THE ROLE OF PERCEIVED ETHICAL LEADERSHIP ON EMPLOYEES WORK PLACE BEHAVIOR: A CASE STUDY OF MINISTRY OF PUBLIC ADMINISTRATION, GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

[1]KHAN MD MURSHID E ELAHI, [2]SANOBER SALMAN SHAIKH

PhD candidate, GSPA, NIDA, Bangkok, Thailand, PhD candidate, SHRD, NIDA, Bangkok, Thailand
E-mail: [1]dinoelahi@yahoo.com, [2]sanobershaikh25@yahoo.com

Abstract

I. INTRODUCTION

1.1.Rationale of the Study

This study is going to fill the gap and will contribute in the literature in Bangladesh context, by investigating the role ethical leadership on employees work related attitude in Ministry of Public Administration Bangladesh. The existing literature entails that the previous studies on ethical leadership and its impact on employee work related attitude and behavior such as (Khuong and Dung, 2015; Chughtai, 2014; Seigal, 2013; Islam, Mohajan and Datta, 2012; Ponnu and Tennakoon, 2009; Dailey and Kirk, 1992) most of the above-mentioned studies has been done in to other countries, and there is quite little evidences are available in Bangladesh context. The studies which have been conducted previously, despite of its academic and managerial importance and contribution these studies have certain limitations. First these studies on leadership in Bangladesh has been done in education sector, second these have not investigated the ethical leadership styles in Bangladesh context specially when it comes to Public Administration Sector of Bangladesh quite little evidences are available.

Third the above-mentioned studies have used quantitative research method and provided the validated empirical evidences on the ethical leadership and its impact on employees but do not provide how managers exhibits ethical leadership behaviors, and how it effects in workplace behaviors of employees, and how employees of ethical leaders perceive their leaders or mangers leadership style. Therefore, uniqueness of this study is that is qualitative, the current study is going to gather data with qualitative research method will gaze from a individual perspective focusing on exploratory research design to better understand that how managers display ethical leadership characteristics and behaviors in their workplace, and how employees feel and perceive about their ethical managers and how ethical leaders bring work related behavioral changes into employees at work place.

1.2 Research Objectives To examine how Bangladeshi managers, understand and exhibit ethical leadership behaviors in their workplaces?

- To know how employees working under the directorship of their leader perceive their ethical leadership behavior of their leaders?
- To determine why there has been a need of ethical leaders in Bangladesh context?
- To check how does ethical leaders influence and impact on their employees/ followers?

II. LITERATURE REVIEW

2.1 Ethical leadership
2.2 Employee's workplace outcomes
2.2.1 Work engagement
2. 2.2 Job satisfaction
2.2.3 Organizational commitment
2.3. Relationship between ethical leadership and employees' workplace outcomes

III. SAMPLE OF THE STUDY AND SITE SELECTION

Since this study mainly focuses on the experiences of managers and employees, for managers who were engaged in the ethical leadership activity and experience of employees, who interacts with ethical leadership behavior of their manager or leader in government sector organization in Bangladesh context. Therefore, this study will use convenience sampling and snow ball sampling method, also called non-probability. Convenience samples can be used for descriptive observations with available individuals who meet the conditions for presence.12 participants were chosen for this study. 4 were executive level employees who is currently working as a director of Bangladesh Civil Service Training Centre in ministry of Public Administration and 8 middle level employees, working as present working as a Deputy Secretary Finance in Ministry of Public Administration of Bangladesh (due to confidentiality the company and participants name are hidden in this study).

3.1. Criteria for Choosing the Participant of the Study The first criterion that was considered for selecting these participants was the availability of participants due to limited time frame of the project.

3.2. Data Collection Tools

The interview was main tool that was used in this study, as it was mentioned earlier that this study will be conducted in Bangladesh's context by using the in-depth interview (personal), pertains to the real working norms of Bangladesh's culture of government organization. The interview was conducted in their own Bengali language. The semi-structured interview was used in this study to retrieve in-depth information, such as attitudes, understanding, or opinions, perception about ethical leadership and its impact on employee attitude. The researcher develops interview guide, consisting of total ten (10) questions (five separate questions for manager and five separate questions from middle level employee).

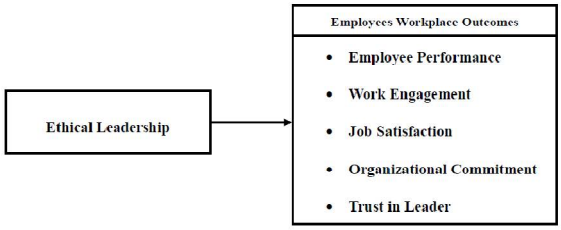
3.3. Data analysis Technique and Preparing Transcription

The five stages of data analysis were followed in this study: transcription, immersion, data reduction, data synthesis, and interpretation.

IV. FINDINGS

4.1 Theme 1: The Role of Leaders in Bangladeshi Government Organization
4.2 Theme 2: Characteristics of Ethical Leadership
4.2.1 Role model
4.2.2 Fair
4.2.3 Ethical Decision Making
4.2.4 Provide rewards and recognition to his followers
4.2.5 Honest
4.2.6 Loyal and hard worker
4.2.7 Integrity
4.2.8Eencourage his followers to participate in decision making through two-way communications
4.3. Theme 3: Experiences of Bangladeshi employees when their leader is ethical
4.4. Theme 4: The Existence of Ethical Leaders in Bangladeshi Government Organization
4.5. Theme 5: The impact of ethical leadership on their employee and organization
4.5.1. The employee won't be deprived of their rights
4.5.2. Builds trust in followers
4.5.3. Impact on organization and employee work related attitude
4.6. Theme 6: Need of Ethical Leaders in Bangladesh
4.7. The Model of the Role of Perceived Ethical Leadership on Employees Work Place attitude/Behavior in government sector organization Bangladesh

The findings of this study can be concluded in to the model that ethical leadership directly or indirectly leads to employee's work related attitude.



★★★