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

[1]KHAN MD MURSHID ELAHI, [2]SANOBER SALMAN SHAIKH, [3]AISHA BASHIR SHAH

[1,2,3]PhD candidate, GSPA, NIDA, Bangkok, Thailand, PhD candidate, SHRD, NIDA, Bangkok, Ass. Prof. University of Sind Jamshoro, Pakistan
E-mail: [1]dinoelahi@yahoo.com, [2]sanobershaikh25@yahoo.com, [3]hydayesha@gmail.com

Abstract - the objective of this study was to examine the role of perceived ethical leadership on employees' workplace behavior in ministry of public administration of Bangladesh. This study achieved its objective by using qualitative research method. As a result, this study found six themes: the role of leaders in Bangladeshi government organization, characteristics of ethical leadership, (Role model, Fair, Ethical Decision Making, Provide rewards and recognition to his followers, Honest, Loyal and hard worker, Integrity, encourage his followers to participate in decision making through two way communications), Experiences of Bangladeshi employees when their leader is ethical, The Existence of Ethical Leaders in Bangladeshi Government Organization, The impact of ethical leadership on their employee and organization (The employee won't be deprived of their rights, Builds trust in followers, Impact on organization and employee work related attitude), Need of Ethical Leaders in Bangladesh.

Index Terms - Ethical Leadership, Employee, Work Place Behavior, Public Administration, Bangladesh.

I. INTRODUCTION

1.1 Purpose of the Study

My interest is in leadership development of Bangladeshi managers, because I had working experience in Bangladesh organizations. I found that there are many unethical practices in public as well private organizations, which directly and indirectly affecting employee's attitude and organizational performance. While reviewing of literature on leadership, I came across that the ethics has been incorporated and institutionalized in every aspect of organizations including leadership. I wanted to know how this emerging leadership styles is different from others leadership styles – how does a leaders can be ethical - what are the characteristics of ethical leaders - what conditions motivate them to become ethical leaders- how this type of leadership works in real organizations/ workplace – how they impact on their workers – how employee feel and perceive about their ethical leaders - does the ethical leaders are exists in Bangladeshi organizations- how Bangladeshi employees experience if their leader is ethical. Therefore in this study was conducted with intention to examine the role of perceived ethical leadership on employee workplace behavior in context of Bangladesh.

1.2. Rationale of the Study

This study will fill the gap and contributes in the literature in Bangladesh context, by investigating the role ethical leadership on employees work related attitude in Ministry of Public Administration of Bangladesh. The existing literature entails that the various studies have been done 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 mentioned studies has been done in to other countries, and there is quite little evidences are available in Bangladesh context. Some of the studies on leadership in Bangladesh has been done in education sector. None of the study on leadership investigated the ethical leadership styles in Bangladesh context, when it comes to Public Administration Sector of Bangladesh quite little evidences are available. Most of the above mentioned studies have used quantitative research method and provided the numerical evidences on the ethical leadership and its impact on employee's attitude. Therefore uniqueness of this study is that it is qualitative. The current study is going to gather data with qualitative research method will gaze from an individual perspective focusing on exploratory research design to better understand that how managers display ethical leadership characteristics and behaviors in their workplace.

1.3 Research Question

1. How Bangladeshi managers understand and exhibit ethical leadership behaviors in their workplaces?
2. How employees working under the directorship of their leader perceive their ethical leadership behavior of their leaders?

3. Why there has been a need of ethical leaders in Bangladesh context?
4. How does ethical leaders influence and impact on their employees/ followers?

II. LITERATURE REVIEW

2.1 Ethical leadership

Observers have long believed that personal traits such as integrity would be important to perceptions of leadership effectiveness and research has borne that out. Several research has linked perceived leader effectiveness with perceptions of the leader's honesty, integrity, and trustworthiness (Den Hartog, House, Hanges, Ruiz-Quintanilla, Dorfman and Globe-Associates, 1999). The work of Trevino, Hartman and Brown (2000) and Trevino, Brown and Hartman (2003) conducted exploratory research to understand what the term ethical leadership means to close observers of executives. The interviews surfaced evidence that a number of personal characteristics were related to ethical leadership. Ethical leaders were thought to be honest and trustworthy. Beyond that, ethical leaders were seen as honest, fair, trustworthy and principled decision-makers who care about people and the broader society, and who behave ethically in their personal and professional lives. The researchers characterized this as the moral person aspect of ethical leadership, representing observers' perceptions of the leader's personal traits, character, and altruistic motivation. The study also revealed another important aspect of ethical leadership that Trevino and his colleagues' labeled the moral manager dimension. This aspect of ethical leadership represents the leader's proactive efforts to influence followers' ethical and unethical behavior. Moral managers make ethics an explicit part of their leadership agenda by communicating an ethics and values message, by visibly and intentionally role modeling ethical behavior, and by using the reward system (rewards and discipline) to hold followers accountable for ethical conduct Trevino, Hartman and Brown (2000), Trevino, Brown and Hartman (2003). Later, Brown, Trevino and Harrison (2005) combined these two dimensions into one definition of ethical leadership. They defined ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" or in other words where leader is fair, honest, and trustworthy and reward his followers and encourage them to participate in decision making and also listen them (p. 120). Brown et al. (2005), relied on social learning theory (Bandura, 1986) to explain the antecedents and outcomes of ethical leadership. Social learning theory sheds light on why some individual characteristics of the leader and situational influences are related to followers' perceptions of a leader as an ethical leader. According to social learning theory, for leaders to be seen as ethical leaders by their followers, they must be attractive and credible role models. Building on the above research and other literature, ethical leaders also act as mentors to their followers and are concerned about their growth and developmental needs (Brown and Trevino, 2006). Ethical leaders are likely sources of guidance because their attractiveness and credibility as role models draw attention to their modeled behavior. De Hoogh and Den Dartog (2008) propose measure of ethical leadership comprising three dimensions – morality and fairness (fair and honest), role clarification (open communication, clarify expectations and responsibilities), and power sharing (allowing followers in decision making, listen employees or their ideas and concern about his followers). In the literature, ethical leadership is mostly emphasized on integrity and honesty and ethical leaders were seen as fair, and principled decision-makers (Eubanks, Brown and Ybema, 2012; Kuntz, Kuntz, Elenkov and Nabirukhina, 2013).

2.2 Employee's Workplace Outcomes

Several scholars have used social exchange theory to understand the relationship between ethical leadership and follower work outcomes (Brown and Trevino, 2006; Mayer, Aquino, Greenbaum and Kuenzi, 2012). These scholars suggest that social exchange theory and its associated norms of reciprocity and trust may explain social interactions and exchanges at work (Blau 1964). According to this theory, exchanges at work develop as streams of transactions between two parties where one party feels a sense of obligation to reciprocate positive or negative actions of the other party (Blau 1964). In other words, when employees receive support, trust, and other tangible and intangible benefits from their organization or other individuals such as manager at work, they feel obliged to reciprocate such benefits (Gouldner 1960). The authors (Brown and Trevino, 2006; Den Hartog and Belschak 2012; Walumbwa et al. 2011) proposed and proved that ethical leadership predict beneficial outcomes such as follower job satisfaction, organizational commitment, OCBs, job performance, job engagement, and organizational identification. Ethical leaders enjoy a high-quality, exchange-oriented relationship with their followers and engage in behaviors that are beneficial for their followers (Brown and Trevino, 2006). Such high quality exchange relationships are due to ethical leaders' honesty, transparency, and two-way communication strategies that engender high levels of trust in followers, which, in turn, cause followers to reciprocate in mutually beneficial ways (Brown,

Trevino and Harrison, 2005). Some of the employee's workplace outcomes are center of interest in this study and as follows.

2.2.1 Work Engagement

Work engagement is a positive motivational work-related state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002, 2006; Schaufeli and Bakker, 2004). The element of vigor refers to experiencing high levels of energy and mental resilience while working, the willingness to invest effort in work, and persistence even in the face of difficulties. The element of dedication refers to a having sense of significance and meaning, inspiration, pride, enthusiasm, and challenge. Absorption is characterized by being concentrated and occupied in work.

2.2.2 Job Satisfaction

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Job satisfaction represents the extent to which expectations are and match the real awards (Davis et al., 1985). Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

2.2.3 Organizational Commitment

Organizational commitment is as a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization (Mowday, Steers and Porter, 1979).

2.3 Relationship between Ethical Leadership and Employees Workplace Outcomes

There has been a dearth of research examining the mechanism through which ethical leadership is associated with employee behavior (Mayer, Kuenzi and Greenbaum, 2010). Empirical evidences from the organizational behavior literature show that followers' perception of being treated fairly affects both their job attitudes, such as satisfaction and commitment, and organizational outcomes (Koh and Boo, 2001; Dailey and Kirk, 1992). Various research has done been on relationship between ethical leadership and employees workplace outcomes such as the effect of ethical leadership on employee engagement (Khuong and Dung, 2015; Chughtai, 2014), ethical leadership and organizational commitment and follower's trust in leader (Seigal, 2011; Ponnu and Tennakoon, 2009), leadership and job satisfaction and employee performance (Islam, Mohajan and Datta, 2012).

III. RESEARCH DESIGN

This study is based on a case study methodology of qualitative research, aimed at capturing the meaning, perception, opinion of lived experience of the participants of being an ethical leaders and perception of how being employees of ethical leaders and their behavior in work setting.

3.1 Sample of the study

This study mainly focuses on the experiences of managers and employees. For managers who were engaged in the ethical leadership activity and for employees who experience, interacts with ethical leadership behavior of their manager in ministry of public administration in Bangladesh context. Therefore, this study used non-probability (convenience sampling and snow ball sampling method). 12 participants were chosen for this study. Four were executive level employees who were working as director and assistant secretary of Bangladesh Civil Service Training Centre in ministry of Public Administration and 8 middle level employees working as Deputy Secretary, Assistant director and deputy director in Ministry of Public Administration of Bangladesh (due to confidentiality the company and participants name are hidden in this study). Introduction was made with participants of the study and then explained them purpose of this study, provided them information related to the topic, purpose, and objective and then requested for their permission to conduct their personal interviews on predefined time at their convenience. Subsequent to this request the feedback received, wherein the participants showed their willingness to be interviewed and the time was set for the interview.

3.2 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. Second, some of the participant have been working as director who is directly and actively involved in leading their staff and driving their work force to perform different tasks, and these participant were selected to know their understanding, perception and role of ethical leadership with their subordinates while working as a director in Ministry of Public Administration, Government of the People's Republic of Bangladesh. The other participants were working as middle level managers/ assistant/deputy manager under director/manager, he must have a direct working

interaction with his manager or leader and this participant was also selected to know his perception and role of his leaders in terms of ethical leadership behavior of their director/ supervisor in Ministry of Public Administration Bangladesh. Familiarity with these participants was one of the factors that contributed in the selection of these participants. As these participant referred to other participants who were working at the middle level post in same organization . Another criterion of selecting this sample is language because it's easy to study in own language rather than in foreign language. The information could have been distorted if I would have interviewed with other language.

3.3 Data Collection Tools

The interview was main tool that was used in this study, as it was explained 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 interview with each participants was continued about two hours. 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 developed interview guide, consisting of total ten (10) questions (five separate questions for manager and five separate questions from middle level employee). The researcher started with funnel question querying with the warm up questions. There were five questions in the guide, however in the real setting the all four questions were asked from the list. Other questions also asked that were added and used with aim to probe or to encourage participants to provide more detail.

The five questions were asked with manager are as under:

1. Could you please explain your style of leading your subordinates?
2. What do you know about ethical leadership?
3. Do you think you are ethical leader? If yes how?
4. Do you think there has been a need of ethical leaders in Bangladesh? Why?
5. How do you think that ethical leadership has correlation and impact on employees work related attitude?

The five questions which were asked with middle level employee are as under:

1. Could you please explain the leadership styles of manager or supervisor?
2. What do you know about ethical leadership?
3. Do you think you are manager is an ethical leader? If yes how?
4. Do you think there has been a need of ethical leaders in Bangladesh? Why?
5. How do you think that ethical leadership has correlation and impact on your performance and other work related attitude?

IV. DATA ANALYSIS AND PREPARING TRANSCRIPTION

The five stages of data analysis were followed in this study: transcription, immersion, data reduction, data synthesis, and interpretation. While conducting interview everything was written carefully on the paper in Bengali, later transcription were prepared immediately into English. King and Horrocks (2010) opines that in case of organizational case study or evaluative research recording everything precise may not be necessary (p.143). After listening the record the relevant part can be transcribed fully and rest can be summarized at best (p.143). So, in transcribing the whole discussion and interview, in this study the researcher summarized the whole discussions and interviews in following important statement.

4.1. Theme 2: Characteristics of Ethical Leadership

The respondents of this study concisely highlighted that mostly ethical leadership isn't practiced much in bureaucratic organisation of Bangladeshi. But following codes are critical issues under ethical leadership in context of Bangladesh:

4.1.1. Role model

The interviewees opined that sometimes some leaders practices ethical practices personally when he thinks he would be great leader, and want to be a role model for his subordinates.

4.1.2. Fair

Another element of ethical leadership is that a leader is a fair. The respondents explained that ethical leadership means a good leader who walks the right path, and then their followers/subordinates will also try to imitate the behaviors of their leaders in the same way. The leaders should abstain from all wrong doings. The all employees should be treated equally and follow a systematic way based on objective criteria, such kind of working environment is very important for better performance of organization.

4.1.3. Ethical Decision Making

Another characteristics of ethical leadership was obtained in this study was ethical decision making of a leader. The respondents thought that in order to create a good working environment an administrative leader has to take right decision. The decision should be based on pre-defined objective criteria or when any conflicting situation arises in the work place, he or she

should to resolve neutrally, the leader should follow the rules and regulations and should treat all employees equally. The ethical leader should incorporate ethics and ethical values in decisions made in organization.

"A good leader must have to know the rules and regulation thoroughly to run the office. They have to be up to be dated about the rules and regulations. Only after that they could work with courage".

4.1.4 Provide Rewards and Recognition to His Followers

When ethical leadership is practiced in an organisation, subordinates firstly need to believe that he won't be deprived of any deserved rights, should believe that their boss won't misconduct with them and surely their good works will be rewarded and recognised.

4.1.5 Honest

The interviewees (mid-level employees) responded that according to his thinking, only honesty can be one dimension of an ethical leader.

4.1.6 Loyal and Hard worker

To be a good leader, one should have the characteristics of a loyal, work properly, and hard worker. A lot of leaders are there, those who are honest but they are not working in the office. One respondent opined that:

"I think, from ethical point of view this is the worst side".

4.1.7 Integrity

Respondents (mid-level officers) of this study mentioned that ethical leader should maintain the congruence between words and deeds.

4.1.8 Encourage his Followers to Participate in Decision Making through Two - way communications

In ethical leadership, the leaders also should listen to their subordinates, whether it is good or bad. For that reason one good leader should not always tell the juniors to follow him/her but leaders also should have the capability of listening to the suggestions given by the people working under him. One of the mid-level employ stated that: Most of the bureaucrats don`t want to listen to their juniors. To be a good leader, one must have to be a good listener. Listening to others is one of the most important quality of a good leadership. In conclusion ethical leadership is as a leader who is honest, fair, care about others, act as a role model due to his ethical behavior, reward his followers on ethical conduct, ethical leaders also encourage his followers to participate in decision making through two way communications, the leader clarifies performance standards to his followers and focus on integrity.

4.2. Theme 3: Experiences of Bangladeshi Employees when their Leader is Ethical

The respondents shared their experience that they feel satisfied when their leader does ethical practices. It was determined that the ethical leader explains the way for accomplish the goals and provide directions which helps in career development. If there are hundreds of employees working in the same office follow their leader then their group performance will improve dramatically. The one respondent said that due to his ethical behavior of his leader he tries to avoid unethical practices, later he shared that "my leader usually used to sit with us and discuss about how to run the office, how to be a good leader, how to get success. Besides this, those who are dishonest, doing unethical work, they used to talk more. They try more and more to expose themselves by talking in a high voice. But, those who are certainly honest and do ethical work they usually talk less. Those leaders usually try to transmit their good characteristics in to others".

4.3 Theme 4: The Existence of Ethical Leaders in Bangladeshi Government Organization

The respondents responded that yes ethical leadership exist in Bangladesh organization. Basically all officers of our country are trained up under integrity management strategy. They are encouraged to maintain ethics, integrity management from personal level to group level of organisation. There are regular instructions to maintain all policies passed from cabinet division. Integrity management strategy implementation is the governments' one of the most prior objectives in recent times. Integrity management strategy is also monitored on a monthly basis. In Bangladesh another step has been taken regarding raward culture, in recent years the government has started to celebrate International public service day when awards are given in various posts like best officer in the district and in the division. This step really has increased the working speed of the government service holders. Especially Army people in our country use to get rewards for their performance in different sectors. In our Police force also there are different rewards like Bangladesh Police Medal (B.M.P), President`s Police Medal (PPM) for their well performance in their work place.

One of the respondents gave his own example as "I also make ethical decisions but surely after confirming that I am not engaged with any wrong doings".

Another interviewee shared his experience and happily said that luckily he had experienced of working as a subordinate of some great ethical leaders

and still now he is working under some of them, and said that

"In my life I have done a lot of financial work, I worked with courage and without fear. Because I knew the values, ethical norms and rules and regulations" on which I make my decisions.

4.4. Theme 5: The Impact of Ethical Leadership on Employee's Work Place Behavior

The following are the results were expected to obtain through exhibiting ethical leadership in Bangladesh context.

4.4.1. The Employee won't be Deprived of Their Rights

When ethical leadership is practiced in an organisation, subordinates will believe that he won't be deprived of any deserved rights.

4.4.2. Builds Trust in Followers

A good relationship would be prevail among all the employees and they will believe that their boss won't misconduct with them. A good working environment is created for this trust on an ethical leader.

4.4.3. Impact on organization and employee work related attitude

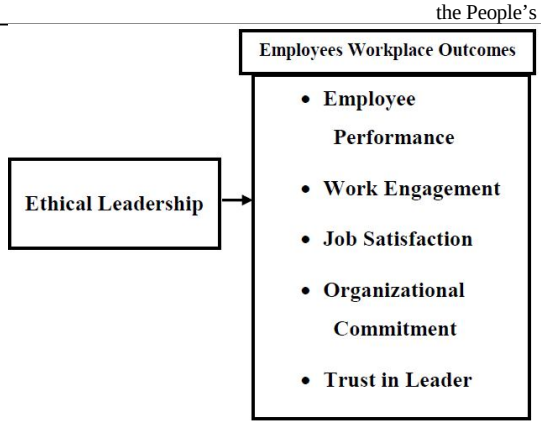
It was analysed with the interview with respondents that a good working environment is the prerequisite of promoting productive environment to generate more performers. Such as performance, job satisfaction, organizational commitment and work engagement and trust in leader. Furthermore the participants opined that: Organization`s structure and outcome are two different things. If the structure is good then the outcome will be better, Structure means how you are getting your salary, how you are getting your bonus, how your working environment is, how your leadership styles and behaviors is and how the employees are rewarded. Performance, commitment, satisfaction of employees with job depends upon ethical aspects of leadership.

4.5. Theme 6: Need of Ethical Leaders in Bangladesh

The respondents of this study said that yes off course! There is dire need in leadership development in Bangladesh context. It is very important for the progress of country's various public and private organizations. Ethical leadership is not only important for the employee's development but also important for the ethics based values of the organisation. If the leader follows unethical practices, it does not motivate subordinates. Sometimes subordinates may get frustrated on their leaders behaviour, which may impact on their performance. One of the respondent gave example "that in case of selection for any awards, selection for training. If these selections are not depending on objective criteria the mistrust grows between the subordinates and the leaders". "On the other hand if deserving person is awarded then other subordinates do not mind at all. Then all the subordinates motivates that if they can do some good works then anyhow they will be rewarded". The respondents also concluded that the Bangladesh basically, lacking behind in all aspect in respect of leadership. The mid-level employees stated that basically there are two types of leaders in Bangladesh. One is the leadership of the Government service and another is political leadership. I think in both the places we still have a lot of lacking, and public policy comes from two places. One is from the bureaucratic side and another is from the political side. But, in Bangladesh maximum public policies come from political process. In most of the time the political leaders use to manipulate the policy to gain their personal agenda. That time the bureaucrats don`t have any other alternatives other than following them. But, if you see all over the world, to run the country both bureaucracy and democracy have to run in the same time. Other than this it is impossible for a country to develop. All the developed countries in the world have both bureaucracy and democracy running side by side. The countries those who can`t run both of them smoothly at a time, they can`t develop themselves. For that reason we need good leaders in both the places. For the policy making we need equal participation from bureaucrats and political leaders. "One respondent stated that in my perception, when there will be ethical leaders in public sectors, the mass people will be benefited. The public organisations will more productive and internal environment of the organisation will improve. The purpose of a public organisation is to serve people. So the leader has to be more people oriented. Moreover with the increase of ethical leaders corruption and system loss will be reduced. Government should promote this practise of ethical leadership to run different organisations properly". Government should enhance integrity management strategy and implement those ethical into different sectors, and should practice this not only in this organisation level but also in personal level. In terms of individual performance evaluation, evaluate an individual on the basis of their honesty, leadership capability, and innovation capability, ethical standard, how they organize things.

4.6. 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 behavior.



V. SUMMARY AND DISCUSSION

The objective of this study was to determine the role of perceived ethical leadership on employee's workplace behavior in context of Bangladesh. This study found six themes: the role of leaders in Bangladeshi government organization, characteristics of ethical leadership, experiences of Bangladeshi employees when their leader is ethical, the existence of ethical leaders in Bangladeshi government organization, the impact of ethical leadership on their employee and organization, need of ethical leaders in Bangladesh. All themes have same understanding and opinion from participants as they work in same civil service organization. When interview was started; most of the participants already knew the term ethical leadership. It was learnt that the participants essentially not only encounter and practice those qualities in their professional career in the Bangladeshi civil organization but simply they also acted and reacted ethically during the whole time of conversation. The participants also explained with example that they use ethical leadership to build teams and succeed in interpersonal relationship with employees, builds trust, employee and work engagement and job satisfaction and job performance in order to achieve goals for organizational success. Participants elaborated well regarding the terms and shared their real work setting experiences as well as their attitude towards people. The Bangladeshi concept and definition of ethical leadership have the similarity with previous research. For instance, according to the findings the ethical leadership issues and characteristics such as Role model, fair, eethical decision making, provide rewards and recognition to his followers, honest, loyal and hard worker,Integrity, eencourage his followers to participate in decision making through two way communications is in a line with original definition of (Trevino, Hartman and Brown, 2000; Trevino, Brown and Hartman,2003; Brown, Trevino and Harrison, 2005; De Hoogh and Den Dartog, 2008). This research also found that ethical leadership has close relationship with employee work related behavior. It is therefore concluded that the individuals with greater and high ethical behavior supposed to be successful in creating work engagement, job performance, job satisfaction, and organizational commitment. Such results can also be seen in the studies conducted by (Khuong and Dung, 2015; Chughtai, 2014; Seigal, 2013; Islam, Mohajan and Datta, 2012; Ponnu and Tennakoon, 2009; Dailey and Kirk, 1992). Over all there is very slight change from original definitions and concepts of both terms like some characteristics and components of ethical leadership and employee work place attitude and some components were absent due to cultural change. It was really inspiring that participants fully cooperated while providing their feedback and openly shared information on the topic and they were quite flexible and had self-regard, in other words it can be said that they maintained the ethical behavior.

5.1 Findings

This part of the study submits the findings of this research.

5.1.1 Theme 1: The Role of Leaders in Bangladeshi Government Organization

About leadership style the respondents indicated that, in Bangladesh in respect of Government Offices or corporate sector, the importance of leadership is enormous. Generally in bureaucratic organization; there is centralized system which shows directions come from top bottom (from management to subordinates). But in this particular organization they work as a team. Furthermore the respondents mentioned that different leadership roles are performed by Bangladeshi leader. The leaders provide reward and recognition on good performance and wrong doings the employees are also punished. Unlikely bureaucratic organisation works like this, giving punishment is not justified, but in bureaucratic organisation mistakes are not tolerated easily, so there is no scope for trial and error. Further the respondents of this study stated that they try different approaches of leadership. At first they warn the employees verbally that they have made a mistake, and advise them that they should not do it the future, and they also stated that they instruct the employees that they should discuss confusing matters with their seniors before doing. Some of the directors stated as: "My style is working all together forming teams and try to create a team spirit among the employees". If any problem occurs, we all team member discuss as a team and then we take a decision. "I appreciate when the employees make good progress". But in case of any wrong doings he doesn't always give them another chance; sometimes punishment is also given which is immoral". In conclusion the respondents opined that appreciation, reward and team work are core and common characteristics of Bangladeshi leaders.

VI. IMPLICATION OF THE STUDY

The implication of this study is that it may help researchers, professionals and practitioners to enhance their knowledge and to review their respective work. Keeping in view the fact that much of the supporting literature work in Bangladesh perspective is not available on ethical leadership and its relationship with employee work related attitude . Therefore this study can be helpful to researchers as it provide empirical evidences. The findings of this study will also be an immense guide and help to top management of government services organization of Bangladesh to devise evidence oriented policies with regent to nurturing the ethical leadership for tomorrow. This study can also be of great interest to all the managers of different level for them to become ethical and effective and leader by learning and adopting ethical and moral conduct and skills necessary to instill trust, satisfaction, performance and commitment with organization and manage the workers and followers and improve the individual and organizational performance.

CONCLUSION AND LIMITATIONS

This study carried the procedures and characteristics of narrative research, narrative research is a challenging approach to use. The findings of this study are limited because it was a small study in which just twelve participants were interviewed. Future studies should involve such research methodology to gain more information about practice, real-life examples of ethical leadership and employee's work related attitude as this study did not visit the work site for observation. The ethical leadership and its relationship with employee work related attitude can be studied in various other ways in the future. In addition, it will be also useful to study the comparison between the concepts of ethical and its relationship with employee work related attitude of Bangladesh and Western public and private organization. The difference will help profoundly understand what how Bangladeshi manager's exhibit and effect through ethical leadership. Another direction for future further research this study is limited using only one tool for data collection in future it can also be done by using the triangulation fashion using different tools, method, data sources, a and different organization.

REFERENCES

[1] Armstrong, M. (2006). A Handbook of Human resource Management Practice, Tenth Edition, Kogan Page Publishing, London, p. 264.

[2] Becker, H. S. (1960). Notes on the Concept of Commitment. American Journal of Sociology, 66, 32−40.

[3] Bandura, A. (1986). Social foundations of thought and action. Englewood Cliffs, NJ: Prentice–Hall.

[4] Brown, M. E., & Trevino, L. K. (2006). Ethical leadership: A review and future directions. The Leadership Quarterly, 17, 595–616.

[5] Brown, M. E., L. K. Trevino and D. A Harrison. (2005), Ethical Leadership: A Social Learning Perspective for Construct Development and Testing: Organizational Behavior and Human Decision Processes 97, 117–134.

[6] Blau, P. (1964). Exchange and power in social life. New York: Wiley.

[7] Chughtai, A. A. (2014). Can ethical leadership enhance employees' work engagement? The Business & Management Review, 4(3), 14.

[8] Den Hartog, D. N., & Belschak, F. D. (2012). Work engagement and machiavellianism in the ethical leadership process. Journal of Business Ethics, 107, 35–47.

[9] Davis, K. and Nestrom, J.W. (1985). Human Behavior at work: Organizational Behavior, 7 edition, McGraw Hill, New York, p.109.

[10] De Hoogh, A. H., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. The Leadership Quarterly, 19(3), 297-311.

[11] Den Hartog, D. N., House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., Dorfman, P. W., & Globe-Associates. (1999). Culture specific and cross culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed? The Leadership Quarterly, 10, 219−256.

[12] Dailey, R. C., and Kirk, D. J. (1992), "Distributive and Procedural Justice as Antecedents of Job Satisfaction and Intent to Turnover," Human Relations, 45 (March), 305-317.

[13] Den Hartog, D. N., & De Hoogh, A. H. (2009). Empowering behaviour and leader fairness and integrity: Studying perceptions of ethical leader behaviour from a levels-of-analysis perspective. European Journal of Work and Organizational Psychology, 199-230.

[14] Dickson, M., M. W. Smith, M. C. Grojean and M. W. Ehrhart. (2001). An Organizational Climate Regarding Ethics: The Outcome of Leader Values and the Practices that Reflect Them', Leadership Quarterly 12, 197–214.

[15] Eubanks, D. L., Brown, A. D., & Ybema, S. (2012). Leadership, identity, and ethics. Journal of Business Ethics, 107(1), 1–3.

[16] Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. American Sociological Review, 161–178.

[17] Huong, M. N. & Dung, D.T. T. (2015). The Effect of Ethical Leadership and Organizational Justice on Employee Engagement--The Mediating Role of Employee Trust. International Journal of Trade, Economics and Finance, 6(4), 235.

[18] Islam, J. N., Mohajan, H. K., & Datta, R. (2012). A study on job satisfaction and morale of commercial banks in Bangladesh. International Journal of Economics and Research, 3(4), 152-172.

[19] Kuntz, J. R. C., Kuntz, J. R., Elenkov, D., & Nabirukhina, A. (2013).Characterizing ethical

[20] Cases: A cross-cultural investigation of individual differences, organizational climate, and leadership on ethical decision-making. Journal of Business Ethics, 113(2), 317–331.

[21] Koh, H. C., and Boo, H. Y. (2001), "The Link between Organizational Ethics and Job satisfaction: A Study of Managers in Singapore," Journal of Business Ethics, 29 (February), 309-324.

[22] Khuong, M. N. (2015). The Effect of Ethical Leadership and Organizational Justice on Employee Engagement--The Mediating Role of Employee Trust. International Journal of Trade, Economics and Finance, 6(4), 235.

[23] Meyer, P. J., & Allen, J. N. (1984). Testing the Side-Bet Theory of Organizational Commitment: Some Methodological Considerations. Journal of Applied Psychology, 69, 372−378.

[24] Meyer, P. J., & Allen, J. N. (1997). Commitment in the Workplace: Theory, Research, and Application. Thousand Oaks, CA: Sage.

[25] Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the link between ethical leadership and employee

misconduct: The mediating role of ethical climate. Journal of Business Ethics, 95(1), 7-16.
[26] Mullins, J.L. (2005). Management and organizational behavior, Seventh Edition, Pearson Education Limited, Essex, p. 700.
[27] Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. Academy of Management Journal, 55(1), 151–171.
[28] Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The measurement of organizational, Journal of Vocational Behavior, 14, 224-227.
[29] Neubert, M. J., D. S. Carlson, K. M. Kacmar, J. A. Roberts and L. B. Chonko (2009). 'The Virtuous Influence of Ethical Leadership Behavior: Evidence from the Field', Journal of Business Ethics 90, 157–170.
[30] Ponnu, C. H., & Tennakoon, G. (2009). The association between ethical leadership and employee outcomes-the Malaysian case.
[31] Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction and Turnover among Psychiatric Technicians. Journal of Applied Psychology, 59, 603−609.
[32] Schaufeli, W. B., & Bakker, A. B. (2003). Utrecht Work Engagement Scale: Preliminary Manual. utrecht Occupational Health Psychology unit, utrecht university.
[33] Spector, P.E. (1997). Job satisfaction: Application, assessment, causes and consequences,Thousand Oaks, CA,Sage Publications, Inc.
[34] Schaufeli, W.B., and M. Salanova, 2007, "Work Engagement: An Emerging Psychological Concept and Its Implications for Organizations," in S.W. Gilliland, D.D. Steiner, and D.P.
[35] Siegel, P. G. (2013). Ethical leadership and organizational commitment in the Canadian Armed Forces: an analysis of perceived supervisor ethical leadership as a predictor of organizational commitment in a Canadian Armed Forces sample.
[36] Trevino, L. K., Brown M.., &. Hartman, L. P. (2003). 'A Qualitative Investigation of Perceived Executive Ethical Leadership: Perceptions from Inside and Outside the Executive Suite'. Human Relations 55, 5–37.
[37] Trevino, L. K., Hartman, L. P., & Brown, M. (2000). 'Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership'. California Management Review 42, 128–142.
[38] Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader–member exchange, self-efficacy, and organizational identification. Organizational Behavior and Human Decision Processes, 115(2), 204–213.

★★★