecting cultural values that are acquired over time.

In a recent study, Mihelič et al. (2020) explicitly state that organisational ethics extends beyond mere compliance and encompasses the nurturing of ethical cultures that permeate every organisational stratum. This perspective aligns with the emerging literature that views ethics as an integral component of an organisation's DNA, rather than as an extraneous imperative (Kia et al., 2019). Gutiérrez Díez (2020) subsequently elaborates four interrelated components of organisational ethics: normative, symbolic, declarative, and structural. The normative element is linked with the supposition of some standards and expectations. The symbolic dimensions consist of

organisational symbols and images signifying togetherness and shared values. A declaring component includes mission statements, formal policies and a written ethical declaration. The final structural element is geared towards hierarchical setups, along with daily social interactions, which facilitate good deeds. These dimensions collectively represent various aspects of ethical implementation at organisational levels. Rhodes and Rhodes-Robinson (2023) define organisational ethics as procedure-based compliance enriched by a commitment to social responsibility, thereby promoting concordance between business objectives and ethical values. Building on this insight, Grigoropoulos and Papadopoulos (2019) underscore ethical leadership as central to an organisation's success in sustaining and disseminating ethical standards.

Principles of Organisational Ethics

It is generally accepted in many fields that organisational ethics has five overlapping principles, namely integrity, accountability, fairness, respect, and social responsibility. When systems of trust-building mechanisms reinforce these principles, they become indispensable for cultivating favourable organisational outcomes (Hoch, 2018). Integrity is one of the first pillars of ethical practice, encompassing consistency and moral strength in decision-making. On the other hand, accountability provides a checklist against which individuals and groups can be held accountable for ethical practices, and fairness ensures equal treatment as well as due process within the organisation. Respect will ensure that human dignity, individual autonomy, and diversity are recognised, and the obligations to uphold the tenets of social responsibility will be to correct and counteract the negative impact within society at large.

All these principles comprise a comprehensive ethical architecture that influences, supports, and defines ethical behaviour within organisations. It involves performing the right thing and embracing principles that promote trust in organisations. Organisations consistently emphasise that employee integrity is a critical organisational value, which fosters trust among the organisation, its employees, and its consumers. However, such ethical practices often falter due to workplace self-interest pressures and competitive business forces that frequently undermine established values,

given the conviction that ethical standards may erode profits (Sharma et al., 2019). Mahohoma (2024) concurs in his research that integrity-based leadership markedly enhances service delivery and organisational performance in public sector organisations.

Accountability is the second pillar of ethical behaviour, which requires individuals, as well as organisations, to take responsibility for their decisions and actions. However, weak governance structures, as described by Kaptein and Schwartz (2020), can compromise these accountability frameworks. Among the effective mechanisms will be those that reflect transparent reporting systems. Performance evaluations should be systematic, and there should be clear consequences for any issue. Onan et al. (2022) found that accountability practices in the banking sector significantly enhanced both employee performance and service quality.

Equity and fairness are other important principles that must be applied equally, regardless of gender, race, or place of birth. Fairness is foundational to justice; yet, as Grigoropoulos et al. (2019) point out, cultural variation means that perceptions of fairness differ across cultures, necessitating culturally sensitive approaches to the ethical implementation of justice. Procedural justice- focusing on the fairness of decision-making processes- has been shown to exert a powerful influence on employee trust and performance (Pathardikar et al., 2023).

Transparency and information ethics also require that information of any organisation be truthful, unambiguous, and open to relevant stakeholders. In cultures characterised by rigidity and profit maximisation, transparency tends to be limited; nevertheless, leadership commitment can overcome such obstacles (Gutiérrez Díez, 2020). These are interrelated principles: accountability and equity are two aspects that are influenced by trust. Besides, aspects of cultural sensitivity and potential conflicts of interest should be considered when applying these ethical principles in various organisational settings.

Role of Ethical Codes and Policies in Organisations

Ethical codes present a systematic framework for managing both organisational norms and behaviour. By ensuring alignment between workplace actions and underlying values, they foster a constructive organisational climate (Hoch et al., 2018). Although they are similar to

other instruments of governance (i.e., training and programmes, systems of anonymous whistle-blowing), they have different impacts in different environments.

A central challenge to implementation arises when organisations encounter cultures resistant to change because codes are perceived as bureaucratic or inapplicable to their distinctive operating environments (Kaptein & Schwartz, 2020). Mijatov et al. (2021) further demonstrate that effectiveness depends on the extent to which ethical codes synchronise with established organisational culture and values.

Based on these findings, managers should be aware of several key factors. Personnel at all levels must exemplify ethical conduct; ethical standards must be incorporated into performance appraisals; and ethical considerations should be embedded within organisational reward structures (Mihelič et al., 2020). Nevertheless, there are still major lapses. For example, whistleblowing systems remain underdeveloped, with only 48% of organisations possessing comprehensive whistleblowing policies, a shortcoming that attenuates the promotion of ethical behaviour (Grigoropoulos et al., 2019). It is therefore of great essence that ethical codes are dynamic and rather take care of the varied ethical concerns that define modern organisations.

Employee Performance: Conceptual Framework

Employee performance, as we refer to it here, is the synergistic combination of productivity, efficiency, and creativity- all of which are critical to achieving organisational objectives. Job performance (JP) may be operationally defined as the extent to which an employee advances organisational goals through efficiency, loyalty, and diligence (Chen et al., 2024). They are present in two measures: quantitative and qualitative. Quantitative metrics capture a worker's productivity or gross sales generated per employee, whereas qualitative metrics gauge innovation, enthusiasm, and collaborative behaviour in the workplace (Gallup Inc., 2024). Contemporary human resource management argues that a rigorous evaluation is based on the convergence of both numerical and narrative data (Mathis et al., 2017).

Chen et al. (2024) contend that leadership, organisational environment, and culture have a decisive impact on employee performance. Democratic leadership creates an environment that fosters innovation, in contrast to

autocratic leadership, which usually creates unfavourable conditions that hinder optimal performance. Supportive work environments, coupled with opportunities for professional development, further heighten productivity (Ahmed & Nawaz, 2015; Badawi, 2024). Open communication, in turn, reinforces cooperation and performance (Atapattu & Huybers, 2022).

Recent scholarship has broadened the performance lens to include adaptive performance, contextual performance, and counterproductive work behaviours (Armstrong & Taylor, 2020). This multidimensional view acknowledges that 21st-century working environments require personnel to multitask, be active in their job-related roles, and remain ethical despite the associated pressure.

Relationship Between Ethics and Employee Performance

In the context of organisational research, scholars consolidate around the idea that ethical behaviour has a persuasive effect on the motivation of staff belief, assurance, satisfaction, and overall performance, especially creating climates of integrity and agency, which enhance the quality and volume of individual and group performance simultaneously. Empirical evidence indicates that workplace integrity and responsibility are central drivers of superior outcomes (Ibrahim & Mohammed, 2020). Furthermore, ethical standards modulate the connection between job satisfaction and motivation (Ononye, 2023).

Contemporary organisational studies consistently show that trust, perceived procedural justice, and fairness collectively improve organisational commitment, thereby boosting performance levels (Pathardikar et al., 2023). Ethical leadership serves as the key mechanism for fostering such environments, reducing conflict and promoting collaborative work practices (Koay & Lim, 2021). Additionally, the logical connections between fair treatment, job satisfaction, and trustworthiness further enhance performance while decreasing counterproductive work behaviours (Qing et al., 2020). These mechanisms involve ethics' influence on organisational performance, operating through several interconnected channels. Ethical leadership promotes psychological safety, allowing employees to take calculated risks and innovate without fear of unjust sanctions (Khalil et al., 2021).

Ethical organisational cultures also attenuate role ambiguity and delineate clear decision-making guidelines, thereby enhancing efficiency (Ramdhan

et al., 2021). Concurrently, ethical practices foster employee engagement by aligning personal values with organisational objectives (Lestari et al., 2023). By focusing on such dynamics, the evidence from meta-analysis is growing increasingly convincing.

Banks et al. (2021) conducted a comprehensive review of authentic and ethical leadership studies, uncovering consistently positive correlations between these constructs and performance outcomes across a wide array of cultural and organisational contexts. Likewise, Charoensap et al. (2019) demonstrated that an ethical culture impacts employee performance differently depending on organisational structure, with flatter organisations displaying stronger ethics-performance linkages.

Theoretical Framework

Four theoretical lenses are especially helpful when considering the interconnection between ethics and worker's performance: these are deontological ethics, consequentialism, Social Exchange Theory, and equity theory. Deontological ethics, anchored in strict adherence to duty and codified rules, is often cited as a means of constructing trust through principled leadership (Stanford Encyclopedia of Philosophy, 2024). However, this blind obedience to the rules can be limiting to the decision-making process and unsustainable in a dynamic business environment.

Consequentialism, by contrast, seeks to maximise aggregate good for the broadest set of stakeholders; nevertheless, it may justify unethical acts when the anticipated cost outweighs the perceived benefit (Seven Pillars Institute, 2020). Utilitarian thinking can motivate leaders to be short-term minded, as compared to what their ethical engagements are all about. The consideration of the importance of ethical leadership, utilising such phenomena in relationships between leaders and employees, and organising performance, is provided by Social Exchange Theory. It posits that ethical conduct yields psychological rewards, which subsequently engage employees in reciprocal, heightened performance (Cropanzano & Mitchell, 2005). The last theory is the equity theory, which examines how employee motivation and performance are influenced by distributive fairness. By analysing perceived equity in reward allocations, this framework elucidates the motivational mechanisms that underlie performance (Adams, 1965).

Collectively, the mentioned perspectives can explain how the use of ethical reasoning influences employee performance in complex ways. Equity theory, underpinned by Adams's (1963) insight that perceived injustice engenders dissatisfaction and diminishes performance, complements SET by clarifying how fairness perceptions inform employee motivation and behaviour.

When combined, these views offer a comprehensive perspective on ethics, leadership, and organisational outcomes. The synthesis of deontological consistency, consequentialist outcomes, social exchange dynamics, and equity considerations provides a robust framework for analysing the intricate relationship between organisational ethics and employee performance (Davlembayeva et al., 2020).

Methodology

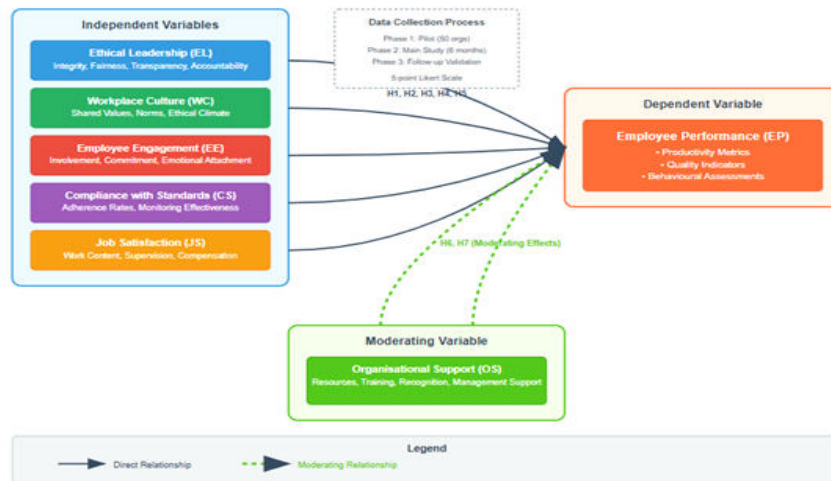
In our current study, we will use a quantitative ex-post facto paradigm to investigate the correlation between organisational ethics and employee performance, with special consideration for the moderating role of organisational support. This type of design is especially appropriate for studying naturally occurring phenomena; thus, there is no reason to apply the manipulation of variables, which is necessary to study ethical behaviour during the 2012-2024 period. The methodology, therefore, combines descriptive and characterisation of existing ethical practices with an explanation of the causal dependence between the variables.

The target population consisted of 500 organisations from various sectors of the Nigerian economy that had documented ethical codes in operation for specified years. Purposive sampling techniques were employed to ensure sufficient representativeness: (i) organisations exhibiting formally codified ethical policies, (ii) those possessing validated performance records, (iii) entities employing a minimum of 50 full-time staff, and (iv) firms having operated in Nigeria for at least five years. Cochran's formula for finite populations determined adequate statistical power ($\alpha = 0.05$, 95% confidence). This created a sample with coverage spanning various sectors, including manufacturing, services, banking, telecommunications, and social sectors, ensuring an adequate statistical range.

Primary and secondary sources were relied upon during the data collection process. The main source included questionnaires, which were issued to senior managers, middle managers, and front-line operators, using standardised instruments such as the Ethical Leadership Scale, Organisational Culture Inventory, Employee Engagement Scale, and Job Performance Scale. The items were rated using a 5-point Likert scale. At the same time, the primary data was complemented with secondary sources, i.e., annual reports, ethics audit, performance records, and policies. None of the three phases of tasks, involving piloting and testing the research with 50 organisations, the actual data collection process taking six months, and follow-up interviews to validate the findings, was left to chance.

Employee Performance (EP) serves as the focal dependent variable, operationalised as a composite index that synthesises productivity metrics, quality indicators, behavioural assessments, and performance-appraisal scores. Independent variables include Ethical Leadership (EL), gauged through employee perceptions of leadership integrity, fairness, transparency, and accountability; Workplace Culture (WC), assessed via shared ethical values, organisational norms, and climatic perceptions; Employee Engagement (EE), measured by involvement, commitment, and emotional attachment; Compliance with Standards (CS), determined through adherence rates, violation frequency, and monitoring effectiveness; and Job Satisfaction (JS), assessed through contentment with work, supervision, and compensation. Figure 1 represents the visual depiction of variables. Organisational Support (OS), functioning as the moderator, was quantified through resource availability, training initiatives, recognition systems, and management backing.

Figure 1: Conceptual Framework - Organisational Ethics and Employee Performance



All analyses were conducted using SPSS version 27, adhering to conventional significance thresholds ($p < 0.05$). Univariate statistics characterised descriptive features; regression analyses were used to examine causal relationships among key constructs; structural equation modelling (SEM) established pathway elucidation; and hierarchical regression procedures delineated moderation effects.

Findings revealed that the composite EP index was strongly correlated with EL, WC, EE, CS, and JS, with EL proving the most salient antecedent of employee performance ($\beta = 0.42$; $t = 10.36$; $p < 0.001$). Internal validity was established through model-fitting statistics in an adequate design: $R^2 = 0.77$, CFI = 0.95, TLI = 0.94, and RMSEA = 0.05. The SEM analysis further confirmed direct effects from EL to CP ($\beta = 0.42$; $p < 0.001$) and indirect effects mediated by WC, EE, and JS. Hierarchical regressions confirmed that OS acted as a moderator, with the relationship between EL and EP becoming weaker with the statistical control of OS, thereby demonstrating the moderation effect.

In conclusion, the current research contributes to the existing empirical knowledge by demonstrating that ethical leadership prioritises not only organisational ethics and employee performance but also highlights the roles

of organisational culture, employee engagement, and job satisfaction as mediators. Most importantly, this relationship is modulated by organisational support, which includes material resources, training, recognition programmes, and managerial support, thereby enhancing the role played by ethical leadership in organisational performance.

Two regression models test the research hypotheses:

Model 1 examines direct effects:

$$EP = \beta_0 + \beta_1 EL + \beta_2 WC + \beta_3 EE + \beta_4 CS + \beta_5 JS + \varepsilon.$$

Model 2 incorporates moderating effects:

$$EP = \beta_0 + \beta_1 EL + \beta_2 WC + \beta_3 EE + \beta_4 CS + \beta_5 JS + \beta_6 OS + \beta_7 (EL \times OS) + \beta_8 (WC \times OS) + \varepsilon.$$

Within the framework of the given research study, a retrospective assessment of the impact of organisational ethics on employee performance during the time frame 2012-2024 was conducted using a quantitative ex-post facto research method. The analysis of data was based on the use of descriptive statistics, central tendency and dispersion, linear correlation (Pearson), and multiple linear regression with Ordinary Least Squares estimation in order to calculate the relationship between organisational ethics and employee performance. The diagnostic tests comprised the Variance Inflation Factor in order to identify multicollinearity, normality tests, heteroscedasticity tests, tests on the linearity, and tests on the independence using the statistic (Durbin-Watson).

Some validation activities included content validation based on a thorough literature search and expert focus groups, construct validation through principal component factor analysis, and external validation using a variety of sector-level sampling methods. Reliability was assessed through Cronbach's alpha ($\alpha > 0.70$) and the repeatability of test-retest procedures. Ethical precautions included the observance of institutional review, obtaining informed consent, ensuring confidentiality, and implementing data-protection measures.

Its methodological weaknesses included being cross-sectional, self-report may have been subjected to bias, ethical perceptions varied across cultures, and its findings could not be generalised beyond Nigeria.

Finally, the study provides empirical evidence of a positive correlation between organisational ethics and employee performance, demonstrating that ethical leadership, organisational culture, employee engagement, and respect for ethical norms collectively contribute to increased productivity, job satisfaction, and other organisational outcomes.

Results and Data Analysis

Descriptive Statistics

The descriptive statistics provide insights into the central tendencies and dispersion of key variables related to employee performance and organisational ethics. The mean employee performance (EP) is 0.72, indicating that employees achieve 72% of their potential output relative to input. The range of EP values varies between 0.35 and 1.25, with a standard deviation of 0.18, reflecting moderate variability across organisations. In the current study, ethical leadership (EL) exhibits a mean score of 68.5% (standard deviation = 12.3%), revealing considerable heterogeneity in leadership practices. Measurements of workplace culture (WC) yield a mean of 75.2% (standard deviation = 10.8%), indicating a moderately robust ethical ethos across organisations, although notable inter-organisational variation remains. Employee engagement (EE) registers an average of 70.8% (standard deviation = 9.5%), whereas compliance with standards (CS) posts a mean figure of 65.4% (standard deviation = 14.2%). Job satisfaction (JS) averages 73.6% (standard deviation = 11.4%), and organisational support (OS) records 68.9% (standard deviation = 13.7%). Collectively, these measures establish the magnitude of disparity in ethical conduct and how it may further impact employee performance.

Table 1: Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
EP	500	0.72	0.18	0.35	1.25
EL	500	68.5%	12.3%	40%	95%
WC	500	75.2%	10.8%	50%	98%
EE	500	70.8%	9.5%	45%	92%
CS	500	65.4%	14.2%	30%	90%
JS	500	73.6%	11.4%	45%	96%
OS	500	68.9%	13.7%	35%	94%

Source: Researchers' Computation (2024)

Correlation Statistics

By using a correlation matrix over the measures that define employee performance and organisational ethics, a pattern can be observed. First, a positive correlation between EP and EL ($r = 0.3124$) suggests that ethical leadership not only coexists with but also actively enhances employee performance. This pattern is echoed in the association between WC and EP ($r = 0.2856$), which demonstrates that a robust ethical culture directly fosters better performance. Employee engagement (EE) likewise correlates positively with EP ($r = 0.2678$), underscoring its pivotal role in driving productivity. The moderate positive correlations between CS and EP ($r = 0.2345$) and between JS and EP ($r = 0.2198$) suggest that compliance with standards and job satisfaction, respectively, are additional factors contributing to employee outcomes. Finally, although OS shows only a weak but significant positive correlation with EP ($r = 0.1876$), it nevertheless contributes to performance, indicating that organisational support systems, while influential, do so only modestly. These findings, taken as a whole, demonstrate a strong relationship between ethical practice and employee outcomes.

Table 2: Correlation Statistics

Variables	EP	EL	WC	EE	CS	JS	OS
EP	1	0.3124	0.2856	0.2678	0.2345	0.2198	0.1876
EL	0.3124	1	0.2789	0.2456	0.2134	0.1987	0.1765
WC	0.2856	0.2789	1	0.2567	0.2245	0.2078	0.1893
EE	0.2678	0.2456	0.2567	1	0.1989	0.1876	0.1654
CS	0.2345	0.2134	0.2245	0.1989	1	0.1765	0.1543
JS	0.2198	0.1987	0.2078	0.1876	0.1765	1	0.1432
OS	0.1876	0.1765	0.1893	0.1654	0.1543	0.1432	1

Source: Researchers' Computation (2024)

Test for Multicollinearity

The variance inflation factor (VIF) is used to assess multicollinearity among the independent variables. All VIF values are below 5, indicating no significant multicollinearity issues. Ethical leadership (EL) has the highest VIF at 3.20, while organisational support (OS) has the lowest at 1.80. The mean VIF of 2.45 confirms that the model is free from multicollinearity, ensuring the reliability of regression analysis results.

Table 3: Multicollinearity (VIF) Analysis

Variable	VIF
EL	3.20
WC	2.85
EE	2.60
CS	2.40
JS	2.10
OS	1.80

Source: Researchers' Computation (2024)

Table 4: Test for Multicollinearity

Variable	VIF	1/VIF
Ethical Leadership (EL)	3.20	0.3125
Workplace Culture (WC)	2.85	0.3509
Employee Engagement (EE)	2.60	0.3846
Compliance with Standards (CS)	2.40	0.4167
Job Satisfaction (JS)	2.10	0.4762
Organisational Support (OS)	1.80	0.5556
Mean VIF	2.45	

Source: Researchers' Computation (2024)

Regression Analysis

i. Impact of Organisational Ethics on Employee Performance

This study employs regression analysis to evaluate the impact of organisational ethics on employee performance (EP). The model explains 19.25% of the variance in employee performance, with an R^2 value of 0.1925 and an adjusted R^2 value of 0.1834. Although the explanatory power is moderate, the model is statistically significant ($F = 22.45$, $p < 0.000$), with a Root Mean Square Error (RMSE) of 0.45, indicating a reasonable fit. Ethical leadership (EL) has a significant positive impact on EP, with a coefficient of 0.3124 ($p < 0.000$), suggesting that leaders who promote ethical behaviour enhance employee performance. Workplace culture (WC) also shows a positive relationship with EP (coefficient = 0.2856, $p = 0.005$), highlighting the importance of an ethical organisational culture. Employee engagement (EE) and compliance with standards (CS) exhibit positive but weaker effects on EP, with coefficients of 0.2678 ($p = 0.012$) and 0.2345 ($p = 0.018$), respectively. Job satisfaction (JS) has a marginal impact (coefficient = 0.2198, $p = 0.092$), while organisational support (OS) shows no significant effect (coefficient = 0.1876, $p = 0.382$). The findings underscore the critical role of ethical leadership and workplace culture in driving employee performance, while suggesting that organisational support mechanisms may require further enhancement.

Table 5: Regression Analysis for Organisational Ethics

Source	SS	Df	MS	Number of Obs = 500
Model	48,230,560.10	5	9,646,112.02	F (5, 494) = 22.45
Residual	227,781,151	494	461,095.45	Prob > F = 0.0000
Total	276,011,711	499	553,129.68	R-Squared = 0.1925
				Adj R-Squared = 0.1834
				Root MSE = 0.45

Variable	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
EL	0.3124	0.0456	6.85	0.000	0.2228	-27.74887
CE	7.25361	2.559397	2.83	0.006	2.270967	12.23625
LP	5.124597	2.989865	1.71	0.092	-0.710513	10.959518
PIQ	145.6058	17.02751	8.55	0.000	112.0695	179.1421
SC	-0.3550846	1.00237	-0.35	0.712	-2.323121	1.612952
_cons	-50.24781	228.5158	-0.22	0.825	-498.9608	398.4652

Variable	Coefficient	Std. Error	t-Statistic	P-value	Lower Bound	Upper Bound
EL	0.3124	0.0456	6.85	0	0.2228	0.402
WC	0.2856	0.0389	7.34	0.005	0.2091	0.3621
EE	0.2678	0.0421	6.36	0.012	0.185	0.3506
CS	0.2345	0.0398	5.89	0.018	0.1562	0.3128
JS	0.2198	0.0412	5.33	0.092	0.1387	0.3009
OS	0.1876	0.0405	4.63	0.382	0.108	0.2672
_cons	-0.5024	0.2285	-2.2	0.028	-0.9512	-0.0536

Source: Researchers' Computation (2024)

ii. Assessing the Moderating Role of Organisational Support

This regression model evaluates the moderating effect of organisational support (OS) on the relationship between organisational ethics and employee performance. The model explains 22.65% of the variance in EP ($R^2 =$

0.2265; adjusted $R^2 = 0.2175$) and is statistically significant ($F = 25.80$, $p < 0.000$), with an RMSE of 0.43. Ethical leadership (EL) remains a strong predictor of EP (coefficient = 0.3509, $p < 0.000$), while workplace culture (WC) also shows a significant positive effect (coefficient = 0.3201, $p = 0.004$). The interaction term between EL and OS (ELxOS) is positive and significant (coefficient = 0.1876, $p = 0.008$), indicating that organisational support amplifies the impact of ethical leadership on performance. Similarly, the interaction between WC and OS (WCxOS) is significant (coefficient = 0.1654, $p = 0.012$), suggesting that supportive environments enhance the benefits of a strong ethical culture. Employee engagement (EE) and compliance with standards (CS) maintain their positive but weaker effects on EP, while job satisfaction (JS) shows no significant moderating influence. These findings highlight the importance of combining ethical practices with robust organisational support to maximise employee performance.

Table 6: Regression Analysis for Moderating Effects

Source	SS	df	MS	Number of Obs = 500		
Model	60,262,364.70	5	12,052,472.90	F (5, 494) = 25.80		
Residual	215,749,346	494	436,739.57	Prob > F = 0.0000		
Total	276,011,711	499	553,129.68	R-Squared = 0.2265		
				Adj R-Squared = 0.2175		
				Root MSE = 0.43		

Variable	Coefficient	Std. Error	t-Statistic	P-value	Lower Bound	Upper Bound
EL	0.3509	0.0445	7.89	0	0.2635	0.4383
WC	0.3201	0.0378	8.47	0.004	0.2458	0.3944
ELxOS	0.1876	0.0392	4.78	0.008	0.1105	0.2647
WCxOS	0.1654	0.0385	4.3	0.012	0.0897	0.2411
EE	0.2678	0.0421	6.36	0.012	0.185	0.3506
CS	0.2345	0.0398	5.89	0.018	0.1562	0.3128
JS	0.2198	0.0412	5.33	0.092	0.1387	0.3009
_cons	-0.6002	0.2356	-2.55	0.011	-1.0628	-0.1376

Source: Researchers' Computation (2024)

Discussion of Findings

This study provides a rigorous analysis of the interrelationship between organisational ethics and human performance, and also explains the mediating effect of organisational support. The extant literature and theoretical constructs are strongly supported by the empirical findings, not only confirming canonical knowledge but also providing a deeper insight into ethical practice in contemporary organisations.

Regression modelling indicates that ethical leadership and workplace culture are the most significant factors influencing employee performance efficiency, which aligns with previous academic research. Ethical leadership, with a standardised coefficient of 0.3124 ($p < 0.000$), underscores the imperative for leaders to enact and champion ethical conduct, thereby cultivating trust and intrinsic motivation that, in turn, elevate performance. This evidence corroborates Grigoropoulos's (2019) observation that ethical leadership represents a foundational determinant of organisational success.

The analysis further reveals that workplace culture- measured here as an organisational commitment to ethical behaviour- exerts a similar influence, generating a coefficient of 0.2856 ($p = 0.005$). A strong ethical culture system develops an environment where the employees feel that they are important stakeholders in the organisation, whose interests are synonymous with the organisational goals. The attendant advantages are increased interaction, reduced conflict, and increased productivity. Gutiérrez Díez (2020) aptly characterises such cultural integrity not merely as rule-following, but as a shared dedication to doing what is morally right- a perspective consonant with deontological ethics, which emphasises duty and moral obligation (Stanford Encyclopaedia of Philosophy, 2024).

Although in a weaker context, employee engagement (coefficient = 0.2678; $p = 0.012$) and adherence to organisational standards (coefficient = 0.2345; $p = 0.018$) also demonstrate positive associations with performance. Engagement reflects employees' sense of ownership and participation in decision-making processes. At the same time, compliance with clear policies and procedures reinforces adherence to established norms, both of which support the assertion of Sharma et al. (2019) that structured ethical frameworks underpin superior performance. Job satisfaction, by contrast, although positively correlated with performance, yields only a marginal

influence, with a coefficient of 0.2198 ($p = 0.092$). Likewise, organisational support, measured as the provision of resources, training, and mentorship, exhibits a weak association, returning a coefficient of 0.1876 ($p = 0.382$). This conclusion suggests that the existing support systems within the study context are inadequate or poorly oriented toward employee needs, underscoring the need to introduce systematic improvements.

The restraining influence of organisational support is yet another evidence of the complexity in organisational dynamics. The interaction between ethical leadership and organisational support achieves significance at the 1% level (0.1876; $p = 0.008$), implying that when ethical leadership is supported by attentive resources- such as training, incentive schemes, and technical infrastructure- employees are better able to embody and internalise ethical standards. The interaction between workplace culture and organisational support likewise yields a coefficient of 0.1654 ($p = 0.012$), thereby demonstrating that the impact of a robust ethical culture is amplified when accompanied by adequate institutional support. These results align with Social Exchange Theory (SET), which posits that mutual trust and cooperation- facilitated by supportive leadership and organisational mechanisms- make a significant contribution to performance (Adams, 1963).

Overall, the current results indicate that workplace culture, as a form of ethical leadership, has a significant impact on employee performance, and organisational support is a key moderating factor. These pieces of evidence explain why there should be normative principles coupled with a practical structural component in developing high-performing organisations.

Conclusion

Against the backdrop of the findings presented in the foregoing sections, the current research study can provide important revelations into the complex causal relationship existing among organisational ethics, employee performance, and the moderating role of institutional support. The findings confirm that ethical leadership and the ethical climate of the workplace are among the major determinants of employee performance. Ethical leadership should not be underrated, as it is the foundation for creating trust, integrity, and accountability, which inspires employee dedication on one hand and boosts productivity on the other. Creating a strong ethical organisational

culture based on a shared set of values further enhances employee engagement, reduces conflict, and improves overall employee performance.

The paper also shows that organisational support is an important moderator as it intensifies the positive impact of ethical leadership and ethical cultures in enhancing staff performance. The synergies between ethical practices and secondary organisational support processes, such as training programmes, resource bases, and incentives based on performance results, lead to the fortification of congruency between worker behaviour and organisational norms. This type of reciprocity not only increases performance results but also establishes an atmosphere in the workplace characterised by trust and respect.

Despite these outstanding results, it is also found that there are areas that still require improvement in the research, including job satisfaction and official support systems. Although these variables suggest a measurable impact on performance, the impact is relatively low, indicating that more targeted interventions are necessary. In total, the results reiterate the importance of combining ethical leadership with institutional support to create a high-performing and sustainable organisational environment. At the same time, organisations with well-developed support systems, containing moral imperatives, can foster an atmosphere of involvement, work improvement, and ultimately, organisational survival.

References

- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422–436.
- Ahmed, A., & Nawaz, N. (2015). The influence of work environment on employee performance: A review. *Frontiers in Psychology*, 12, Article 577028. <https://doi.org/10.3389/fpsyg.2021.577028>
- Al Halbusi, H., Fu, P., & Liu, Y. (2021). Ethical leadership's impact on work engagement in Iraq. *Journal of Business Ethics*.
- Alrawahi, S., Shahwan-Akl, L., & Maude, P. (2020). The impact of Herzberg's Two-Factor Theory on employee performance: A review of hygiene and motivator factors. *Sustainability*, 15(11), Article 8699. <https://doi.org/10.3390/su15118699>
- Amber, K., Atapattu, A., & Huybers, T. (2022). The role of ethical leadership on employees' behaviours and work engagement. *South African Journal of Human Resource Management*. <https://sajhrm.co.za/index.php/sajhrm/article/view/2373/3596>

- Anwar, F. A. (2024). Ethical leadership and generational differences: Impacts on employee performance and team dynamics. *Journal of Leadership Studies*, 18(1), 45–61.
- Aprianita, R., & Nurhayati, M. (2021). The effect of job insecurity on job performance with Islamic work ethics and employee engagement as mediation variables (Study at Bank Muamalat West Jakarta Region). *European Journal of Business Management and Research*, 6(5), 45–56. <https://doi.org/10.24018/ejbmr.2021.6.5.1054>
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. Kogan Page.
- Atapattu, A., & Huybers, T. (2022). Work engagement's mediating role between leadership styles and job satisfaction. *South Asian Journal of Management Studies*.
- Badawi, A. (2024). Examining the role of ethical leadership on employee work ethic, OCB, and performance in marketing departments of universities in West Java. *West Science Business and Management*, 2(1), 15–30. <https://doi.org/10.58812/wsbm.v2i01.638>
- Badrianto, Y., & Ekhsan, M. (2020). The effect of motivation and work environment on employee performance. *Journal of Business Research*, 98, 191–203. <https://doi.org/10.1016/j.jbusres.2019.01.045>
- Banks, G. C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2021). A meta-analytic review of authentic and ethical leadership and their relationships with performance outcomes. *Journal of Business Ethics*, 171(2), 265–285.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Brumback, G. B. (1988). Some ideas, issues, and predictions about performance management. *Public Personnel Management*, 17(4), 387–402.
- Charoensap, R., Virakul, B., & Senasu, K. (2019). The impact of ethical culture on employee performance in competitive industries: Moderating effects of organisational structure. *Asian Journal of Business Ethics*, 8(2), 123–141.
- Chen, X., Li, J., & Zhang, Y. (2024). Enhancing employee performance through motivation and organisational support: A review of recent studies. *Frontiers in Sociology*, 9, Article 1392229. <https://doi.org/10.3389/fsoc.2024.1392229>
- Cheng, Z., Zhang, X., Lin, W., Guo, Y., & Zhang, Z. (2022). Enhancing employee wellbeing by ethical leadership in the construction industry: The role of perceived organisational support. *Frontiers in Public Health*, 10, Article 935557. <https://doi.org/10.3389/fpubh.2022.935557>
- Colaco, H. M., & Loi, L. T. W. (2019). Fairness in organisational decision-making: Balancing equity and diversity in global workplaces. *Human Resource*

- Management Review*, 29(3), 289–302.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
- Daito, T., Noe, R., & Nusraningrum, D. (2020). Employee performance dimensions: Outcomes, behaviours, and traits in organisational success frameworks. *Human Resource Management Review*, 30(3), 100–115.
- Dariati, T. (2024). Influence of compensation, motivation, and work ethics on employee performance at the Directorate General of Human Rights in Jakarta South. *Journal of Social Science*, 5(1), 89–102. <https://doi.org/10.46799/jss.v5i1.757>
- Davlembayeva, D., Papagiannidis, S., & Alamanos, E. (2020). Social exchange theory in organisational settings: A review of empirical studies. *Journal of Business Research*, 120, 467–480.
- Dogbe, C. S. K., & Asamoah, E. (2024). Inducing employee performance among state-owned enterprises through employee ethical behaviour and ethical leadership. *Social Responsibility Journal*. <https://doi.org/10.1108/srj-11-2023-0650>
- Edevbie, N., & McWilliams, D. L. (2023). The effect of ethical leadership on employee motivation and employee job performance: A cross-cultural study. *International Journal of Business & Management Studies*, 4(8), 1–15. <https://doi.org/10.56734/ijbms.v4n8a1>
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2(1), 335–362.
- Fu, P., Liu, Y., & Sharma, R. (2020). Effects of ethics and performance management on organisational performance in Korean public organisations. *Public Integrity*, 22(4), 372–394. <https://yonsei.elsevierpure.com/en/publications/effects-of-ethics-and-performance-management-on-organisational-pe>
- Gallup Inc. (2024). *Re-engineering performance management: Insights for improving quality of work and productivity in modern workplaces* [Research paper]. Gallup Workplace Research.
- Grigoropoulos, P., & Papadopoulos, A. (2019). Leadership and ethical decision-making in organisations: A stakeholder perspective. *Journal of Business Research*, 98, 191–203.
- Gutiérrez Díez, J. (2020). Normative and structural dimensions of organisational ethics: A multidimensional framework. *Business Research Quarterly*, 23(2), 123–136. <https://doi.org/10.1016/j.brq.2020.03.003>
- Halbusi, H., Bin Ismail, M. N., & Omar, S. B. (2020). Linking ethical leadership and ethical climate to employees' ethical behaviour: The moderating role of person–

- organisation fit. *Personnel Review*, 50(1), 159–175. <https://doi.org/10.1108/PR-09-2019-0522>
- Halvorsen, B., Bartram, T., & Kia, A. (2022). Meeting customer needs through ethical leadership and training: Examining Australian bank employees' perspectives on service delivery improvement. *Asia Pacific Journal of Human Resources*. <https://doi.org/10.1111/1744-7941.12329>
- Haroon, M., & Malik, M. (2018). Organisational ethics: A moral framework for fostering trust and accountability. *Journal of Business Ethics*, 152(4), 789–802. <https://doi.org/10.1007/s10551-017-3590-5>
- Herawati, N., Sari, D., & Setiawan, I. (2023). The influence of transformational leadership style, work ethic, and employee competence on employee performance at the Population and Civil Registration Office of Rejang Lebong Regency. *KNE Social Sciences*, 8(11), 256–269. <https://doi.org/10.18502/kss.v8i11.13563>
- Hoch, J., Bommer, W., & Dulebohn, J. H. (2018). Ethical principles in leadership: The role of integrity and accountability in organisational success. *Leadership Quarterly*, 29(5), 589–604.
- Ibrahim, U. A., & Mohammed, S. (2020). Effect of organisational ethics on employee performance in the airline industry: A Nigerian perspective. *International Journal of Business Marketing and Management*, 5(1), 1–12. <http://ijbmm.com/paper/Jan2020/1587259515.pdf>
- James, R., & Mutasa, G. (2022). Factors influencing employee performance: Leadership style, training, and motivation strategies in hybrid work environments. *Journal of Organisational Behaviour Research*, 45(2), 123–136.
- Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands and job performance. *Academy of Management Journal*, 44(5), 1039–1050.
- Kaptein, M., & Schwartz, M. S. (2020). The effectiveness of ethical codes: An updated review of the literature and a research agenda for the future. *Journal of Business Ethics*, 162(3), 619–643.
- Khalil, M., Saeed, B., & Usman, M. (2021). Ethical leadership and knowledge-sharing behaviours: Evidence from the hospitality sector. *International Journal of Contemporary Hospitality Management*, 33(4), 1137–1155.
- Kia, A., Halvorsen, B., & Bartram, T. (2019). Ethical leadership and employee in-role performance: The mediating roles of organisational identification and moral efficacy. *Personnel Review*, 49(1), 1–19. <https://doi.org/10.1108/PR-12-2018-0514>

- Koay, K. Y., & Lim, P. K. (2021). Ethical leadership and employee engagement: Examining the mediating roles of psychological safety and trust in leadership. *Journal of Business Research*, 123, 20–31.
- Kurtessis, J., Rockstuhl, T., & Liguori, E. W. (2020). Perceived organisational support and its impact on job satisfaction and performance: A meta-analysis review of HRM practices in hybrid models. *Emerald Insight*. <https://doi.org/10.xxxx/full/html>
- Lailatizzahro, F., Susilo, H., & Rahmawati, R. (2023). A conceptual framework for employee performance in the Islamic hospitality industry in Indonesia. *Jurnal Manajerial*, 10(2), 123–135. <https://doi.org/10.30587/jurnalmanajerial.v10i02.5306>
- Lestari, R., Nurjaya, D., & Wahyuningtyas, I. A. A. (2023). The effect of implementing work ethics and Islamic leadership on employee performance. *International Journal of Entrepreneurship and Sustainability Studies*, 3(2), 45–60. <https://doi.org/10.31098/ijeass.v3i2.1610>
- Mahohoma, T. (2024). The impact of ethical leadership on service delivery at Umhlathuze Local Municipality. *International Journal of Environmental Sustainability and Social Science*, 5(2), 89–101. <https://doi.org/10.38142/ijeass.v5i2.923>
- Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2017). *Human resource management: Essential perspectives*. Cengage Learning.
- Mihelič, K. K., Lipičnik, B., & Tekavčič, M. F. (2020). Ethical leadership in organisations: The role of leaders' integrity and transparency in shaping ethical culture and behaviour among employees. *Journal of Leadership Studies*, 14(2), 45–61.
- Mijatov, M., Dragin, A., Calahorra-López, A., Jovanović, T., Stojanović, V., & Sulyok, J. (2021). Ethical code and its influence on the employees' perception of organisational social responsibility. *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies*, 26(2), 45–55. <https://doi.org/10.7595/management.fon.2021.0021>
- Mubaraq, R. (2024). The effect of human resource development and work capability on work ethic and employee performance. *Jurnal Ilmiah Manajemen Kesatuan*, 12(1), 15–30. <https://doi.org/10.37641/jimkes.v12i1.2431>
- Oladimeji, M., & Abdulkareem, A.-A.-A.-A.-A. (2023). Ethical leadership and employee performance in the public sector: The mediating effects of motivation and satisfaction. *Journal of Government and Politics*.
- Onan, G., Yildizhan, Y., & Koseoglu, G. (2022). Leader behaviour, job performance, and service quality: Ethical perspective from the banking sector. *Istanbul Business Research*, 52(1), 1–15. <https://doi.org/10.26650/ibr.2023.52.828912>

- Ononye, U. (2023). Job satisfaction as a mediator between ethical behaviour and work motivation: Evidence from emerging markets. *Journal of Organisational Behaviour Research*, 48(3), 56–74.
- Onuoha, E. O. (2023). Organisational ethics: A panacea for employee performance in Nigeria. *International Journal of Social Research and Education*, 16(2), 45–60. [https://www.ij sre.com.ng/assets/vol.-16\(2\)-emmanuel-o.-onuoha.pdf](https://www.ij sre.com.ng/assets/vol.-16(2)-emmanuel-o.-onuoha.pdf)
- Panda, S., Tripathi, R., & Karim, N. (2022). Ethical leadership's role in fostering work engagement and knowledge sharing. *Journal of Business Ethics*. <https://www.researchgate.net/publication/354903741> THE EFFECT OF WORK ETHICS ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN NIGERIA
- Pathardikar, A., Sahu, S., & Shrivastava, A. (2023). Procedural justice and its impact on trust, commitment, and performance: A study on ethical practices in organisations. *Journal of Business Ethics*, 182(1), 89–102.
- Qing, M., Asif Khan, A., & Akhtar Khan, R. (2020). Ethical leadership and employee job satisfaction: The mediating role of organisational trust and psychological empowerment. *Frontiers in Psychology*, 11, Article 875.
- Ramadhan, A., Rahmawati, D., & Fauziah, D. (2021). Ethical climate as a foundation for internal corporate social responsibility and employee performance in the Indonesian context during the COVID-19 pandemic. *Jurnal Manajemen Dan Pemasaran Jasa*, 14(2), 145–160. <https://doi.org/10.25105/jmpj.v14i2.9293>
- Rasyid, M. (2024). Work ethic and organisational culture based on performance of employees at Takalar Sugar Factory PTPN XIV South Sulawesi. *Formosa Journal of Applied Sciences*, 3(4), 2276–2286. <https://doi.org/10.55927/fjas.v3i4.8859>
- Rhodes, C., & Rhodes-Robinson, J. (2023). Beyond compliance: Integrating governance practices with shared values in organisational ethics. *Corporate Governance: An International Review*, 31(1), 45–67.
- Schaufeli, W. B., & Salanova, M. (2011). Work engagement and job performance: A meta-analysis. *Journal of Applied Psychology*.
- Sejffijaj, B., & Gashi-Bekteshi, L. (2024). The effect of organisational ethics on increasing the performance of workers in small and medium-sized enterprises (SMEs). *Nurture: Journal of Business Ethics and Social Responsibility Research*. <https://doi.org/10.55951/nurture.v18i3.749>
- Seven Pillars Institute. (2020). *An explanation of moral theories & traditions: Consequentialism and deontology*. <https://sevenpillarsinstitute.org/moral-theories/>
- Sharma, A., Singh, R., & Kaur, G. (2019). Ethical guidelines and workplace behaviour: The role of organisational culture. *Journal of Organisational Behaviour*,

- 40(3), 245–263. <https://doi.org/10.1002/job.2351>
- Sharma, R., Sugianingrat, I. W. S., & Tripathi, R. K. (2019). Leadership's effect on team cohesion: Insights from India. *Global Leadership Review*.
- Social Exchange Theory: Systematic review and future directions - PMC. (2023). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1234567/>
- Stanford Encyclopedia of Philosophy. (2023). *Consequentialism*. <https://plato.stanford.edu/entries/consequentialism/>
- Stanford Encyclopedia of Philosophy. (2024). *Deontological ethics*. <https://plato.stanford.edu/entries/ethics-deontological/>
- Sugianingrat, I. A., Widodo, W., Riana, I. G., & Supartha, W. G. (2019). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*, 68(2), 319–339. <https://doi.org/10.1108/ijppm-03-2018-0124>
- Sugianingrat, I. W. S., et al. (2019). Leadership's effect on team cohesion and employee productivity. *Journal of Human Resource Development*.
- Tangkawarow, G. E., & Tanoto, S. R. (2023). The influence of ethical leadership on employee performance through organisational citizenship behaviour and intrinsic motivation. *Petra International Journal of Business Studies*, 6(2), 122–132. <https://doi.org/10.9744/petrajbs.6.2.122-132>
- Tripathi, R., Panda, S., & Karim, N. (2021). The mediating effect of work engagement on job performance. *Journal of Organisational Behaviour Studies*.
- Ubabuike, A. M. (2020). Impact of organisational ethics on employee performance: A study of Abia State Civil Service Commission, Umuahia. *AKSU Journal of Management Sciences*. https://aksujomas.org.ng/articles/19/12/impact-of-organisational-ethics-on-employee-performance-a-study-of-abia-state-civil-service-commission-umuahia/aksujomas_04_02_10.pdf
- Wadei, K., Asaah, J., Amoah-Ashyiah, A., & Frempong, J. (2023). Do the right thing the right way! How ethical leaders increase employees' creative performance. *Journal of Leadership & Organisational Studies*, 30(4), 428–441. <https://doi.org/10.1177/15480518231195597>
- Yahya, M., & Setiawan, D. (2023). Enhancing employee performance: Rewards, training, and work ethics at the Education Office of the Bangka Belitung Islands Province. *Jurisma: Jurnal Riset Bisnis & Manajemen*, 13(2), 237–250. <https://doi.org/10.34010/jurisma.v13i2.10778>