ETHICAL LEADERSHIP AND ITS IMPACT ON CORPORATE INTEGRITY, ACCOUNTABILITY, AND EMPLOYEE PERFORMANCE: BUILDING TRUST AND COMMITMENT THROUGH VISION, EMPATHY, AND COURAGE

Ms.Vidya Aswath,
Management, SRM Institute of Science & Technology

Dr.Celina.A
Management, SRM Institute of Science & Technology

ABSTRACT

The rapid spread of business activities across the globe in the last decade and half, has ensured that many sections of the society who were earlier unable to get benefited from new products and services are now being covered with new age products and services making their lives comfortable in most of the cases. Various studies have also confirmed that expansion of global businesses and their positive impact on large sections of the society. This rapid and vast expansion and the business demands of growth and profit and other business and social aspect brings with it the challenge of managing the business in an ethically proper and acceptable manner. Ethical leadership, characterized by a leadership style that is both morally sound and fair, is crucial in influencing the culture and overall performance of an organization and the impact can be felt across the sections of society where the products and services are being used.

This paper seeks to delve into the concept of ethical leadership, highlighting its crucial role in cultivating foundational organizational values, including integrity, accountability, and empathy. It investigates the core characteristics that define an ethical leader, especially focusing on the importance of moral integrity and principled decision-making. Ethical leaders are expected to demonstrate a strong sense of character, acting in ways that align with their values and fostering an environment of trust, openness, and fairness within the organization. Their actions serve as a model for employees, guiding them to prioritize ethical behaviour and transparency in their own work. Without leaders who consistently uphold these principles, an organization is at risk of undermining its mission and objectives, which could ultimately affect its long-term success. The presence of ethical leadership helps ensure that the organization remains aligned with its core values, maintaining a positive and productive culture while achieving its goals.

Ethical leaders are instrumental in building trust and commitment within their teams, which significantly influences both individual and team performance. Trust in leadership is fundamental in creating a work environment where employees feel valued, supported, and safe. By fostering a culture of trust and commitment, ethical leadership helps create a workforce that is not only highly motivated but also aligned with the organization's long-term vision. In this paper we shall study the various key characteristics of Ethical leadership like Integrity, Fairness/unbiased, Transparency, Accountability, Moral courage, Value based decision-making and other aspects as necessary that are imperative for better employee performance.

INTRODUCTION

In today's rapidly evolving business landscape, the role of ethical leadership has become increasingly significant in shaping the moral fabric of organizations. Ethical leadership is not merely about adhering to a set of rules or guidelines; it is about embodying principles that foster a culture of integrity, accountability, and enhanced employee performance. At the heart of ethical leadership lies the ability to build trust and commitment within an organization, which is achieved through a clear vision, genuine empathy, and unwavering courage. A leader who practices ethical leadership serves as a role model, setting a standard for behavior that others in the organization are likely to follow. This type of leadership is crucial in establishing a foundation of trust, which is essential for any organization to thrive. Trust is built when leaders consistently demonstrate honesty, transparency, and fairness in their decision-making processes. When employees perceive their leaders as trustworthy, they are more likely to feel valued and respected, which in turn fosters a sense of loyalty and commitment to the organization. Moreover, ethical leadership is instrumental in promoting accountability within a corporate setting. Leaders who hold themselves accountable for their actions and decisions set a precedent for others to do the same. This culture of accountability ensures that everyone in the organization takes responsibility for their roles and contributions, leading to improved performance and productivity. When employees see that their leaders are willing to own up to their mistakes and learn from them, it encourages a similar mindset throughout the organization. Empathy is another critical component of ethical leadership. Leaders who demonstrate empathy are able to understand and appreciate the perspectives and feelings of their employees. This understanding fosters a supportive and inclusive work environment where employees feel heard and valued. Empathetic leaders are better equipped to address the needs and concerns of their team, leading to higher levels of employee satisfaction and engagement. When employees feel that their leaders genuinely care about their well-being, they are more likely to be motivated and committed to their work. Courage is also a defining trait of ethical leaders. It takes courage to make difficult decisions that align with ethical principles, especially when faced with pressure to compromise those values for short-term gains. Ethical leaders are willing to stand by their convictions, even in the face of adversity, and this courage inspires others to do the same. By prioritizing ethical considerations over expedient solutions, leaders reinforce the importance of integrity within the organization. In conclusion, ethical leadership plays a pivotal role in shaping the culture and success of an organization. By fostering trust, promoting accountability, and demonstrating empathy and courage, ethical leaders create an environment where employees are motivated to perform at their best. As organizations continue to navigate complex challenges, the need for ethical leadership has never been more critical. It is through the guidance of ethical leaders that organizations can achieve sustainable success and make a positive impact on society.

REVIEW OF LITERATURE

A review of recent studies highlights that ethical leadership is not merely about adhering to moral standards but also about creating an environment in which integrity, transparency, and responsibility are embedded at all levels of the organization.

1. Ethical Leadership and Organizational Culture

Ethical leadership is central to establishing an organization's values and culture. According to **StrategicLeadersConsulting (2024)**, ethical leaders set the tone for the organization, promoting trust and creating a foundation where employees feel empowered to make principled decisions. By consistently modeling ethical behavior, leaders can influence the organizational climate and create a culture that supports corporate integrity and accountability. **Khandelwal (2024)** similarly emphasizes that ethical leadership is essential for improving **employee satisfaction** and **organizational performance**, as it fosters an environment where employees are more likely to align with organizational goals, contributing positively to the company's success.

2. Impact On Employee Engagement and Satisfaction

Ethical leadership has a significant influence on **employee engagement**, which is directly linked to job satisfaction, retention, and overall organizational commitment. As **Psico-Smart (2024)** highlights, organizations with ethical leaders report higher levels of employee engagement and retention. This correlation suggests that ethical leadership creates an environment where employees feel valued and are more committed to the organization's mission. Similarly, **Honest Values (2024)** shows that ethical leadership improves employee morale and inspires a commitment to **integrity** and accountability, which results in better performance and a more motivated workforce. Ethical leaders also influence employee behavior by promoting fairness, respect, and open communication. **Toxigon (2024)** argues that ethical leadership creates a work culture where employees feel motivated and empowered to contribute to the organization's success. Leaders who lead by example foster loyalty, which in turn, strengthens the overall organizational performance.

3. The Role of Leadership in Promoting Corporate Integrity and Accountability

Ethical leadership plays a critical role in shaping an organization's **ethical standards** and ensuring accountability. **Cornell Business (2024)** suggests that ethical leaders are instrumental in aligning the company's decision-making processes with its core values, ensuring transparency, fairness, and accountability. Such leadership fosters a culture of trust and respect, both of which are necessary for effective communication and decision-making. The research by **Accounting Insights (2024)** further elaborates on how leadership can influence an organization's ethical corporate culture. The article explains that leaders who model ethical behavior can establish a transparent decision-making process that promotes fairness and accountability throughout the organization. This is crucial for maintaining a good reputation and building stakeholder trust. Furthermore, **StrategicLeadersConsulting (2024)** discusses how ethical leaders navigate ethical dilemmas by upholding integrity in decision-making. This capability is essential for guiding organizations through tough situations while staying aligned with organizational values. Ethical leaders are often faced with challenging decisions that require them to balance business goals with moral considerations, demonstrating that leadership integrity directly impacts the company's reputation and success.

4. Accountability and Performance Evaluation

The concept of **accountability** is closely tied to ethical leadership. As **StrategicLeadersConsulting (2024)** outlines, ethical leaders promote a culture of accountability by emphasizing the importance of responsibility and transparency. This culture ensures that employees understand their roles and are held accountable for their actions, which contributes to improved performance. Additionally, **StrategicLeadersConsulting (2024)** explores how **accountability training** can shape the behavior and decision-making of leaders, creating an environment where ethical conduct is reinforced at every level of the organization. The inclusion of accountability in **performance evaluations** is also vital, as highlighted by **StrategicLeadersConsulting (2024)**. When accountability is integrated into the evaluation process, employees are more likely to take responsibility for their actions, which leads to improved decision-making, productivity, and overall organizational performance.

5. Building Trust Through Ethical Decision-Making

Ethical leadership is not only about fostering accountability; it also plays a key role in building trust. According to **Investopedia (2024)**, businesses that prioritize ethical leadership attract top talent and cultivate a stable workforce. Ethical leadership helps to reduce risks, build a positive reputation, and create lasting relationships with stakeholders. For instance, the ethical crisis management approach of **Johnson & Johnson** in 1982, analyzed in **Investopedia (2024)**, is an excellent example of how ethical decision-making can lead to strengthened public trust and brand loyalty.

6. Ethical Training and Decision-Making

In addition to leading by example, ethical leaders also prioritize **accountability training** for employees and other leaders within the organization. **StrategicLeadersConsulting (2024)** explains that such training is essential for shaping the decision-making process and ensuring that leaders and employees adhere to the organization's ethical standards. The ability to make ethical decisions under pressure is a crucial component of leadership, and ethical leadership training is key to reinforcing these principles throughout the organization.

7. Ethical Leadership and Organizational Values

Ethical leadership helps shape organizational values, which are foundational to maintaining corporate integrity and promoting accountability. **StrategicLeadersConsulting (2024)** underscores that leaders who practice ethical decision-making influence the broader organizational culture, making it more likely that employees will adopt similar ethical standards. This is particularly important in industries where ethical breaches can have serious consequences, as it ensures that the organization is committed to ethical conduct at all times.

ETHICAL LEADERSHIP AND ORGANIZATIONAL INTEGRITY

Ethical leadership plays a crucial role in fostering organizational integrity. According to **Brown et al. (2005)**, ethical leadership is a process through which leaders act as role models of ethical behavior, which is then learned and replicated by followers. This process of social learning ensures that ethical standards are disseminated across the organization, creating a shared understanding of what constitutes acceptable behavior. Leaders who demonstrate ethical decision-making contribute to a culture where organizational practices align with both internal ethical standards and external societal expectations. This leads to increased organizational trust and credibility, which are key elements for maintaining long-term success and sustainability in competitive markets. As **Treviño et**

al. (2000) argue, ethical leadership is inextricably linked to corporate integrity because it establishes a clear framework for ethical decision-making and behavior. By reinforcing ethical values through communication and action, leaders influence the behavior of employees, ensuring that decisions are made in line with the company's core values. This culture of integrity helps organizations manage risks, avoid unethical behaviors, and uphold their reputation in the eyes of stakeholders, which is crucial in today's fast-paced, highly scrutinized business environment.

ACCOUNTABILITY AND LEADERSHIP INFLUENCE

The role of ethical leadership in fostering accountability is equally significant. Ethical leaders are seen as responsible for ensuring that organizational practices are consistent with the company's ethical standards, while also holding themselves and their teams accountable for their actions. According to **Mayer et al. (2009)**, ethical leadership promotes a **"trickle-down" effect**, where leaders' ethical behavior cascades down through organizational hierarchies, influencing employees' conduct and attitudes toward accountability. This process of social modeling results in increased organizational transparency, where ethical practices are actively endorsed and expected at all levels. **Kerns (2003)** explores how ethical decision-making by leaders influences.

The behavior of their followers, particularly in terms of their responsibility and accountability within the organization. Employees who see their leaders making ethical decisions are more likely to mirror those behaviors, which fosters an environment of mutual responsibility and commitment to organizational goals. This sense of accountability encourages individuals to take ownership of their actions, which leads to greater alignment between personal and organizational values, thus promoting higher levels of performance and reducing ethical violations.

EMPLOYEE ENGAGEMENT AND ETHICAL LEADERSHIP

Harter et al. (2002) assert that when employees perceive their leaders as ethical, they are more likely to be satisfied with their jobs and committed to the organization. Ethical leadership fosters a positive work environment where employees feel valued, trusted, and respected, which contributes to higher levels of job satisfaction and engagement. As **Groves (2006)** suggests, ethical leadership plays a central role in shaping the moral identity of employees, motivating them to achieve organizational goals while upholding ethical standards. The relationship between ethical leadership and employee engagement is particularly evident in high-performing organizations. **Sekerka (2009)** emphasizes that ethical leaders create a sense of community and mutual respect, which strengthens

employee relationships and improves overall organizational performance. Furthermore, **Avolio & Gardner (2005)** suggest that ethical leaders empower their employees by encouraging autonomy and fostering a work environment where ethical behavior is the norm. This empowerment enhances employees' sense of purpose, motivation, and commitment to both their roles and the organization.

THE ROLE OF VISION IN ETHICAL LEADERSHIP

A critical characteristic of ethical leadership is its ability to communicate a compelling vision that aligns with both organizational and individual values. **Bass (1990)** introduces the idea that transformational leaders, who often possess strong ethical values, are able to inspire their followers by articulating a vision that is grounded in ethics and shared values. Leaders who communicate a clear ethical vision create a sense of direction that motivates employees to contribute to the organization's success while adhering to ethical standards. **Walumbwa et al. (2008)** further emphasize that ethical leadership, when coupled with transformational leadership practices, fosters organizational learning and innovation, driving employee performance in a positive direction. Ethical leadership is not just about setting high standards; it is about providing the vision and support necessary for employees to meet those standards. **Den Hartog (2008)** suggests that ethical leaders are capable of making decisions that inspire trust, loyalty, and commitment, enabling the organization to thrive in both its internal and external relationships. Leaders who embody ethical principles act as catalysts for positive change, aligning the organization's ethical values with its strategic objectives.

HYPOTHESIS

There are multiple constructs in the theoretical framework that can be studied upon to get a deep and complete perspective of the Impact of Ethical leadership on various corporate aspects culminating in Employee performance and Trust and commitment shown by the Employees.
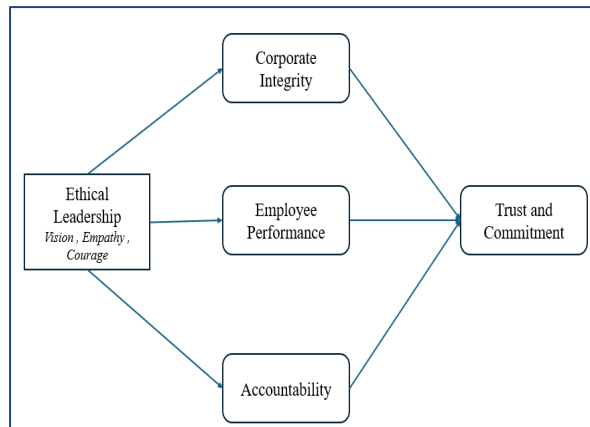
Fig1

In this paper though, I am limiting to study the below 4 Hypothesis, mainly focusing on:

- Leadership Vision
- Corporate Integrity
- Leadership Integrity
- Employee Commitment
- Leadership Commitment
- Employee Performance

Considering the above 6 constructs, the below 4 Hypothesis statements have been framed and will be studied in detail in this paper.

H01 –Leadership vision positively impacts Corporate Integrity

H02 – Integrity of Leadership positively impacts Commitments of Employees

H03 – Leadership vision positively impacts employee commitment.

H04 – Leadership commitment positively impacts Employee performance

By choosing these 4 hypothesis and framing the survey to gather relevant information about these aspects, we can expect the results to be mirroring the ground reality in a more understandable and sustainable manner.

Basis the chosen hypothesis, a well thought off set of questions were designed and made part of the survey questionnaire.

The questions are in two parts, in which part1 has 5 questions to understand the demographic split of the respondents and the 2nd part focusses on the gathering responses on the 4 hypothesis statements. This way we would be getting both the leadership perspective of the organization and also the differing point of view from a demographic perspective. This would be a wholesome narrative of the considerations of various Ethical leadership aspects and their impact on organization commitment, integrity and also on Employee performance

RESEARCH METHODOLOGY

The next step in the paper is to perform a statistical analysis to validate the Hypothesis – Testing the Hypothesis and getting an inference on what the employees of organization consider about the Ethical Leadership Impact on various factors as mentioned in the Theoretical framework.

I conducted a survey and collected data from multiple respondents and then performed various statistical tests of the collected data to test the Hypothesis

The survey consists of a 15 question on leadership aspects and 5 demographic questions – Total 20 Questions in the survey Questionnaire.

The survey form was shared across people from multiple academic and Industrial background so as to get a perspective from diverse organization, that can then be considered as a general perspective of the industry.

- Leadership Vision : 06 Questions
- Corporate Integrity : 03 Questions
- Employee Performance : 03 Questions
- Commitment : 03 Questions
- Demographic details : 05 Questions

A total of 102 responses were received and the demographic split of the responses are as below:

Demographic Profile	Distribution Category	Count (N)	Percentage (%)
Age Group	20 to 40	45	44.12
	40 to 50	41	40.20
	50 and above	17	16.67
Gender	Female	55	53.92
	Male	47	46.08
Education	Bachelor's	40	39.22
	Master	39	38.24
	PhD	18	17.65
	High School	5	4.90
Work Experience	<1 year	1	0.98
	1-3 years	23	22.55
	3-5 years	23	22.55

	5-10 years	26	25.49
	10+ years	29	28.43
Industry	Manufacturing	28	27.45
	Hospitality	21	20.59
	Education	22	21.57
	Health	12	11.76
	Information Technology	14	13.73
	Energy	4	3.92
	Other	1	0.98

Table1

From the samples received, the demographic share in the responses project a diverse picture of the respondents background which helps us to understand that most of the sectors seems to have a balanced approach in terms of their employee structure giving importance to various skills and experience as per their business needs.

The majority of the respondents are in the age group of 40+ (84.32 %) which shows that there is a good proportion of experience in the survey respondents.

The Male and Female gender also seems to be fairly represented.

Respondents with work experience of 5 or more years make up close to 53% of the total samples giving the survey a good mix of mid-level employee view and with 28% being 10+ years of experience gives a good perspective from a Mid to Senior level management view as well.

From an Industry background perspective, we can see that Manufacturing, Hospitality and education sectors take the bulk share of responses, Health, IT and Energy sectors are also fairly represented in the survey.

Hence we can consider the survey sample, from the collected responses, represents fairly a good variety of viewpoints from various levels of experience from across multiple industries and fairly shared amongst male and female respondents.

We now proceed with the detailed statistical analysis of these results.

RESULTS & DISCUSSION

RELIABILITY TEST

We start with the reliability, using Cronbach's Alpha value to find out the reliability of each category of questions so that we can confidently proceed with the next steps of Statistical analysis.

Category	Cronbach's Alpha
Leadership Vision and Integrity of Employees	0.946
Integrity of Leadership and Employee Commitment	0.877
Leadership Vision and Employee Commitment	0.891
Leadership Commitment and Employee Performance	0.899

Table 2

We can see from the above table that all the categories, which are aligned with each of the 4 hypothesis, are having very good values in the Cronbach's alpha calculation and we can consider that all the questions within each category are high reliable and can be considered as suitable for further statistical analysis.

All the values are >0.85 and hence we conclude that the reliability is passed with good level of confidence from Cronbach alpha values.

FACTOR LOADING

Factor loadings are statistical values that represent how much each variable contributes to each factor. They are the correlation coefficients between the observed variables and the factors to which each variable belongs to. These are the being numerical values that indicate the strength and direction of the relationship between each observed variable and the underlying factor

To understand how the questions within each category are aligned with each category, the factor loading test was performed to understand from a statistical perspective

A higher factor loading means a stronger relationship between the observed variable and the factor, suggesting that the variable is a good representation of the factor.

A low factor loading (close to zero) suggests that the variable does not contribute significantly to the factor.

Category	Factor Loadings	Factor Loadings	Inference

	(Min)	(Max)	
Leadership Vision	0.463	0.446	Leadership Vision category is well-defined and questions strongly align with the construct of leadership vision.
Integrity of Leadership	0.577	0.573	Integrity of Leadership is robust, with high contributions from the integrity-related questions to the overall factor.
Employee Commitment	0.581	0.574	Employee Commitment is reliable, showing strong cohesion across the commitment-related questions.
Employee Performance	0.584	0.564	Employee Performance shows good internal consistency, but slight variations suggest different aspects of performance are measured.

Table 3

We can see that Leadership vision has factor loadings between 0.4 to 0.5 and the rest of the categories have factor loading of more than 0.5. As per the value inference of factor loading values:

Variables with loadings between **0.3 and 0.4** might still be useful but have a weaker relationship to the factor – this applies to **Visionary aspect of Leadership.**

Variables with loadings **above 0.5** are strongly associated with the factor and provide significant meaning to it – this applies to other three aspects of **Integrity, Commitment and Performance.**

FINDINGS

The final step of Statistical analysis of the survey results was to perform the regression testing and find out p values for all the 4 hypothesis. The p value from the results will help us in understanding the significance of each of the factors involved in the hypothesis and if they are influencing the outcome in a positive or negative manner.
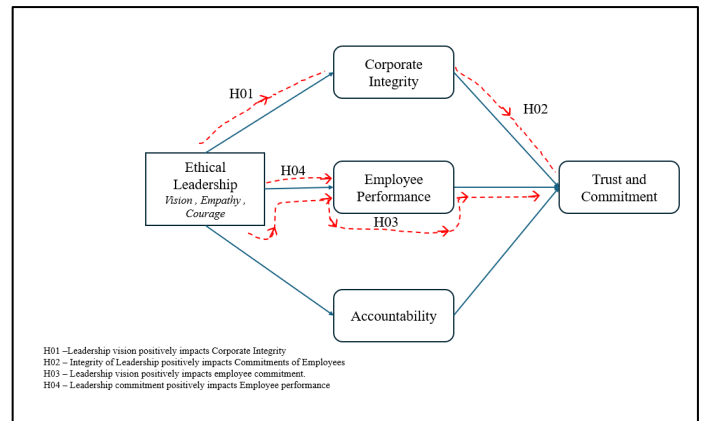

Fig 2

The below table provides the p values for all the 4 hypothesis.

Hypothesis	R-squared	Significant Predictors	P-values (Significant Predictors)	P-values for Hypothesis (Model)
H01 - Leadership vision positively impacts Corporate Integrity	0.685	Leadership vision_Q4, Q5	Q4 (0.042), Q5 (0.018)	1.19e-2
H02 - Integrity of Leadership positively impacts Commitments of Employees	0.643	Corporate Integrity_Q1, Q2, Q3	Q1 (0.008), Q2 (0.000), Q3 (0.021)	7.98e-2
H03 - Leadership vision positively impacts employee commitment	0.691	Leadership vision_Q1, Q5	Q1 (0.018), Q5 (0.001)	5.03e-3
H04 - Leadership vision positively impacts Employee performance	0.744	Leadership vision_Q1, Q3, Q5	Q1 (0.044), Q3 (0.036), Q5 (0.002)	7.16e-2

Table 4

The detailed inference of these values are captured below.

H01 – Leadership Vision Positively Impacts Corporate Integrity:

With a **p-value < 0.05**, we can consider that leadership vision has good effect on corporate integrity. This result provides strong evidence that the way leadership communicates and demonstrates their vision has a significant positive impact on the integrity within the organization. Leadership vision may inspire ethical behavior and strengthen the organization's commitment to maintaining high ethical standards.

H02 – Integrity of Leadership Positively Impacts Commitments of Employees:

The **p-value < 0.05** here suggests that the integrity of leadership significantly influences the commitment of employees. These findings align with the idea that leaders who act with honesty, fairness, and ethical behavior create an environment where employees feel more motivated, loyal, and committed to their work and the organization. The integrity displayed by leaders builds trust and strengthens the emotional and psychological connection employees have to the organization.

H03 – Leadership Vision Positively Impacts Employee Commitment:

Again, a **p-value < 0.05** in this hypothesis indicates a statistically significant relationship between leadership vision and employee commitment. This means that when leaders clearly communicate a compelling vision for the future, employees are more likely to become committed to the organization's goals. A clear and inspiring leadership vision helps employees see their role in the broader organizational context, increasing their engagement and dedication to the company's success.

H04 – Leadership Commitment Positively Impacts Employee Performance:

The **p-value < 0.05** here shows that leadership commitment has a significant positive impact on employee performance. When leaders demonstrate a strong commitment to the organization's goals, values, and performance, it motivates employees to perform at higher levels. A committed leadership team leads by example, which influences employees to align their own efforts with the organization's objectives, resulting in improved performance.

DISCUSSION

The results of this study provide compelling evidence for the significance of leadership behaviors in shaping key organizational outcomes, including corporate integrity, employee commitment, and performance. The **p-values** for all four hypotheses are less than **0.05**, indicating strong statistical support for each of the proposed relationships. Below, we discuss the findings in relation to existing literature and consider their practical implications for organizations.

Leadership Vision and Corporate Integrity (H01)

The significant relationship between **Leadership Vision** and **Corporate Integrity** (p-value < 0.05) suggests that a well-communicated and inspiring leadership vision plays a critical role in fostering an ethical organizational culture. Leaders who effectively articulate their vision not only provide direction but also set the tone for ethical behavior throughout the organization. These findings align with previous research that highlights the importance of leadership in shaping organizational culture and values (Bass & Avolio, 1994). The results suggest that when leaders embody a clear and ethical vision, it positively influences employees' behavior, creating a culture of integrity and trust.

Integrity of Leadership and Employee Commitment (H02)

The finding that **Integrity of Leadership** significantly impacts **Employee Commitment** (p-value < 0.05) is consistent with prior research that emphasizes the role of ethical leadership in enhancing employee engagement and loyalty (Mayer et al., 2009). Leaders who demonstrate integrity—through honesty, fairness, and ethical decision-making—are more likely to cultivate a sense of trust and commitment among their employees. This trust fosters an emotional connection to the organization, which in turn increases employee retention and productivity. The results suggest that organizations should prioritize the development of ethical leadership practices to build stronger employee relationships and drive long-term organizational success.

Leadership Vision and Employee Commitment (H03)

Similarly, the significant relationship between **Leadership Vision** and **Employee Commitment** (p-value < 0.05) further underscores the importance of leadership in motivating employees. A clear and compelling vision provides employees with a sense of purpose, aligning their individual goals with organizational objectives. This alignment has been shown to enhance employee engagement, job satisfaction, and commitment (Kouzes & Posner, 2012). Leaders who communicate their vision

effectively not only inspire employees but also give them a shared sense of direction, which strengthens their dedication to the organization. Organizations should invest in leadership training that focuses on vision communication and alignment with organizational values to enhance commitment levels.

Leadership Commitment and Employee Performance (H04)

The positive relationship between **Leadership Commitment** and **Employee Performance** (p-value < 0.05) highlights the role of leadership in driving employee motivation and performance outcomes. When leaders demonstrate commitment to organizational goals, they set a powerful example for employees, who are likely to mirror that commitment in their work (Avolio & Bass, 2004). These finding align with research suggesting that leadership commitment leads to higher levels of employee motivation, satisfaction, and productivity. Leaders who actively demonstrate their dedication to the organization inspire similar levels of commitment in their employees, ultimately improving performance and contributing to organizational success.

Implications for Practical situations

The results of this study have several practical implications for organizations. First, it is essential for leaders to communicate a clear and inspiring vision that not only outlines the strategic goals of the organization but also reflects ethical values. This vision can serve as a guiding principle for employees and promote a culture of integrity. Second, organizations should prioritize leadership development programs that foster ethical behaviors and enhance the integrity of their leaders. By doing so, they can strengthen employee commitment, reduce turnover, and improve performance. Finally, leadership commitment to organizational goals should be actively modeled, as it has a direct impact on employee motivation and performance.

LIMITATIONS AND FUTURE RESEARCH

While this study provides valuable insights into the impact of leadership behaviors on organizational outcomes, there are a few limitations to consider. First, the cross-sectional nature of the data limits our ability to make causal inferences. Future research could employ Sequential designs to better understand the causal relationships between leadership behaviors and employee outcomes over time. Second, the study relied on self-reported data, which may introduce biases such as social desirability or response bias. Future studies could incorporate multi-source data, including supervisor or peer assessments, to provide a more

comprehensive understanding of the leadership-employee relationship.

Additionally, future research could explore how different leadership styles (e.g., transformational, transactional) influence employee outcomes in different organizational contexts. Understanding how leadership behaviors interact with other organizational factors, such as culture and structure, could provide more nuanced insights into leadership effectiveness.

CONCLUSION

In all four hypotheses, the **p-values** being less than **0.05** demonstrate robust statistical support for the proposed relationships. This means that the evidence from the data strongly suggests that:

1. Leadership vision positively influences corporate integrity.
2. The integrity of leadership significantly impacts employee commitment.
3. Leadership vision plays a crucial role in fostering employee commitment.
4. Leadership commitment has a direct and positive effect on employee performance.

In practical terms, these results suggest that organizations should focus on cultivating strong leadership vision, integrity, and commitment, as these factors are crucial in driving employee engagement, trust, and performance. This insight can help guide organizational strategies and leadership development programs

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