THE IMPACT OF LEADERSHIP AND ETHICAL DEVELOPMENT IN THE ORGANIZATION

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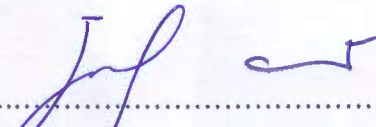|	
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Abstract

Title: The Impact of leadership and Ethical Development in the Organization

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This research aimed to investigate ethical leadership development in an organization, how it can transform an organization effectively and advantages so the organization can improve and be innovative in the future. The study was designed as documentary research and is focused on ethical leadership and ethical development within organizations, especially in the Western part of Myanmar, in Rakhine state to achieve sustainable growth with peace and stability in the long-term. Moral leadership was one of the main factors in bringing positive change to the organization. However, if there is no ethical leadership in the organization, they will not be able to change in the direction they desire and could experience negative change instead. Ethical leadership is related to considerate behavior, honesty, trust in leadership, interactional fairness, and socialized charismatic leadership. Even though there are many kinds

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of leadership and ethics, all are based on people is thinking, ethical leaders, think logically, critically, and ethically, with no intention to harm others. Otherwise, to be active vital players, leaders need to attend capacity building classes, workshops, seminars, and conferences which ensures learning and promote leadership qualities. They should also participate in mental training class, just like mindfulness meditation. Leaders are the driving force, whether his or her society develops or not. So, leaders need to possess ethical leadership, clear mental quality, and competence in the 21st century.

Keywords: Leadership, Ethical development, Organization.

Approved by

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Table of Contents

Chapter I. Introduction

Ethics and equity and the principles of justice do not change with the calendar (Lawrence, 2019). The purpose of this research is about leadership and moral development in any organization. Ethical leadership is related to consideration behavior, honesty, trust in the leader, interactional fairness, and socialized charismatic leadership (Harrison, 2015). There are many kinds of leadership and ethics, but all base on people is thinking. Good people think logically, critically, and ethically, with no intention to harm others. The submission of this paper is that ethics cannot be separated from leadership. It is an integrated part of leadership (Hoivik, 2019). That is why a good leader should have ethical guidelines for the follower in our human society.

No ethics, no trust, no cooperation, no action, resulting in no results. That is why ethical leadership is the key to develop any organization. However, only the ethic is not enough. We need ethical leadership to manage all problems with the proper way in any organization. The leadership is the method of giving, expressing, motivating others and get their deliberate commitment to the leadership vision (Sing, 2016). And then, the research was also aimed at discussing of the problems being faced by leaders in the organization and to give recommendations to solve some of these problems. The leadership is to manage the diversity of vision but leaders need clear mind and excellent ethics without good ethics, and a clear mind. Any leader will not be the right decision making. The leaders are people who do the right thing; managers are people who do things right (Bennis, 2015). Likewise, to achieve sustainable development in the organization, we need good leadership and ethics. If not, any organization will lack the road map to reach its short and long term goals. We, therefore, need to learn more about leadership and ethics to manage it effective.

1.1 Research Background

When we review the past history of leaders who failed and succeeded, we can, clearly, see the leaders who failed only due to being lack of ethics and leadership. So, both ethics and leadership are vitally important to run organizations

effectively. According to Tushar (2017), Ethics is the heart of leadership. Moreover, Ethics is the dignity of human beings. If we are leaders, we must lead the organization, company. At the same time, ethical leaders are different from none ethical leaders in style and in decision making. An ethical leader takes everyone into equal balance regardless of color, nationality, origin, ugliness, faith, smartness and so on.

To do the right thing, a leader needs to understand what it takes to do the right things, and to make sure they actually get done (Sutton, 2010). In this world, we can't do alone. Especially, in this 21st century, we need a group, an association, an organization, and company to do batter more effectively. The organization culture has a significant impact on employee's view, the strength of control and hierarchy system. A leader is a person that gets in charge of the departments or the whole organization. He or she is the person in the group that possesses the combination of personality and skills that makes others want to follow his or her directions.

The relationship between ethical leadership, and an organization's cultures behavior, management style, manager attitude, organization commitment and job satisfaction in an organization (Hegarty and Moccia, 2018) argued that Leaders builds a sense of real hope and justice within organizational operations. Of course, the leader is a decision maker in any organization. To be fair and to ensure fairness in the organization, good ethics how will come out of ethical leadership to run organization operations so that every organization should practice ethical leadership to builds a sense of excellent perceptiveness and fairness within the organization.

Nowadays, the model of the organization has been renewed by technological breakthroughs and mechanical change more than ever before, and with this speed, they will develop more amazingly in the 21st century. And then the global

competition is increasing to transforms the structure of the work process (Tushar, 2017). For governmental philosophy replicates the principles, opinions and communication standards that remain used by workers in an association to contribute importantly to the conditions that they meet, it can affect the insolences and manners of the workforce. Thoughtful the society's main ethics be able to check potential inside struggle, which is the main reason for the research into these cultural issues (Sigh, 2017). Ethical leadership is a leadership that is driven by respect for ethical beliefs and values and for the dignity and rights of others. It is thus related to concepts such as trust, honesty, consideration, charisma, and fairness as well.

1.2 Research Problem

Literature suggests that leaders usually fail to follow and implement ethical Standards in the organizations and this failure contributes to the failure of businesses (Usman, &Hameed, 2017). Absolutely true, most of the leaders lack in the practice of ethical leadership in their organization. Therefore, non-ethical leadership is a major part of weakness for sustainable development. The organization has a different kind of leadership role to struggle to establish ethical performance and to encourage ethical behavior among the followers for the purpose of sustainable develops organizational performance (Hameed, 2018).

In an organization, there should not be a democracy culture. If you lead the way of democracy, you will get hurt. Partly right for the organizational leadership because the background of knowledge is not the same each other in an organization that is why we may need rule and regulation to achieve sustainable development not to break easily the policy of the organization. Leadership (EL) style on the organizational performance (OP) and the mediating role of Corporate Social

Responsibilities (CSR) activities on the relationship between EL and OP (Butta, Butt, & Ayaz, 2016). In fact, real change comes from a clear mental map. Change is a process of inside and out or internal and external actions.

To achieve higher organizational effectiveness, real change must take effect at four levels personal, interpersonal, managerial, and organizational or called the four levels of leadership (Pnanalinkara, 2015) likewise mental and physical should train to balance both rule of law and moral ethics in any originations, only them the people, organization and country will achieve sustainable development. If not, we will face a big challenge in the near future.

1.3 The objectives of the study

The objectives of the research are:

1. To find the impact of Ethical leadership development in organizations?

2. To know more about ethical leadership to develop in organizations?

3. To solve the mediating effect on the relationship between EL and OP?

4. To get peace and harmony in the organization by ethical leadership?

1.4 The scope of the study

The method of documentary research was carried out on the process that can help a lot of improvement in the area of ethical leadership development in the organization. So that I will investigate previous ethical leadership in organizational performance and mediating role the relationship between EL and OP. Especially, Rakhine organization west part of Myanmar, to get sustainable development because there are so many lacks of ethical leadership in their community. So we mostly require ethical leadership to be in peace and harmony in the Rakhine organization.

This study enables the youths with leaders 'potential and capability, it would be helpful to raise leadership professional development up as well as social development in the organization Rakhine west part of Myanmar.

1.   What is the impact of ethical leadership in Rakhine organizations?

2.   What is the impact of Ethical leadership on organizational performance?

3.   Whether mediates the relationship between EL and OP or not?

1.5 Research Significance

This study is significant for both leaders and organizations to develop ethical leadership in any organization. Because a big proportion of them are interested to know the ethical leadership development under which organizations could effectively and efficiently. Moreover, ethically perform activities could also contribute to enhancing the performance of the organizations.

Firstly, this research will provide valuable sources to practitioners/professionals as well as enhance the literature for the benefits of researchers. This study will also give some guidance to all organization including the government in Rakhine state West part of Myanmar and other interested persons to know that how ethical leadership best suits their organization and how making it a part of their organizational structure could result, not only organizational ethics leadership but also a success and its sustainability.

Organizational development is very important rather than individual development in the community building. How to community or society develops is relying on their leader. A leader to modernize society has to build trust first on his or her followers. Organizational development to be built, the leader's mental culture is prepared to be neither personal nor self-fish to reach the organizational goal

(Pnanalinkara: 2015). By studying this topic research also will get a lot of logical, critical, and practical experience as well.

The impact of leadership and ethical development in the organization are a very important role in any country. Nowadays, the transparency of policy are very vital one for people, organization and political party. Because people very well have known more than ever before so that the impact of leadership and ethical development are very necessary for part of any area, especially leadership role not to the people will stigmatize your organization good or bad. End the result of will appear the policy of your organization so we need more transparency and ethical leadership to get sustainable in this 21st century.
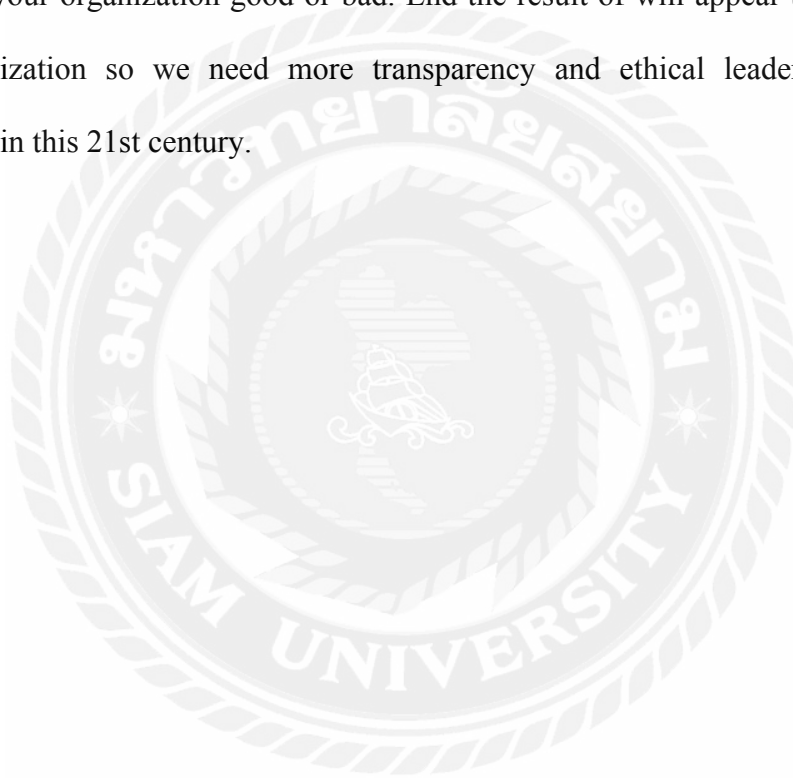
Chapter 2. Literature Review

2.1. Leadership

This chapter will review the relative of literature and to discuss more the impact of ethical leadership in an organization, especially, ethical development in an organization. But when we studied the background of leadership, we shouldn't forget the role of leaders. According to Wijebandara (2016) "A leader is one whose actions inspire others to dream more, learn more, do more, and become more. Leaders normally get others inspired to follow a certain course of action to achieve a goal or goals. Of cause, leaders must understand how to lead organization it depends on the leader is leadership styles, country, the organization develops. The leaders create leadership with his or her vision and mission to achieve their goals in an organization. Furthermore "Leadership studies describe two vital leadership style classes. The first class is task-oriented leadership. This leadership style implies that the leader is mainly involved with communicating the goals to its employees" (Awals & Timsal 2016).

Ethical leadership

In according with (Ayaz, 2016) the most necessary requirement for ethical climate creation is ethical leadership. Because ethical leaders who apply their social capability in their judgments, their own response, and their influence on others in such a system that they perform in the highest attention of supporters and not pass hurt upon them by regarding the truths of completely get-togethers (Dijke2015). "Ethical leaders typical and inspire ethical performance independents through cooperative their values and by rewards as well as punishment to support proper and fewer suitable performance. Furthermore, indirectly surrounded in this definition is the leaders determined is to escape hurt on followers and performance in the best attention of others. (Dijke 2015.)

And also (Bansal&Kumar, 2018) have explored and conceptualized seven characteristics of ethical leadership including fairness, power-sharing, open communication, a people orientation, ethical guidance, integrity, and concern for the sustainability of stakeholders and society. Northouse, (2015) has discussed the five principles of ethical leadership and these five principles influence individuals to be an ethical leader who could be used as a role model. Furthermore, these principles help leaders and followers to build a sound ethical leadership in an organization: Respect, service, justice, honesty, and community.

2.2. Ethical developments

Describe moral values as "learning of relational and communal ethics and the instructions of behavior that develops after these ethics. It is about the true and incorrect movements and aims in our relations through others commented that "morals are about just how people decide concerning true and incorrect, or noble and criminal in relative to the activities, preference, and appeals of human beings. (Thushar, 2017) Ethics lie on the awareness of all social connections and therefore by the heart of the association concerning leaders and followers moreover, "the ethical values of a trade are a main reason in exactly how that business is clear. A company's standing the impacts of consumers, workers, and potential for the development of global achievement (Phillips, 2019). In according with (Leonard, 2018) "Creating ethical standards in the workplace is the foundation for happy employees and satisfied customers.

Ethical societies are those who distinguish the transformation in the middle of accurate and mistaken and constantly attempt to establish a pattern of moral behavior. Currently, a corporate situation, being ethical means applying principles of righteousness and equality to connections with fellow worker and consumers. Ethical

characters create the power to give everyone belief. And other partners come in dealings as they would want to be treated themselves. (Hill, 2019) and then the use of ethical standards can both reduce the chances of a workplace lawsuit and help to create a positive work environment. Before establishing your corporate ethical policies, you need to understand both the advantages and disadvantages of ethical compliance in an organization" (Root III, 2019).

(Leonard, 2018) Organizational ethics are the policies, procedures, and culture of doing the right things in the face of difficult and often controversial issues. Ethics topics that challenge organizations include but aren't limited to discrimination, social responsibility, and fiduciary issues. "In general, societies believe ethics as an essential part of every successful leader. However, this could not always hold. There are several successful leaders who have succeeded in their mission but failed to act ethically in achieving their mission. Hence, it is crucial to understand the differences between a leader and an ethical leader. (Tushar, 2017)

2.3. Organization

Organizational culture is the workplace environment formulated from the interaction of people in the workplace. Organizational culture contains basic assumptions, values, shared philosophies, ideologies, beliefs, expectations, attitudes and norms in organizations (Zhu, 2013) every organization should have good leaders who are highly committed to three things: Excellence in terms of technical and professional quality and competence, ethical orientation to remain successful over a long period of time. In this regard, ethical leadership comes into play an important role to develop a sustainable environment for the organization, which results in long-term success.

To understand the role of ethical leadership in developing a sustainable organization, it is important to refer to the triple-bottom-line (TBL) model. This model is based on an assumption that sustainable development can be achieved only when there is balanced attention to the environmental, economic, and social elements of the system through developing organizational culture. (Bansal & Kumar, 2018) Efficacious ethics management in the organization is all about how the values, ethics, and moral principles are applied by leaders for sound decision-making "An organization itself cannot do good or bad in the society instead it happens because of ethical or unethical behaviors of the individual's working in the organization. Ethical behavior is highly demanded within the organization and to create an ethical culture within an organization not only requires a leader, but also an ethical leader (Ayaz, 2016).

In accordance with Heinrich, the necessary businesses attention to acquire and keep the best capacity. All these reviews to force toward the leadership of organization ought to be sincere, trustworthy, stable and ready to keep the company's best interests in mind (Heinrich, 2018). Furthermore "Organization leadership is an approach of management to help the leaders for strategic goals in the organization during carrying out the duties of the group to succeed easily in motivating individuals (Bogle, 2018) "Researchers have long considered that personality traits like honesty are essential to the effectiveness of leadership and research has put up with it i.e., research has associated the perceived leadership effectiveness with the characteristics of leader such as honesty, integrity, and trustworthiness along with the degree to which leader cares in a work setting, that has been linked with effective leadership style in organization (Awals&Timsal,2016).

Chapter 3. Past Researches

There may be many previous studies related to this area but just some of the newest and possible related researches presented by senior researchers would like to point out here.

Firstly, I found it the past study connected to this topic is titled "The Effect of Ethical Leadership on Organizational Adaptive Capacity" conducted by Aminzadeh, M. & Khoshtinat, B. Leadership styles today observed in studies and ideas shows a variety which is different from leadership styles in the past. One of these new leadership styles is ethical leadership. Ethical leadership is the style of leadership requiring developing ethical standards and managing employees' behaviors in which the leader leads to the implementation of ethical standards through his behaviors. Moral leader means to have ethical values such as (fairness, respect for others, honesty, credibility, sincerity, support the participation and sympathy, etc.). And then the concept of ethical leadership includes two aspects: 1) the moral person emphasizing on cases such as (honesty, justice, integrity, and concern for others) and 2) the ethical director referring to issues such as (communicate, reward or punishment in accordance with ethical standards and role of model in ethical behavior (Aminzadeh, M. & Khoshtinat, B, 2016).

The other previous investigation interrelated to this topic is titled "Obstacles and problems of ethical leadership from the perspective of nursing leaders: a qualitative content analysis" conducted by Sharifabad, M.B, Ashktorab, T, Shoorideh, F.A, I toughly consider that whichever institute and persons ought to attempt to encourage their ethics. For ethical improvement is the most significant part of successful sustainable growth in any people's life and an organization. Actually,

ethics come from our mental attitude and practicing habit. To develop ethics, our mind and habit should try to train our mind and behavior with our concentration or (site). Ethics is the value of people and the reputation of the organization. "There is an assurance that nurses should ethically treat patients and put ethics first in their professional performance. Across the world, nurses are guided to use professional codes that emphasize their obligation to respect, protect and defend the fundamental rights of the people involved in nursing and health care (Sharifabad, M.B, Ashktorab, T, Shoorideh, F.A, 2017).

The third past research related to this topic is titled "The Role of Ethical Leadership in Developing Sustainable Organization" conducted by Tushar, H." Ethical leaders are a role model for other organizations and the community in the context of taking the initiative of common goals. The organization can move forward from narcissism and consumerism to being a community, and creativity focused which emphasizes more about the sustainable organization. And these principles help leaders to build a sound ethical climate in an organization: Respect others (listening, treating, and decision-making with respect), serve others (mentoring, empowerment behaviors, team building, and citizenship behaviors), demonstrate justice (fairness and justice to distribute scarce goods and resources), display honesty (role model), and build community (common good for all). These five principles are the heart of ethical leadership. If a leader respects others, serve others, demonstrate justice, be honest, and build community, it will bring a long-term (sustainable) success of an organization (Tushar, H, 2017).

Chapter 4: Findings

4.1 Established framework

Organization

Left box	Right box
➢ Fairness ➢ Respect ➢ Sincerity ➢ Support ➢ Participation ➢ Sympathy	➢ Honesty ➢ Justice ➢ Integrity ➢ Community ➢ Communicate ➢ Reward ➢ Punishment

Leadership - Development

Ethical Development
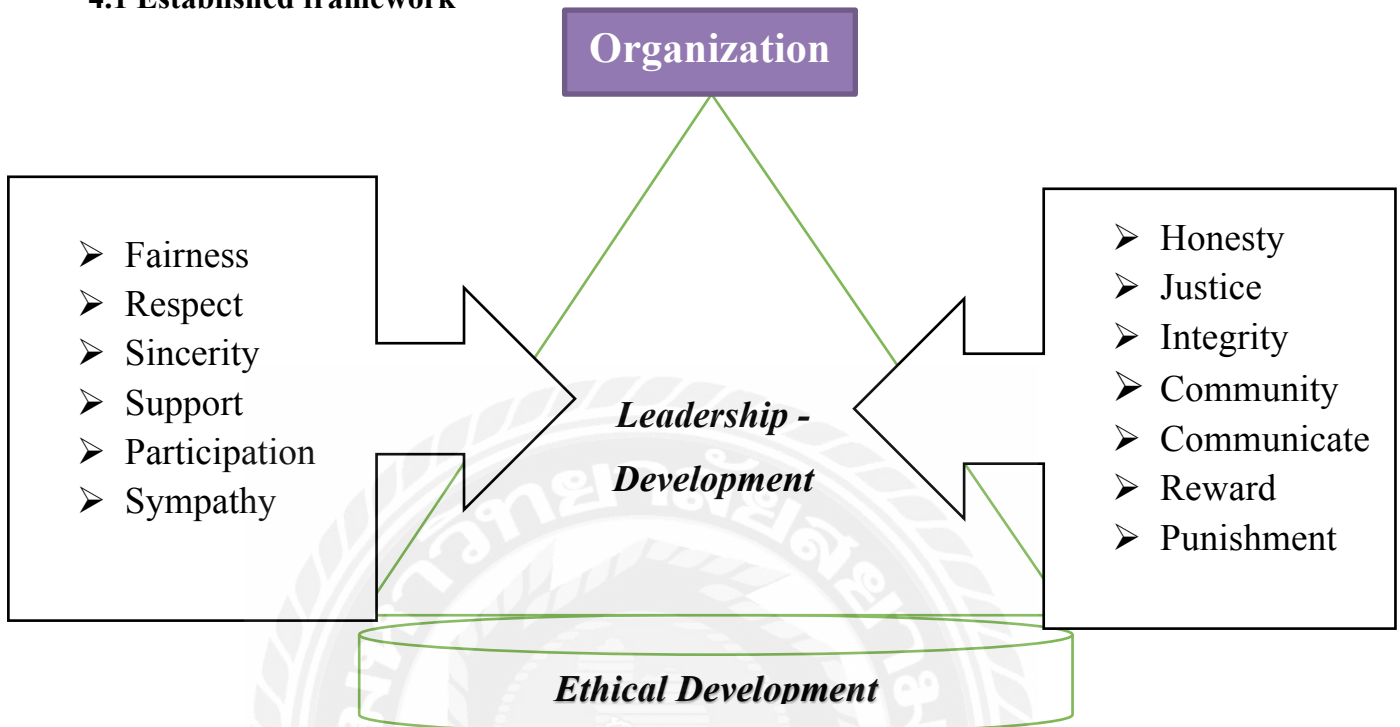
4.2 Discussion

According to Chandima Wijebandara, (2016) a leader is one whose actions inspire others to dream more, learn more, do more, and become more. Leaders usually get others motivated to follow a particular course of action to achieve a goal or goals. The influence he can have on followers. Generally depends on the charisma and personality of the leader. Likewise, to improve a person, group and country, leaders need to change with effective leadership primarily ethical leadership in the organization with honesty, justice, integrity, fairness, respect, sympathy, participation, reward, and punishment, etc.

As I said above, the model of The Impact of Leadership and Ethical Development in the Organization. The criteria relevant for judging ethical leadership development include individual values, conscious intentions, and freedom of choice,

stage of moral development in an organization. Because the traits that CEOs most often attribute to ethical leaders are honesty, trustworthiness, and integrity. Trust is associated with credibility, consistency, and predictability in relationships, honesty is the crucial element needed in a trust-based relationship. Ethical leaders treat people right, have a high level of moral development and play fair (Mihelič, K. K, Lipičnik, S.B and Tekavčič, S.M, 2010).

To be stability this socioeconomic relationship, ethical leadership plays a significant role in performing social and environmental responsibility. Ethical leadership practices in an organization are committed to ensuring these balances by incorporating an ethical culture throughout the organizational environment. Some studies found that ethical leadership by top management has a strong indirect trickle-down effect on managers' ethical leadership, which increases organizational or group level performance (Tushar, 2017). Most of the organization add knowledge resources under a good atmosphere, which tend to become increasingly important in all the resources of the sustainable organization. Moreover, organizations also have a significant responsibility in the sustainable development of the society; their part in this process is regarded as their sustainable development.

As I am a monk, I would like to recommend according to the teaching of Buddhism concerning this topic. Indeed, Theravada Buddhism practice four kinds of (Byamavihara) those are loving-kindness or benevolence (Metta) compassion (Karuna) empathetic joy (mudita) equanimity (upekkha). Mahasa Sayadaw (1985) any people, organization, and country can practice those four kinds of Brammavihara, all about are concerning with my model above. For the leader, leadership, and also sustainable development organization as well.

Chapter 5. Conclusion and Recommendation

As consequences, it is concluded that ethical leadership influences business social accountability, which in turn positively affects organizational performance. It is also found that corporate social responsibility partially mediates the relationship between ethical leadership and organizational performance. And also leadership is vital in management transformation and transformation is the only way to sustain the organization in the present professional situation. As usual, we realized that changing is inflexible for people, people will feel uncomfortable because of transformation and even sometimes disagree with the transformation, continue as they are and be removed by society. Therefore, leadership should be an influence to motivate and encourage people to continuously make a change and push them to change an ethical organization.

And then we all understand the role of ethical leadership is organization development as a role map. But there are many kinds of leadership, and ethics booth base on people is thinking. Good people think logically, critically, and ethically, with no intention to harm others. That is why we need ethical leadership in the organization to achieve sustainable development in the long-term. Leadership is a process whereby a person influences a group of individuals to achieve a common goal. This definition has a precise ethical dimension because it refers to a common goal. A common goal requires that the leader and followers agree on the direction to be taken by the group and then The role of a leader to develop a sustainable organization, Ionescu (2009) stated that leaders must lead an organization with strategic vision and moral values, advanced technologies, resources (material and financial), and organizational culture.

When we studied the previous research only leadership can't manage well in the organization without ethics any leaders, the organization will face many obstacles. Newsday's very transparency not only information but also the feedback of inside or outside effect any area. So that we need more and more strategy, ethical, and leadership in the organization, the only way for sustainable development is your organization reputation. Your good standing will be the trust of the consumer. In the long-run, Ethical leaders nurture followers with organizational needs, values, and purposes to make a stable, sustainable organization.

Likewise, many previous studies, this study also has some limitations, which demand furthers research. First of all, this study is just focusing on the ethical leadership and moral development in the organization especially Rakhine western part of Myanmar. When we research in that area, we found it just like traditional leadership style. Top-down leadership style is prevalent in Rakhine civil society according to the group discussion, interview, and surveys questionnaires results. In this way, conflicts start in the organization. Transparency and accountability are weak in such organizations, and the misuse of power and money is universal. To avoid it, ethical leadership and qualified leaders strongly recommend defining clear roles and responsibilities in an organization (Panna.2015).

As a result, good leaders are concerned for the greater decent as a replacement for self-centered benefits, obsessed with fairness, and understand their happenings in terms of purpose to accomplish a common goal - a win/win for assistants and the organization, that is what an organization require in this unbalanced world, a good leader who dedicates his or her period and energy to make value which supports an organization to sustain. Ethical leaders nurture followers with

organizational needs, values, and purposes to create a trustworthy sustainable organization (Thuzar 2017).

Moreover, the role model is significant for organizational reform. Just before, a leader's IQ shouldn't be lower than his or her followers but not required to be so extraordinary. On the other hand, his EQ-Emotional Intelligence, Spiritual Intelligence, and Physical Intelligence are predictable to be notably higher than others. Such leaders can inspire others with their quality, but not with their authority. They must also be eager to study new things as well.

Then, to be active, vital players, leaders need to attend capacity building class, workshop, talks, and seminars in and out of the country which makes sure to learn and promote leadership quality. Leaders are driving force whether his or her society develops or not. In the 21st century in which criteria of civilizations come together as unique at all, leaders must study it as well as multi-societies, multi-culture, and socio-economic development. Self-Change is all change to build a modern and liberal society culture. It is an awareness that mutual respect, rational understanding, and institution culture are primary factors to promote the sustainable organization in the short and long term.

Nowadays, most of the developing country accept that such as the US and UK even Thailand recommend the implementation of such mindfulness training for followers to facilitate the positive consequences of ethical leadership on follower discretionary work behaviors. Further developments of the current perspective in terms of situational influences may engender a similar sensitivity to reliable information (e.g., an organizational environment embracing and promoting ethical values). These situational influences should be studied before we jump to conclusions

regarding the application in this respect, but we may note that such situational influences may be manageable (Eisenbeiss, S. A, & Knippenberg, A. D.V 2015).

Finally, to achieve a sustainable organization, we need a precise ethical dimension because it refers to a common goal. A common goal requires that the leader and followers approve on the way to be engaged by the group. Leaders must take into version their own and followers' resolutions while working toward goals that are suitable for both of them. An ethical leader always thinks about the well-being of others rather than his progression. He is humble, concerned for others, is honest and straightforward in his dealings with others, whether they are inside or outside the organization. He fulfills the commitment, strives for equity and fairness, treats all the individuals equally and does not discriminate against anybody. He realizes his responsibilities and duties, and no matter how occupied he may be, he always takes out time to carry out his duties and obligations.
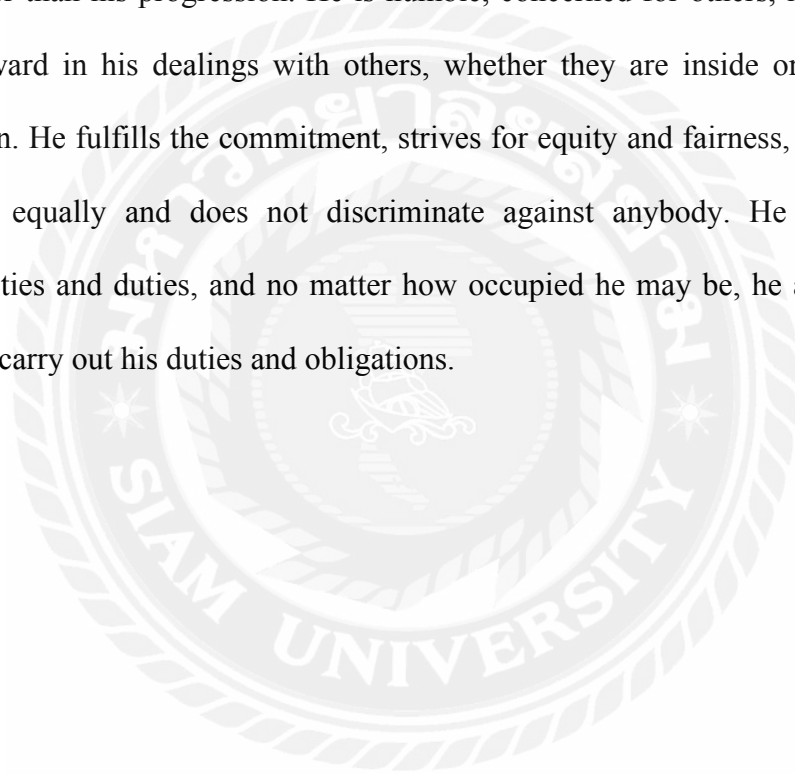
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