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**EVALUATION OF THE ROLE OF ETHICAL LEADERSHIP DEVELOPMENT  
ON ORGNISATIONAL PERFORMANCE: THE CASE OF ECONET WIRELESS  
ZIMBABWE**

A thesis submitted in partial fulfilment of the requirements of the degree of master's in  
business administration

**By**

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**FEBRUARY 2019**

## **ABSTRACT**

*The study evaluated the role of ethical leadership development on the performance of the organisation. Econet Wireless Zimbabwe was employed as a case study. The objectives of the study were to: understand the role of ethical leadership development at Econet Wireless Zimbabwe on the day to day running of the business, understand the nature of the ethical leadership development at Econet Wireless, examine the factors influencing ethical leadership development at Econet Wireless, ascertain the role of ethical leadership development in enhancing organisational performance and efficiency and to investigate leaders' perceptions on ethical leadership development on the organisation's effectiveness. Social learning and social exchange theory informed the study.*

*The research employed a qualitative approach to improve the validity, reliability and credibility of the research findings. Key informant interviews and focus group of discussion and in-depth interviews were used as data collection instruments. The study found that ethical leadership development programmes improve the performance of organisations. That is, ethical leadership development enabled Econet Wireless Zimbabwe to achieve distinctive competence, increase profit, have a large number of subscribers and also expanded among others. Furthermore, the study shows that an ethical leadership development approach brings significant value to the organisation and, suggests that ethical leaders are more influential in organizations than currently understood. The study found that leaders could influence ethics related outcomes in the organisation by engaging in behaviours that makes them perceived as credible, attractive and legitimate by their followers.*

## **ACKNOWLEDGEMENTS**

The accomplishment of this thesis would not have been possible without a support of a number of people and institutions. Firstly, I would like to thank Mr. Kevin Rafferty my supervisor for his constructive criticism and patience. Your intellectual support, attention to detail and emotional calm throughout the thesis really inspired me emotionally and intellectually. To my darling Tsitsi, your unconditional love and emotional support and love during this journey were indeed incredible. Dr Tinashe Ngoro and Dr Itai Muzvidziwa thanks for the support and providing continued constructive criticism of my work and helping me to see my path clearly and for giving me methodological direction. Your encouragement will always humble me. Econet Wireless Zimbabwe staff I thank you for allowing me to interact with you. This thesis would not have been feasible if it were not for your co-operation and understanding. I really thank you for this.

## **DEDICATION**

I dedicate this thesis to my lovely wife Tsistsi and my Children.

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## ACRONYMS

CG	Corporate Governance
EWZ	Econet Wireless, Zimbabwe
NGOs	Non-Governmental Organisations
OECD	Organisation for Economic Co-operation and Development
POTRAZ	Postal and Telecommunications Regulatory Authority of Zimbabwe
TIZ	Transparency International Zimbabwe
RUPRE	Rhodes University Policy on Research Ethics
SME	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
ZSE	Zimbabwe Stock Exchange
ZBC	Zimbabwe Broadcasting Corporation

# CHAPTER 1

## INTRODUCTION

This chapter introduces the thesis outlining the background to the study, statement of the problem, research objectives and research questions and the justification of the study. The chapter also provides the delimitations of the study and structure of the whole thesis.

### 1.1 Brief history on Econet Wireless Zimbabwe

In Zimbabwe, the mobile telecommunications industry is dominated by three players that is Econet, Telecel and Net One. Below is a table illustrating the market share of each of the three companies according to a POTRAZ 2014 report?

**Table 1.1 Market share of the mobile Companies in Zimbabwe**

Company	Number of Subscribers	Market Share
Econet	8,522,941	63%
Telecel	2,544,339	19%
Net One	2,451,607	18%

**Source: Potraz 2014**

The industry has seen a lot of competition among these three subscribers. Due to the intense competition in this industry, ethical misconducts are a huge possibility. However, Econet tries to uphold good ethical standards from its management down to its shop floor workers. Strive Masiyiwa, the major shareholder tries to ensure that the organisation is run in a transparent manner. Econet Wireless International was founded in 1993 by Strive Masiyiwa, in Harare, Zimbabwe. The full name for Econet is Enhanced Communications Network. Strive Masiyiwa was granted a telephony licence in 1998 after years of legal battles (Leach, 2014). Strive Masiyiwa grew the company to be a leader in Zimbabwe's telecommunications industry. Econet Wireless has grown in leaps and bounds since its inception in 2013.

The company's payoff line which reads, "Inspired to Change Your World," continues to be fulfilled by Econet's continuous innovations. The company has an estimated net worth of USD

3 Billion. (Leach, 2014). The organisation has graduated from being just a telecommunications company to a multi-billionaire group that provides services in various markets, internet service provision, insurance and funeral policy provider, Econet Wireless has gone onto establish 18 subsidiaries which include a bank (Steward Bank), in Zimbabwe; a solar power products provider in the UAE named Solarway; Owner, which is an e-commerce service and many more. Econet Wireless is listed on the Zimbabwe Stock Exchange (ZSE) and is the largest company on the ZSE.

## **1.2 Background of the Study**

An emerging trend within the modern-day business environment is a growing interest in the leader's behaviour that is based on authenticity, integrity, transparency and what is considered as ethical (Treviño and Nelson 2014). There is a growing scientific interest in ethical leadership of organisations as public confidence in organisational leaders continue to decline (Gunthop,1997). This is also necessitated by the fact that there have been concerns over the conduct of some professionals in the way they carry out their day to day business functions (Gunthop, 1997). Viet (2015) notes that leadership is responsible for the shareholders' return on investments and the compliance of the organisation with the law. Business ethics of large corporations have therefore attracted considerable attention in both Economically Developed Economies and Least Economically Developed Economies. Although the ethical practices of large business entities have been explored extensively, the business ethics of small and medium enterprises developing countries have received minimum attention (Okyere, 2012).

Ethical leadership has become prominent in the contemporary world as organisations are trying to improve their image to customers and employees. Nikolic (2015) notes that past studies proposed substantial benefits emanating from organisational leaders who exhibited ethical leadership behaviours and styles in order to prevent the recurrence of questionable corporate practices. Simha and Cullen (2012) assert that the establishment of an ethical climate in an organisation influences an individual's outlook towards work involvement and behaviours that contribute to organisational performance. They further stated that ethical leadership promotes appropriate ethical conduct, improves attitudes and behaviour among employees. When employees perceive the ethical climate being fostered and maintained in an organisation, they are inclined to align with it. If the ethical standards are high, then employees will align with it.

Rambe and Ndofirepi (2017) conducted a study on ethical perceptions of employees among indigenous-owned fast-food small retail outlets in Zimbabwe. They found that employees in organisations appreciate the value of ethical conduct for business survival. Their study demonstrated the importance of ethics in an organisation. In Zimbabwe reports of abuse of public office have manifested in various forms resulting in poor service delivery and government losing millions of dollars (Chigudu, 2015:1). The research by Chigudu (2015:1) also found that most senior public officials and politicians in Zimbabwe appear to have too much power and authority with no checks and balances in place.

Across the world, there are unethical problems that often result in poor financial performance in organisations. (Chigudu, 2015). Numerous corporate scandals arising from unethical and unprofessional business conduct have been recorded for a long time in history. According to Brewster (2003) these companies included; John Law of the Mississippi Company in the United States, the Allied Crude Vegetable Oil Refining Corporation's 1963 defrauding of clients as well as the relatively recent cases of Quintex CEO Christopher Skase, Britain's Equitable Life Assurance Society, Bear Stearns (2008), the Royal Bank of Scotland Group (2008) and the Anglo-Irish Bank (2009). Some companies like McDonald's, Nestle, Mattel, Wal-Mart and Citibank have also been fingered as unethical in the way they carried out their business. There are persistent questionable corporate practices over recent decades, which not only revealed significant shortcoming in leadership, management and governance but became full-blown corporate scandals Chigudu (2015). One of the main examples of such practices can be found in the financial industry. An example is that of Lehman Brothers, which collapsed through subprime lending practices. Lehman Brothers which had their peak with the Global Financial Crisis in 2008/9 (Ile and Lewis, 2013). These examples reveal that ethical leadership is very crucial.

Chigudu (2015) revealed that unethical business practices are on the rise in Africa. Zimbabwe was ranked 163 out of 176 countries on the Transparency International Corruption Perceptions Index (Robbins and Coulter, 2008). These further noted that there is a marked increase in corrupt cases in Zimbabwe. The Parliament of Zimbabwe (2010), revealed that as of 2011, the country's retail sector had the highest incidences of unethical conduct at 45%, followed by engineering (37,50%), automotive (35%), agriculture and Agri-processing (32,30%), education

(32,10%), mining (25%), manufacturing (21,10%), financial services (18,60%), marketing and advertising (13,80%), and medicine and pharmaceuticals (8,70%). Zimbabwe has several incidences of unethical business practices.

The purpose of this study is to investigate the role of ethical leadership development at Econet Wireless, Zimbabwe. The research is focused on explaining the nature of ethical leadership. In Zimbabwe, corruption cases from both the private and public sectors have been on the increase, due to the absence of good governance and have been identified as a major setback in social and economic development efforts in third-world countries (Chigudu,2015). However, there are other organizations that still operate in an ethical manner in such an environment and Econet Wireless is considered one such company. According to Ngwainmbi (2005), Econet Wireless is noted for developing good governance based on its ethical operational conduct.

In Zimbabwe, there was an increase on several corruption cases from both the private and public sectors, due to the absence of good governance and has been identified as a major setback in social and economic development efforts in third-world countries (Kurtz and Schrank, 2007). However, there are other organizations that still operate in an ethical manner in such an environment and Econet Wireless is considered one such company (Miring'u and Mouria, 2011).

Econet Wireless Zimbabwe has received recognition on governance and ethical conduct from international bodies. Econet Wireless Zimbabwe was awarded for best practices by Frost and Sullivan (2011) and for Excellence by Capital Finance International (2014). According to Ndiweni (2011), Econet Wireless' practice of ethical leadership in a volatile environment characterized by a shrinking economy and unethical practices is recognized. Ashkanasy, Windsor and Treviño (2006) emphasized in their studies that ethical leadership and ethical leadership development is aiding in reducing counter-productive and unethical behaviour in organizations. Leadership development determines individual differences in emotional regulation ability and values (Lord and Hall, 2005). However, this study is motivated by the need to evaluate the effectiveness of the ethical leadership development at Econet Wireless Zimbabwe.

### **1.3 Statement of the problem**

As a result of the growing interest in ethical issues within the business environment, ethics have evolved into a fundamental element of the modern –day business. In addition, society is desiring their leaders to act significantly more professionally where their behaviours are authentically in alignment with core values, and where leaders are genuinely concerned about people’s real needs without false sincerity (Mcshame and Cunningham, 2011). Good leadership is inextricably correlated with good business performance. There is generally a strong need for leaders to establish a work environment that contributes to positive organisational outcomes that are not only concerned with the economic performance of the organisation but more to stimulate employees' attitudes and behaviours positively. Therefore, the statement of the problem is that even though there is an immense breadth on the importance of ethical leadership and practice to address issues on organisational effectiveness, there is still a recurrence of questionable corporate practices in organisations. In short, there is limited understanding of how ethical leadership development influences the performance of the organisation.

Economic events and ethically questionable business practices evoked a growing interest in the research on ethical leadership demonstrating its potential for positive organisational outcomes. In addition, a focus on short-term profit as an exclusive measure of most organisations in Zimbabwe has eroded trust and confidence and opened the door for unethical behaviour. Some business leaders do not view unethical behaviour as a risk to their business. Furthermore, the absence of good cooperates governance is considered a major setback in social and economic development efforts in third-world countries hence the necessity to evaluate ethical leadership development at Econet Wireless Zimbabwe (EWZ). Wall and Knights (2013), note that developing ethical leaders increases their level of consciousness and raises their awareness to be on the lookout in terms of how their behaviour impacts their performance as well as their subordinates. This study, however, has been necessitated by the need to evaluate the impact of ethical leadership development at Econet Wireless Zimbabwe. Since ethical leadership development has become the order of the day in most organisations, the researcher wanted to understand how an organisation can lead in an ethical manner while also producing a plethora of profits.

## **1.4 Research Objectives**

The main objective of this study was to understand the role of ethical leadership development at Econet Wireless Zimbabwe on the day to day running of the business.

To address the overall objective, the following secondary goals have been formulated:

- To ascertain the role of ethical leadership development in enhancing organisational performance.
- To understand the nature of the ethical leadership development at Econet Wireless.
- To examine the factors influencing ethical leadership development at Econet Wireless.
- To investigate leaders' perceptions of ethical leadership development on the organisation's effectiveness.

## **1.5 Research Questions**

Complementary to these objectives, the following research question will be investigated:

- How is ethical leadership development enhancing organisational performance?
- What is the role of ethical leadership development at Econet Wireless Zimbabwe in the day to day running of the business?
- What is the nature of the ethical leadership development at Econet Wireless?
- What are the factors influencing ethical leadership development at Econet Wireless?
- What are leaders' perceptions of ethical leadership development?

## **1.6 Research Hypothesis**

This research is investigating the relationship between ethical leadership development and organisational performance, with ethical leadership development being the independent variable and organisational performance being the dependent variable. To this effect, the research hypothesis for this study is:

H<sub>0</sub>: There is a significant relationship between ethical leadership development and organisational performance

## **1.7 Justification of the Study**

The research contributes to the existing literature on ethical leadership development in several ways. It contributes to the current understanding of the influence or the role of ethical leadership development in telecommunication organisations such as Econet Wireless Zimbabwe. Even though there are previous researches that have investigated the role of ethical leadership development in organisations, there is only limited evidence from a Zimbabwean context in telecommunication organisations such as Econet Wireless Zimbabwe. This is, therefore, worthwhile for investigating the role of ethical leadership development in Zimbabwe, at Econet Wireless. The study also encompasses various issues that address important dynamics within the study on leadership. Furthermore, the research provides advice for ethical leadership development. Having a mismatched individual in a leadership role can bring various problematic issues to the organisation. In addition, the importance of this study was its potential to extend or to contribute to existing knowledge of a leader's ability to make decisions in an ethical environment. The study is important to business leaders because there is a wide range of important information on having ethical behaviour in the business workplace. Results of this study may contribute to positive social change by understanding the nexus between ethical leadership development and organisational performance.

## **1.8 Delimitations**

Delimitations are conscious exclusionary and inclusionary decisions that the researcher uses to define the boundaries of the study (Meivert and Klevenparr, 2014). The study selected Econet Wireless Zimbabwe among other telecommunication services such as Telecel and Net One. The participants were managers, some subordinates and customers (Econet Wireless Subscribers). The participants had the option to respond or not to respond to questions.

## **1.9 Organization of the thesis**

The thesis is structured into five chapters. Chapter 1 provides the main introduction, background of the study, the problem statement and its justification, the general and specific objectives of the study, the research questions, as well as outlining the structure of the thesis.

Chapter 2 comprises of theoretical framework and literature review. The chapter traced the intellectual development of ethical leadership in greater detail. It also looked at the previous studies on ethical leadership development highlighting their gaps as well as bringing out the way in which these studies differ from this study.

Chapter three explained the methodology that was employed in the study. The study employed a qualitative approach. This was done to enhance the validity and credibility of the research findings. People in managerial posts, subordinates and those who participate in the organisation's decision making were the target population. The following data collection tools were used key informant interviews, in-depth interviews and focus group discussions. Content analysis were used as data analysis tools. The chapter also highlighted the limitations of the study and chief among them were; some of the respondents were very busy to talk to the researcher and some managers would not give me adequate information in fear of putting their organisation in jeopardy although I had explained to them that the research findings were purely for academic purposes. Moreover, the chapter highlighted ethical considerations which were observed by the researcher.

Chapter four presents the findings, analysis and discussion of the results of the study. It looked at the role of ethical leadership development at Econet Wireless, Zimbabwe, the nature of the ethical leadership development at Econet Wireless, factors which influence ethical leadership development at Econet Wireless, and highlighted leaders' perceptions on ethical leadership development on the organisation's effectiveness. Chapter five provides the conclusion and recommendations of the study. It also points to future directions for further research on this topic.

### **1.10 Chapter Summary**

This chapter informed on the background of the study, research problem, research problem and research questions. Additionally, the rationale of this study has been clarified as to why this study is important and the significance of ethical leadership development theory has been illustrated. The chapter also provided an outline of the chapters for the reader to information about the structure of the whole thesis.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

The previous chapter provided the background to the study, statement of the problem, research objectives and research questions and the justification of the study. This chapter provides a review of past studies highlighting their gaps as well as their importance in the present study. The chapter also gives a theoretical background of the study. The chapter starts by defining the following terms; leadership, ethics and ethical leadership development and highlight the importance of each of the organisation. It also explains the principles of ethical leadership and the theories which informed the study. The chapter also provides brief definitions of some key concepts which were used in the study.

#### 2.2 Leadership

Leaders are a key influential factor that regulates the fate of their organisations through their decisions, strategies and influences on others (Craig *et al* 2008). Organisational leadership has the responsibility to specifically create and develop organisation's culture because culture transmits values, attitudes and expectations between employees on all levels that results in it being the main vehicle to achieve the organisation's desired workplace behaviours (Craig *et al* 2008). This means that effective leadership might be a virtue, an innate ability to make strategic decisions and lead others toward the main goal of the organisation. The concept of leadership is a fluid one as there is the wide range of definitions pertaining to what leadership is. Regardless of the paradigm or the perspective, the definition of leadership is a core problem that seems to be persistent (Kort, 2008).

Bolden (2004) notes that leadership seems to be defined differently under the auspices of various perspectives with an assortment of nuances by a range of scholars with diverse departure points such as Philosophy, Management, Sociology, Economics, Psychology and Political Science. According to Wang and Howell (2010), the concept of leadership is not simple and to grasp the phenomena a deeper analysis is needed. Sharma and Jain (2013:309)

say that leadership is a process by which a person influences other to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. For the researcher to get an understanding of the concept of leadership the definition by Lo, Yeung and Cheng, 2012) A communication process of maximizing people potential and influencing people to achieve a shared goal, in each situation was employed.

### **2.3. The significance of Leadership in Organisations**

Leadership in the organization plays a pivotal role. Without leaders, it is very difficult for the organisation to achieve its goals Freeman and Stewart (2006). Dennis (2009) says that “leadership in the organisation are faced with three main challenges: 1. to provide a shared vision where the organisation is heading. 2. to define its purpose, and 3. to set and achieve the objectives of the organisation.” Leaders clarify and communicate the vision of the organization to the people. This vision ultimately provides employees with an understanding of the organizational direction and allows them to understand their roles and responsibilities. It also provides encouragement to people for openly contributing and discussing new ideas in a positive environment and make use of their diverse experience and ideas to improve the organization. If the business fails to achieve its objectives leadership is blamed for the failure and this implies that leadership is key drivers of the organisation (Pounder 2001). They provide a strategic direction in the organization.

Strategic direction is an imperative in the organization in identifying as the systematic intervention that will provide the most leverage to the organization as the organization cannot focus on everything all the time Viet (2015). This shows that leaders are stirring the organization towards its goals. Copeland (2005) noted that leadership has an indispensable function of management which helps in maximizing efficiency and to achieve the goals of the organization. Freeman and Stewart (2006) further note that a remarkable leadership behaviour stresses upon building an environment in which each employee develops.

Grojean, Resick, Dickson and Smith (2004) says that leaders play a critical role in establishing a value-based organizational climate, convey the significance of ethical values to members and establish expectations concerning ethical conduct in the organization. Duffy *et al* 2012) says that these attributes are engrained in the organization’s climate and influence members’

practices and anticipations and additionally increase the significance of ethical values thus resulting in the mutual perception that form the organizational climate. Leadership is also important in organizations as they assist in the implementation of work in business and public sector settings Colina *et al* (2014).

#### **2.4. Ethics and Their Importance in Organisations**

Ethics are defined as those characteristics that constitute good and bad human conduct and that which decides what is right or wrong, good or evil and what people ought to do or not to do (Creswell 2008). Ethics are set to shape individual behaviours in the organisation Hanna (2013). Values are central desires of individuals in any social group (Copeland, 2015). Business ethics can help to improve ethical decision making by providing managers with appropriate knowledge and tools that allow them to identify correctly problems and provide solutions to the ethical problems that they are confronted with (Comegys, Vaisanen, Lupton, and Rawlinson, 2013.). Unethical practices in organisations cost companies billions of dollars and damage the images of corporations (Brown *et al* 2005). Simply put, ethical behaviour is very crucial when dealing with business stakeholders such as managers, stockholders, employees, suppliers, customers and community among others. Business' success benefits the stakeholders and its poor performance can affect them accordingly (Comegys, *et al* 2013).

#### **2.5. Conceptualising Ethical Leadership**

There is no authoritative definition of ethical leadership. Several scholars came up with various explanations of ethical leadership Usman and Hameed (2017). There is considerable disagreement among scholarly communities on the appropriate way to conceptualise, define and study ethical leadership. This disagreement is partly due to the ontological and epistemological differences between the scholarly communities resulting in different views of organisations Colina *et al* (2014). As a result of differences in their ontological and epistemological assumptions scholars endlessly argue on the concept of ethical leadership.

Treviño and Harrison (2005:120), described 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.” Brown, Treviño and Harrison (2005:120) 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." According to Nikolic (2015), this definition has found a wide acceptance in social-science research. Den Hartog and De Hoogh, (2009) viewed ethical leadership as the process in which a leader influences group activity to the organisational aims in a socially responsible way. This definition considers that a leader who is ethical should be moral and caring. Similarly, Gini (2009), stress that an ethical leader does not intend to harm others and always respects all affected party's rights. Furthermore, Kanungo (2001), said that ethical leaders engage in the righteousness acts and avoid harmful acts to others and their actions must be based on altruistic motives rather than on self-centred motives. Henceforth, this thesis is guided by Brown *et al.* (2005), the definition in the above.

According to Brown and Treviño (2006), ethical leadership comprises of two different aspects that is the moral person aspect and the moral manager aspect. Moral aspect is inclusive of the leaders' personality-that is their moral characteristics and traits which manifests itself both in their personal and interpersonal lives. The moral manager aspect is described as the leaders' intentional efforts and concrete actions that aim at influencing and guiding followers' ethical behaviour such as communicating ethical standards and disciplining employees who show unethical behaviour. Furthermore, Viet (2015), notes that ethical leadership is focused on compliance with the rules of the game through performance evaluation systems and reward systems and requires self-control. A Qualitative study by Brown *et al.* (2003), established that ethical leaders were described as honest individuals with high integrity who emphasize fair decision-making and show strong concern about people and the community.

From the definitions given above on ethical leadership, an ethical leader has the following characteristics; stand for what they believe in, having open and transparent communication that is meaningful and engaging, building a trust relationship with employees and all other stakeholders demonstrating integrity in all relationships and ensuring no misleading or deceptive thinking process, decision making, or communications occur (Viet, 2015). Viet (2015), stressed that the leadership of a moral community is focused on the culture of the organisation and is relational and communicative in character. Ethical leadership implies the development and maintenance of the morality of the organisation via the processes of sense

making and socialisation. It includes responsibility for the development of shared morality and the guidance of actions of the individual towards the common goals (Viet, 2015). It also implies self-reflection and self-awareness. As far as the interface with society is concerned, leadership is responsible for the legitimacy of the organisation's actions and institutions and for heeding the interest of and communication with the organisation's stakeholders (Viet, 2015).

## **2.6. Expected Behaviour of Ethical Leaders in Organisations**

On ethical leadership leaders become credible and authentic as ethical role models by engaging in ongoing behaviours that are considered by their subordinates as unselfish Colina *et al* (2014). These leaders exhibit honest character and treat people with respect. Brown *et.al* (2005), noted that ethical leadership entails engaging in transparent, fair, and caring actions. Leaders are continuously evaluated by their subordinates, so a leader who is ethical at one point in time and not at another sends mixed messages that damage his authenticity. According to Brown and Treviño (2005), ethical leadership requires emphasizing the significance of ethics and the role of ethics in leadership studies is very important in an organisation. Ahmad and Gao (2017), indicated that leadership without ethics and integrity can be very harmful both for the organisational stakeholders and society. The high-profile scandals and leadership involvement in unethical activities caused increased attention of the scholars and mainstream media in the contemporary world (Hartog, 2015). Whenever the issues related to ethics comes into the discussion, the ethical behaviour of leaders always takes foremost attention from scholars and practitioners (Ahmad and Gao, 2017). Rewards and punishments should take place in an environment of open two-way communication where there is ethical leadership (Viet, 2015).

According to Mayer, Kuenzi, Greenbaum, Bardes and Salvador (2009), ethical leadership results in positive relationships between leaders and their subordinates. They found a strong positive relationship between ethical leadership and trust in the leaders. In addition, they established that ethical leadership had a positive relationship with subordinates' satisfaction with their leaders and their perceptions of how fairly leaders treated them. Den Hartog and De Hoogh (2008), also found that followers were more optimistic about the future when their leaders behave ethically. Mayer *et.al* (2009), found that ethical leadership can spread through an organisation all the way to the front lines. They found that front-line workers behaved more ethically and cooperatively when their immediate supervisor also behaved ethically. This

demonstrates that ethical leadership from leaders at very highest levels influenced leaders at low levels, who in turn influenced the ethical behaviour of everyone else in the organisation.

The study focused on the role of ethical leadership development on the organisation's performance. The reason why ethical leadership development was included is that it is possible that a leader can be well educated possessing the highest qualifications and not necessarily act upon their true beliefs (Viet, 2015). Nikolic (2015), further notes that it is possible that a person can demonstrate authentic leadership and in fact be or remain to be unethical. "This, in turn, results in the occurrence of corporate misbehaviour and dubious corporate practices" (Brown and Mitchell, 2010:95). The issue of ethical leadership development has developed tremendously and blossomed from the early 1980s to a point where it is now recognised as a significant leadership theory (Brown and Mitchell, 2010).

Abstractly, the ethical leadership encompasses the principles of ethics expressed as ethical behaviours, and thus ethical leadership manifests as behavioural patterns exhibited by leaders who act in accordance with ethics at all times (Brown and Mitchell 2010). Thus, according to Den Hartog and Belschak (2012) and Hunter (2012), an ethical leader is an ethical role model who engenders ethical conduct, ethical decision-making and pro-social behaviour in subordinates.

## **2.7. Principles of Ethical Leadership**

There are quite several ethical leadership principles. The principles that were selected by the researcher can be traced back to Aristotle. The significance of these principles was discussed in a variety of disciplines (Kitchener, 1984), Usman and Hameed (2017) and Freeman and Stewart (2006). Although the list is not exhaustive, these principles provide a bedrock for the development of sound ethical leadership in organisations: honesty and integrity, respect, justice and transparency, do no harm, provide a service as well as building a community.

### **2.7.1. Honesty and Integrity**

To be a good leader one must be honest. Being honest means simply means that you can tell the truth, or you can represent reality as it is. When leaders are not honest others come to see them as undependable and unreliable. People tend to lose faith in what the leader may say and

stand for and their respect for leaders may peter out in the organisation Freeman and Stewart (2006). Consequently, the leaders' impact is compromised because another no longer trusts and believe in the leader Colina *et al* (2014). Dalla Costa (1998), notes that being honest means more than not deceiving. An honest leader should not “promise what he or she cannot deliver, do not misrepresent, do not hide behind spin-doctored evasions, do not suppress obligations, do not evade accountability, do not accept that the survival of the fittest pressures of business release any of us from the responsibility to respect another’s dignity and humanity” (Dalla Costa, 1998: p.164).

### **2.7.2. Respect**

Respect is always a norm that every individual must observe if people are to live peacefully in their communities and workplaces. According to Kitchener (1984) a philosopher Emmanuel Kant (1724-1804), was of the view that it is the duty of leaders to treat others with respect. Beauchamp and Bowie (1988: 37) asserted that persons must be treated as having their own autonomously established goals and must never be treated purely as the means to another's personal goals. This implies that treating others as ends rather than as means requires that we treat other people's decisions and values with respect. Failing to do so indicates that we are treating them as means to our own ends. According to Bhal and Dadhich (2011) treating subordinates with respect allow subordinates to be themselves, with creative wants and desires. Kitchener (1984), also highlighted that these leaders approach other people with a sense of their unconditional worth and value individual differences. Respect includes giving credence to others' ideas and regarding them as human beings. Respect in this context means that the leader listens closely to opposing points of view in the organisation. Kitchener (1984), notes that when leaders exhibit respect to their subordinates, subordinates can feel competent about their work.

### **2.7.3. Justice and Transparency.**

Garba (2018) notes that justice and transparency are key in every organisation. Subordinates in the organisation may feel belittled when their leaders are not transparent. Ethical leaders make fairness and justice a top priority Cheteni and Shindika (2017). Subordinates need to be treated with manner. Justice demands that leaders place issues of fairness at the centre of their

decision making Lusenga (2010). As a rule, no one should receive special treatment or special consideration except when his or her situation demands it in the organisation. If subordinates are treated differently, the grounds for different treatment must be clear and reasonable and must be based on moral values Ciulla (2013). According to Colina *et al* (2014), concern with issues of fairness is necessary for all people who are cooperating to promote their common interests.

#### **2.7.4. Building a Community**

Ethical leaders influence a group of individuals to achieve a common goal. He/she destroys the spirit of individualism in matters that affect the organisation Ciulla (2013). An ethical leader encourages subordinates to work as a harmonised nuclear family where everyone maximises effort with the purpose of achieving the organisational goal Monama (2015). Under ethical leadership leaders and followers agree on the direction to be taken by the group Chang, Connelly and Geeza (2012). Furthermore, ethical leaders do not impose their will others. They normally search for goals that are compatible with everyone in the organisation. Viet (2015), further notes that an ethical leader considers the purposes of everyone involved in the group and is attentive to the interest of the organisation. This implies that they demonstrate an ethic of caring toward others and does not force others or ignore the intentions of others in the organisation. In an organisation that has ethical leaders, all individuals and group goals are bound up in the common good and public interest.

#### **2.7.5. Provide a Service to others and do no Harm**

Nikolic (2015), purports that several ethical theories emphasize a concern for the interest of others (ethical altruism). This denotes that ethical leaders place their followers' welfare foremost in their decision-making processes. Cheteni and Shindika (2017), state that altruistic behaviour can be observed in activities such as mentoring, empowerment behaviours, team building and citizenship behaviour to name a few. Garba, Mayowa, Babalola and Guo (2018), further argue that ethical leaders' responsibility is to serve others in a way that is beneficial to both, society as well as that of the organisation. Under this principle, leaders are perceived to be stewards. Being a steward means clarifying and nurturing a vision that is greater than oneself. This means that they are not being self-centred, but rather integrating one's self or

vision with that of others in the organisation. According to Chang *et al* (2012), ethical leaders see their own personal vision as an important part of something larger than themselves as part of the organisation and the community at large. Leaders are expected to treat people in a way that do not cause harm or endanger them Ciulla (2013). Ethical leaders are not supposed to treat their subordinates in a way that may cause harm to them.

In line with the above principles, Natalya (2015), highlighted the March 2004 “Mombasa Declaration on Leadership in Africa”. These highlights significant principles of ethical leadership. The declaration states that leaders can serve best when:

- They adhere to a strong code of ethics and demand the same from all subordinate officials.
- They recognise that they are accountable for their actions and no one is above the law.
- They ensure human security
- They do not use their offices for personal gain and avoid all conflict

### **2.7.6. Intellectual Development of Ethical Leadership Scholarship**

Although it has been in the mind of researchers and practitioners and the general public for a long time, the construct and measure of ethical leadership were developed by the writings of Brown *et.al* (2005). Their seminal paper influenced several researchers to start to examine how ethical leadership affects employees Ciulla (2013). These researchers highlighted multiple mechanisms, including the work environment (Stouten, Baillien, Van den Broeck, Camps, De Witte and Euwema, 2010), wellbeing of employees (Kalshoven and Boon, 2014), safety (Walumbwa and Schaubroeck, 2009), employees’ trust in leader (Newman, Kiazad, Miao and Cooper, 2013), work engagement (Den Hartog and Belschak, 2012), and employee voice (Avey, Wernsing and Palanski, 2012), among others.

Despite the existing growing evidence regarding the mechanisms linking ethical leadership and employee outcomes, scholars still highlight the need for further research in the area of Newman *et al* (2013). Furthermore, boundary conditions that limit or enhance the effectiveness of ethical leadership have also received much less attention Garba *et al* (2018). As a result of that, further research on the boundary conditions of ethical leadership is particularly relevant as it may help

to explain under what conditions ethical leadership becomes more valuable for organisations (Garba *et al*, 2018)

### **2.7.7. Importance of Ethical Leadership in Organisations**

Ethical Leaders play a pivotal role in organisations. Studies by Usman and Hameed (2017.), Cheteni and Shindika (2017), Lusenga (2010), Garder (2010), Ciulla (2013) and Bormann (2013) revealed they contribute towards the success of the organisation. In addition, they influence good behaviour. According to Hitt (1990) leaders are the primary influence on ethical conduct in the organisation. They are mainly responsible for the norms and code of conduct that guide employee's behaviour in the organisation. This is because, if people opt to follow one's leadership, they tend to follow the same conduct that the leader exhibits. An organisation can be successful and competitive in the market if leaders are ethical. According to Brown *et al* (2005), ethical leadership and success are inseparable. They further note that very few organisations become successful with people stabbing each other in the back, with people trying to steal from each other, with everything requiring notarised confirmation because they cannot trust each other and with people feeling demotivated.

Copeland (2005) contended that organisations of high integrity achieve superior performance in the end because they attract and retain high-quality employees, customers, suppliers and investors. Ethical leadership promotes ethical work attributes among employees in the organisation. When everyone is ethical in the organisation, higher profits are likely to be generated (Viet, 2015). Dennis (2009) says that without ethical employees, customers, suppliers and investors, the organisation cannot achieve high integrity and superior performance. Although the unethical organisation can make a profit in the short term, it cannot be a long run Ciulla (2013) and Cheteni and Shindika (2017). Freeman and Stewart (2006) indicate an ethical cooperate organisation attracts high-quality employees and leads all management staff and employees to a higher level of satisfaction and a sense of loyalty.

According to Dennis (2009) organisations with ethical leaders enjoy the following advantages; attain high quality suppliers, attain and retain higher quality investors, earn goodwill with community members and government officials, achieve greater efficiency and decision making, based on more reliable information from stakeholders, achieve product quality and its employees need less supervision. All these benefits contribute to improved performance and

effectiveness of the organisation. Brown *et al* (2005) purported that underlying values found in ethical leaders include altruism, honesty, empathy, empowerment, fairness and justice. Mahsud, Yulk and Prussia (2010) underlined that these behaviours result in confidence and faith in leaders as they are observed to be fair and have high integrity. Thus, subordinates are more likely to trust their leaders as they believe that they are acting in their best interest. These subordinates are more willing to follow their leaders' direction. Copeland (2005) says that subordinates embrace leaders who consider the welfare of their followers as one of their goals. Treviño and Brown (2006) concluded that good results are achieved as a result of a good relationship between followers and leaders.

## **2.8. Ethical leadership Development**

Ethical leadership development is generally defined as a process whereby leaders go through a training process that enhances their ethical skills in their day to day interaction with their followers and other stakeholders. Ethical leadership development is an ongoing process. Leaders are key drivers of any business organisation. The success of the business is determined by the way they interact with their followers as well as good practices that would also result in improving the image of the business to the public and other businesses. Leskiw and Singh (2007), note that leadership development is becoming an increasingly critical and strategic imperative for organisations in the current, challenging, organisational environment. Leadership development has a competitive capability as it is intertwined with organisational strategy.

## **2.9. Theoretical framework and Conceptual Framework**

The study was informed by social learning theory by Bandura (1977), the social exchange theory by Blau (1960) and deontology. Social learning theory suggests that subordinates learn acceptable behaviour via their role models (Brown and Mitchell, 2010). Subordinates emulate credible role models. A social learning perspective on ethical leadership proposes that leaders influence the ethical conduct of followers via modelling (Brown *et.al* 2005). Thus, social learning theory offers a constitutive definition of the ethical leadership construct. The word modelling covers a broad range of psychological matching processes, including observational

learning, imitation and identification. "Virtually anything that can be learned by vicarious experience, via observing others behaviour and its consequences" (Bandura, 2001:270).

The definition of ethical leadership that was given by Brown *et. al* (2005: p20), depicts the significance of social learning theory in this study. The first part of the explanation entails that ethical leaders need to be role models displaying behaviour that employees perceive as suitable. The second part implies that ethical leaders set a norm for behaviour, act upon it and will reward or punish behaviour when it is necessary to do so. The two-way communication insinuates that followers can discuss the norm with their leader and subordinates can give their views even though the leader rests with the final decision making. The decision-making part in the definition denotes that decisions are aligned with the ethical norm. In line with Social Learning theory, followers learn the behaviour of the ethical role model by several means including watching leaders' behaviour and their consequences Bai *et al* (2017). They then become aware of what kind of behaviour is expected and the associated rewards and punishments Bai *et al* (2017). They will also imitate the conduct and manners displayed by their ethical leader and behave in a way that they would have learned to have positive consequences, or they avoid behaviour with negative consequences Palmer (2013) and Hanna (2013).

The study by Mayer *et.al* (2009), demonstrated that ethical leadership can influence individual outcomes as well as those of the team. Walumbwa *et. al* (2011: p.206), stated that Bandura was the view that under social learning theory "social factors such as leadership and when leaders are credible and demonstrate moral conduct, play a critical role in developing and strengthening efficacy beliefs". This suggests a positive relationship between ethical leadership and collective efficacy. Previous studies by Bryan and Test (1967), and Rosenhan and White (1967), Boundenghan (2012) and Vieweg (2018) demonstrated that models influence prosocial behaviour. Social exchange theory suggests that employees reciprocate leaders' behaviour towards them. That are employees in an organisation behave according to the way they are treated by their superiors. Social exchange theory in this study can give an insight into how ethical leaders influence organisational outcomes. Brown and Treviño (2006), note that the social exchange relationship between leaders and their subordinates develop from interactions between parties and are motivated by the mutual benefits derived from exchanges.

Within the social exchange framework, the relationship between the leader and the subordinate is characterised by the degree of trust that the leader has in the subordinate. According to

Colquitt, Scott and LePine (2007), social exchange research which was primarily focused on the relationship between employee and company (rather than supervisor), has frequently discussed trust as a proxy or indicator of social exchange. This means that the chief indicator of the successfulness of the relationship between a subordinate and a leader is trust. The level of trust determines the extent to which these two would be relating to each other as they discharge their day to day duties. Furthermore, Brown, Shoorman and Tan (2000), assert that trust-based relationship and social exchange research has served as a precursor to the development of rational leadership theory which maintains that social exchange relationships best develop when both parties to the relationship feel that the other is worthy of his or her ongoing and expanding trust as measured by mutual perceptions of each other's benevolence, integrity and ability.

Research has shown that strong social exchange relationships between leaders and subordinates result in numerous positive subordinate attitudinal and behavioural outcomes. A study by Rhoades and Eisenberger (2002), found that when employees believe their employer is signifying a social exchange relationship with them, they are more likely to feel content or satisfied with their organisation and they engage in behaviour that is in line with their organisational goals. In addition, when employees feel part of a strong relationship with their organization, they are more likely to feel satisfied with their organisation and want to assist the organisation with its objectives. The study employed the social learning theory and the social exchange theory to explain the role of ethical leadership in the performance of the organisation. The two are related in one way or the other as has been discussed in the above. Subordinates in most cases behave according to the way they are treated by their leaders and the overall performance of the organisation is also determined by the relationship between leaders and their subordinates.

The study is also informed by the concept called deontology. According to the Kantian philosophy, deontology entails goodwill and morally right actions that are carried out with a sense of duty. The concept requires one to behave morally. Thus, it is the intention behind an action rather than its consequences that make that action good. Kantian moral philosophy is anchored on the idea that "act only on the maxim by which you at the same time that it will become a universal law" Doody (2016:2). Kant's explanation dictates that human beings should be treated not simply as means to one's own ends but also as ends in themselves (Bowie, 1999).

This implies that people in business relationships should not be used, coerced, or deceived and that business organisations and practices should be arranged so that they contribute to the development of human rational and moral capacities (Bowie, 2002). According to this concept, one should also act as a kingdom of ends in which he or she is both a king and a sovereign at the same time. Deontological theory of ethics reveals that being good is when one follows right rules or meets all his or her obligations. In an organisation, this means that the rules that govern an organisation must be such that can be endorsed by every member of that organisation. According to Bowie (2002), a leader who employs Kantian morality asks whether the principle on which any given decision is based passes the test of the categorical imperative.

## **2.10. Empirical studies on Ethical leadership**

Studies on ethical leadership were conducted across the globe and in Zimbabwe on ethical leadership. Of the various approaches to leadership, ethical leadership has been shown to be highly relevant because of the numerous ethical challenges (Garba, 2018:2). A study by Babalola *et al* (2017), established that ethical leaders provide rich benefits in the organisation in that such leaders, make fair and balanced decisions and treat people around them in an ethical manner. It however unclear, as to whether and if so, how and why ethical leadership could exert influence on organisational performance. Anseel *et.al* (2015), also reveals that having safe, fair and trustworthy work norms is often placed a central role, whereas evidence suggests that ethical leaders do not serve as ethical role models with integrity, trustworthiness and fairness but exert transactional efforts to influence the climate.

Given the prevalence and far-reaching impact of ethical leadership, it is, therefore, of both theoretical and empirical importance to investigate the influence of ethical leadership on organisational performance (Garba *et al.*, 2018). A study by Babalola *et al.* (2017), found that when leaders demonstrate ethical leadership behaviours, employees experience increased job satisfaction display extra effort towards the organisation and perform their job better. Although much is known about the benefits of ethical leadership in traditional organisations, it is not until recently that scholars have begun to investigate its effectiveness in the telecommunication service industry. Ofori (2009) investigated the interplay between perceptions of human resource management and ethical leadership and the trickledown effect of this interplay on perceptions of collective efficacy and team-orientated commitment. The study found that an

interplay between perceptions of human resource management and ethical leadership exist. Ofori (2009) found that when the human resource department and the managers collaborate, the outcomes will be synergetic.

Rambe and Ndofirepi (2017), investigated ethical perceptions of employees in small retail firms in Zimbabwe. They found that most employees in Indigenous-owned fast food outlets were ethically conscious and could make ethical choices even though they seemed to lack in-depth knowledge of the ethical policy of their organisation. However, the methodological approach that was used by Rambe and Ndofirepi is distinct to the one done in this study in the sense that they adopted a quantitative approach whilst this study employed mainly on qualitative research methodology. A study by Piccolo, Greenbaum, Hartog and Folger (2010), showed that ethical leadership reduces absenteeism, misconduct and improves job satisfaction and performance in an organisation.

Although considerable research has been devoted to ethics, less attention has been paid to ethical leadership Cheteni and Shanika (2017: p.7). Rubin, Dierdorff and Brown (2010), investigated the consequences of ethical leadership in the form of promotion on a sample of ninety-six managers and established that ethical leaders were increasingly likely to be rated by their superiors as exhibiting potential for senior leadership positions. However, this study was not conducted in Zimbabwe, but it gave the researcher insight into other importance of behaving ethically in an organisation.

## **2.11. Factors that may affect ethical climate in organisations**

Gender, age, marital status affects the ethical environment in organisations. These were suggested by Cheteni and Shindika (2017), as other variables that may affect ethical practices in organisations. A study by Peterson (2002), found that age was a significant variable for ethical behaviour as they found that mature employees seemed to possess higher ethical values compared to the younger workers and showed stronger resistance to external influence from sources such as personal circumstances and from other individuals. Furthermore, research by Peterson, Rhoads and Vaught (2001), discovered that men were twice as likely and more willing to engage in unethical behaviour when it comes to working related values as compared to women. Nevertheless, Pierce and Sweeny (2010), state that there are contradictory findings

in most researches investigating the effect of demographic variables on ethical decision making. Thus, Econet Wireless Zimbabwe made it mandatory to offer training to men and women of all ages who are in leadership positions regardless of their marital status. The effect of ethical leadership development on the organisation's effectiveness and performance was thus investigated.

Ndoda and Zvavahera (2014), conducted a study where they sought to evaluate the impact of corporate governance and unethical behaviour on the performance of state corporations in Zimbabwe focusing on Zimbabwe Broadcasting Corporation (ZBC). They found that bad corporate governance and unethical behaviour were not good for the organisation and affected productivity and employees' morale. Employees lost confidence in management.

## **2.12. Definitions of Some Key Terms Used in the Research**

Ethics is defined as "that characteristic which constitute good and bad human conduct and that which decides what is good and evil, right and wrong and thus what we ought not to do" Sunil, Kumar Maheshwari and Ganesh (2006:76). The ethical sense of the right and wrong is derived mainly by a set of social values (central desires of individuals in a group) through which our actions can be tested. According to Brown *et al* (2005), ethics are a system of moral principles that predicates itself upon values that relate to human conduct, with regards to the wrongness and rightness of some actions and to the badness and goodness of the ends and motives of such actions. Ethics guide moral standards of employees in an organisation. For one to understand ethics, one must accept the responsibility and accountability for one's actions.

### **2.12.1. Organisational Performance**

Organizational performance constitutes results that the organization produced as measured against what it had set out to achieve. Richard *et al* (2009), notes that organisational performance encompasses three specific areas of firm outcomes which include financial performance (profits, return on assets, return on investment among others), product market performance (sales and market share) and shareholder return (total shareholder return, economic value added among others). In addition, organisational performance comprises of the

actual output or results of an organisation as measured against its intended outputs which are goals and objectives.

### **2.12.2. Organisational effectiveness**

The definition of organisational effectiveness is very broad, and several definitions were regarded as unclear by other scholars. However, it is defined by (Pounder 2001) as the ability of the organisation to achieve its goals. Tahsildari and Shahnaei (2015) defined it as the ability of the organisation to exploit the environment in the acquisition of critical resources. Organisational effectiveness is also defined by Parreira (2009) as the extent to which an organisation using resources, fulfil its objectives without depleting its resources and without placing undue strain on its members or society. Theorist came up with five approaches that are used to measure organisational effectiveness, and these are; the goals model, the systems resources model, the process model, the multiple –constituency model and the competing values approach model. In the study, the researcher stood guided by Parreira (2009)'s definition.

### **2.13. Chapter Summary**

This chapter reviewed the literature on leadership and ethical leadership development. It traced the development of ethical leadership as well as highlighting the main principles of ethical leadership. Ethics, ethical leadership and ethical leadership development were also defined in the chapter. The chapter also covered literature on the theories explaining ethical leadership. Some of the key concepts used in the study were also defined. The chapter reviewed empirical evidence from other studies done within the scope of this study. The importance of leadership and ethical leadership in an organisation was also discussed. The next chapter discusses the research methodology employed in the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The previous chapter provided a review of the previous studies on ethical leadership as well as theories which informed the study. This chapter gives the methodological framework within which the research was conducted. The researcher adopted a qualitative method approach to increase the validity and reliability of the research findings. A detailed explanation of how the research unfolded is discussed in this chapter. The sampling techniques employed to select respondents are explained and justified in greater detail. The methods used for data collection and analysis are also explained. The researcher started by collecting data from subordinates, and managers concurrently depending on their availability. The chapter also highlights the ethics that were observed by the researcher. Limitations of the study are also pinpointed in this chapter.

#### **3.2. Research Paradigm: Interpretivism**

The researcher adopted interpretivism as the research paradigm. In relation to ontology and epistemology, interpretivism is that interpretivists believe that the reality is multiple and relative (Goldkuhl (2012). According to Lincoln and Cuba (1985) these multiple realities also depend on other systems for meanings which make it even more difficult to interpret in terms of fixed realities. The knowledge acquired in this discipline is socially constructed and interpretivism avoid rigid structural frameworks such as in positivist research and it requires the researcher to adopt a more personal and flexible research structures which are receptive to capturing meanings in human interaction. Under this approach, the researcher remains open to new knowledge throughout the study and lets it develop with the help of informants. Interpretivists believe in an understanding of the context in which any form of research is conducted is critical to the interpretation of the data gathered (Willis, 2004:7). Willis 2007:583) further stated that interpretivism usually seeks to understand a particular context and it includes “accepting and seeking multiple perspectives, being open to change, practicing iterative and

emergent data collection techniques, promoting participatory and holistic approach, and going beyond the inductive and deductive approach. In order to explore understandings of participants, interpretive methodology provides a context that allows the examiner to examine participants in greater detail. The reason why the researcher adopted this methodology was that it allowed the researcher to study issues of ethics and leadership in great detail and primary data generated through interpretivism studies might be associated with a high level of validity because data in such studies tends to be trustworthy and honest (Willis,2007).

Generally, interpretivist are anti-foundationalists who believe that there is no single path or a particular method to knowledge. Interpretivist attempt to derive their constructs from the field by an in-depth examination of the phenomenon of interest. Thus, interpretivist attempts to understand through meanings that people assign to them.

### **3.2. Methodological Stance: Research Design**

According to Tashakkori and Teddie (2010), a research design is a blueprint for the collection, collation, and analysis of data, and the framework within which research is conducted. Trochim (2006) said that that it is the glue that cements the research project together. It acts as a path to follow from the beginning to the end of the research. The researcher employed a case study research design. The method focuses on one case, or perhaps a smaller number of related cases from which the researcher seeks a lot of detailed information. Maree (2007) defines a case study research method as an inquiry that investigates a contemporary phenomenon within its real-life context when the boundaries between phenomenon and context are not clear and in which multiple sources of evidence are used. It focuses on providing a detailed account of one or more cases in the organization. Provides a rich and a holistic description of context, theme and issues. It is also an empirical inquiry that investigates a contemporary phenomenon with its real-life context, especially when boundaries between phenomenon and context are not clearly evident.

In addition, this method was used in the research to allow the generation of rich data which is in relation to the relatively unexplored area of ethical leadership development in the mobile communication business.

### **3.2.1. Qualitative Research Approach**

To establish the impacts of ethical leadership development at Econet Wireless Zimbabwe, the qualitative research approach was adopted. According to Creswell (2013) qualitative research is about extracting meaning and understanding from non-numerical data. In addition, Creswell (1998) defined it is an inquiry process based on distinct methodological traditions of inquiry that explore a social or human problem. Cohen, Manion and Morrison (2011) add that qualitative research lends itself in a view of social reality. Creswell (2013) further notes that qualitative research provides thick descriptions of phenomena from both the insider and the outsider's perspectives. This, in turn, makes the research reports quiet, descriptive. Denzin and Lincoln (2005) stressed that qualitative research is a multi-method in focus, involving an interpretive, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings attempting to make sense of or interpret the influence of ethical leadership development on the performance of the organization.

The qualitative process brings together a collection and analysis of data in such a way that identification leads automatically to their analysis, which in turn directs the area in which data should be sought and identified in order to be analyzed continuously (Sarantakos, 2015). Qualitative methodology is based on the theoretical and methodological principles of interpretive science. Burns and Grove (2013:19) describe a qualitative approach as a systematic subjective approach used to describe life experiences and situations to give them meaning. Qualitative research, therefore, focuses on the experiences of people as well as stressing the uniqueness of the individual. Creswell (2008:30) affirmed that qualitative research is a form of social enquiry that focuses on the way people interpret and make sense of their experience and the world in which they live. In this research, the researcher used a qualitative approach to explore the effects of ethical leadership development on organizational performance. The qualitative method was found to be most appropriate for this research because it concerns itself with providing rich descriptions of the phenomenon that can occur without the intervention of an experiment or an artificially contrived treatment Creswell (2013).

Qualitative research deals with small numbers and fewer people are studied making it, therefore, a disadvantage as it cannot be generalized and subjective nature of qualitative data

and its origin in distinct contexts, it is, therefore, difficult to relate conventional values of reliability and validity. Henceforth, the researcher used quantitative research approach to increase the validity and reliability of the research findings.

### **Target population**

The study targeted management staff who had attended a course on leadership and ethical development as well as subordinates.

### **3.3. Data Collection Instruments**

Selection of research instruments was influenced by the research design. The following were used as data collection methods: in-depth interviews, focus groups discussions and key informant- interviews were used as data collection tools.

#### **3.3.1 In-depth interviews**

These are one of the most common qualitative methods. They are effective in giving a human face to problems that emanate from researches (Creswell 2008). Creswell (2012) defined it as a technique that is designed to elicit a vivid picture of the participants' perspective on the research topic. The interviewer engages with participants by asking questions in a neutral manner, listening attentively to participant's responses. They usually involve one interviewer and one participant. The researcher employed this technique to gather a detailed information from subordinates on how they thought ethical leadership development programmes benefitted the organisation. The technique offered respondents the opportunity to express themselves without fear as confidentiality was assured. 10 respondents in subordinate positions were interviewed and the researcher managed to get detailed responses regarding the role that ethical leadership development played in the organisation. The researcher would interview them at their own free time. 6 of the interviews were conducted during lunch times and four were conducted when the respondents had taken off days at work. Respondents were not coerced to respond as the researcher would wait for the respondents to call him for the interview. The researcher commenced with easy questions and ended with questions that asked general recommendations. The researcher took notes over and above recording the interviews. The researcher assured the respondents to their anonymity and confidentiality in the final report.

### **3.3.2 Focus group Discussions**

The focus group discussions were employed to complement in-depth interviews and key informant interviews. Kitzinger (1994) defined focus group discussions as the gathering of information from groups of people. This implies that FDGs are discussions organised to explore a specific set of issues through the explicit use of a group interaction (Kitzinger 1994). These discussions were useful in highlighting the influence of ethical leadership development on organisational performance. The instrument encourages a great variety of communication and conversation of issues that may not be effectively discussed at an individual level. Morgan (1998:12) further stated that FGDs allow the researcher to produce data and insights that would be less accessible without the interaction found in a group. In the study, the researcher designed and facilitated the FGD in a way that provoked discussion and stimulated people into making explicit their views, perceptions, motives and reasons (Creswell 2008:171).

In addition, focus group discussions provided an opportunity for the researcher to observe non-verbal responses to questions or comments raised during the discussion. They also enabled the researcher to understand some ethical leadership issues that needed further investigation through other instruments. The researcher conducted five focus group discussions which consisted of 6-10 people. They consisted of both males and females. The size of the group was large enough to generate lively discussion where all members had space to air out their views but compact enough to enable ease management and contain the discussion. A set of thematic questions on issues that were under investigation were discussed. The researcher took a flexible approach during focus group discussions to allow participants to identify issues that were significant to them in a way that prompted a richer dialogue.

### **3.3.5. Key informant interviews**

Under this method, data were collected from respondents who held key positions in the community or organisation. Seidman (2006:15) says that the method is used to interview key informants who are more likely to provide rich information on a subject matter. The researcher conducted six key- informant interviews with six senior managers in the organisation who were involved in key decision making. These knew the performance of the organisation in terms of

outputs, efficiency, profits and among others. Key informants have first-hand knowledge about the organisation, employees under their departments. The researcher assured the key informants of their anonymity and confidentiality in the final report.

### **3.4. Sampling procedure**

The research's population and sample will be discussed in the sub-sections below.

#### **3.4.1. Population and Sampling**

According to Melville and Goddard (1996), the population is any group that is the subject of research interest. Nonetheless, it is often impossible to study the entire population, and this required sampling, a subset of the population (Creswell, 2009). The sampling of the organization was done conveniently as the researcher has access to Econet Wireless Zimbabwe employees since the researcher knew quite several employees whom he had attended school with, and these were in management positions.

To choose respondents, different sampling methods were employed depending on the tool used. All employees at management levels were selected to respond since they are very few. Respondents for in-depth-interview and focus group discussions were conveniently selected. Bowen (2009:1) mention that the use of organizational and institutional documents in qualitative research has become common in recent years. Moreover, one cannot solely rely on the information from documents that is why the researcher employed several research instruments to gather data.

### **3.5. Data Presentation and Analysis**

Qualitative research generally encompasses the collection, analysis of data which is not easily reduced to numbers hence the researcher used themes and tables to present data from the respondents and data in those themes. Data was presented and analysed at the same time. The researcher made use of thematic Data analysis is a process which involves the examining and categorisation of data, generalising the categories or themes, coding of data, linking the coded categories to the propositions (Creswell, 2012). The research approach employed in the

research guided the method of analysis. According to Kohlbacher, (2005) data analysis in qualitative research is an ongoing process right from when data is collected and through transcription when recurring themes, categories and patterns became evident. The researcher used thematic analysis to analyse qualitative and quantitative data respectively. The aim of a thematic analysis is mainly to identify themes or patterns of information gathered which is important to address the research. Thematic analysis allows qualitative data to be coded and discussed in detail. Under thematic analysis the researcher defined categories from data collected and inductive categories were formed out of the data. These categories were then subjected to a reliability test followed by the interpretation of results.

### **3.6. Measures to increase the validity and reliability of the research findings.**

According to Creswell (2012), validity and reliability have been predominantly used in quantitative research and it's now slowly becoming more popular in the field of qualitative research. Reliability and validity in the eyes of a qualitative researcher can be viewed as concepts of credibility, neutrality, or conformity, consistency or dependability and adaptability or transferability are critical in determining the quality of the research (Golafshani: 2003). Validity and reliability are significant concepts to be considered in research. The findings of a study must be generalizable in different settings and readers and other scholars should have trust in the findings. Reliability relates to the consistency of the measure used, while validity looks at whether the instrument used was in conformity with the objectives of the study, that is, was it possible to establish the role of ethical leadership development in the performance of Econet Wireless Zimbabwe by asking questions that require them to say their opinions on the subject (Bryman and Bell, 2007).

The concept of validation relates to good research practices and respondent validation by availing the study findings to participants to ensure accurate interpretation of the data while transferability relates to whether the findings can be applied in other contexts, (Bryman and Bell, 2007). This study is a single case with embedded units in the mobile industry and therefore cannot be applied outside the mobile context. When a study is repeated by a different researcher using the same paradigm and approaches, and come up with the same findings, then it is said to be dependable and reliable. There are two types of validity which are internal and external

validity. The researcher had to ensure that the research instruments were sounding and effective in order to give credibility to the findings.

Furthermore, the researcher adopted the epistemological reflectivity. This “requires one to engage with questions such as “how has the research question definition limited what can be found, how has the design of the study and method analysis constructed the data and the findings, how could the research question have been investigated differently and to what extent would this have given rise to a different understanding of the phenomena under study?” (Kasimba,2018).

Maree (2007) and Mouton (2001) note that the instruments should be effective. The researcher was very strict on the respondents in order to get accurate and complete information. Creswell (2008) stated that research errors can undermine validity. The researcher tried his best to avoid such errors to give credibility. The researcher had to ensure that the key informant interview guide confirms prescribed validity features which include content validity. The researcher had also constructed the interview questions based on the objectives. She also ensured that the questions were not ambiguous. The researcher also increased validity on interviews by giving the time to the respondents to express clearly their views and the researcher was making use of the probing concept. The researcher also increased validity in questions by asking clear and relevant questions during the research. Moreover, the researcher employed triangulation to reduce bias and error.

According to Kasimba (2018:129) Triangulation encompasses the use of multiple data gathering methods to produce complementary measures of concepts thereby reducing the margin of error. The researcher had to ensure that the research instruments were sounding and effective in order to give credibility of the research findings. According to Creswell (2008) research errors, such as fault by research procedures, poor samples and inaccurate or misleading measurement can undermine validity. The researcher tried to avoid such errors to give credibility. The researcher had to ensure that the research questions for the respondents confirmed to prescribe validity features which include content validity which states that it is imperative to ensure that the content of the questions was thoroughly scrutinized to ensure that they were relevant to the research objectives. In this case, the researcher had to make sure that the instruments were in tandem with ethical leadership and organizational performance.

Therefore, constructed the questions based on the objectives outlined in a professional and attractive manner.

### **3.7. Ethical Considerations**

Kasimba (2018) defined ethics as the “dos and don’ts” when one is carrying out a research. Creswell (2008) defined them as rules or guidelines “that guarantee the observance of civil and human rights (Jedynak, 2014: 104). Researchers are expected to conduct a research in a way that does not raise suspicions (Jedynack, 2014). Henceforth, the researcher had to observe ethics from the beginning up to the end of the research. The researcher always read the Rhodes University Policy on Research Ethics (RUPRE) and conformed to its requirements during the research. To expedite acceptance, the researcher went to Econet Wireless Zimbabwe armed with a letter from Rhodes University confirming that he was a student and my research was for academic purposes and would not be published for scrutiny. Confidentiality and anonymity were ensured by the researcher. He informed the respondents that the information that they were going to provide would be treated confidentially and would not be identified as their when published. Furthermore, the researcher tried to be accountable, responsible and honest in the research as these were also considered as core aspects when one is carrying out a research. The researcher also made sure that the respondent's work was not interrupted by his presence.

### **3.8. Limitations of the Study**

Some employees were not comfortable giving out information about their Econet Wireless Zimbabwe. Due to political instability in Zimbabwe whenever they people in organizations see a stranger, they seek authenticity of the researcher. Availability of managers hindered the researcher from obtaining adequate information. They were very busy, and it took time for him to see them. Every system has its strengths and weaknesses, and this also applies to field research in Human Resources. Though the researcher vigorously tried to reduce weaknesses and increase the validity of the research process, he encountered with the following weaknesses;

- Responses from the interview were affected by bias on the part of the interviewer.
- Some respondents were hostile to the researcher.
- Respondents were giving falsified responses in some instances.

- Respondents would not take interviews seriously if they would feel that they were wasting their time.
- The researcher was not able to acquire accurate information in some cases, especially that which was considered confidential.

To solve some of the problems that the researcher was encountering, the researcher kept calm towards respondents who were hostile. The researcher also used different data collection methods to verify some responses since some would falsify. The researcher informed respondents that the study was purely for academic purposes hence there was no need for them to hide some information that was crucial for the study. However, this did not change anything as respondents did not want to disclose some information that considered confidential in the organization.

### **3.9. Chapter Summary**

The chapter explained the research methodology that was employed in the study. The mixed methodology was adopted. Focus group discussions and key informant interviews, in-depth interviews and focus group discussions were used as data collection tools. The sampling procedure was explained. Content analysis were used to analyse data. The next chapter deals with the presentation and discussion of the results.

## CHAPTER 4

### PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.1. Introduction

The last chapter dealt with the research methodology. This chapter deals with the presentation and discussion of findings. Findings were linked to the research objectives, research questions, and the theoretical framework that informed the study. The Chapter presented the findings of the study addressing the objectives given in Chapter 1. In fact, the presentation, analysis and interpretation of the study on ethical leadership development with specific reference to Econet Wireless Zimbabwe will be dealt with in this chapter. The following themes and subtopics were also discussed in the chapter; the nature of the ethical leadership development at Econet Wireless, the factors influencing ethical leadership development at Econet Wireless, the role of ethical leadership development in enhancing organisational performance and efficiency, perceptions on ethical leadership development on the organisation's effectiveness the relationship between ethical leadership development and subordinate morale, the employer-employee relations, ethical leadership development and employee retention. The findings consist of information that was obtained from interviews, focus group discussions and document analysis which were part of the research instruments that was used to bring out the views of the respondents of their experiences as far as ethical leadership development is concerned.

#### 4.2.2. Level of Education

**Table 4.2: Level of Education and Duration in the Managerial Post**

<b>Educational level</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	0	0%
Degree	20	40
Masters and above	30	60

<b>Duration in the Management Position.</b>		
<b>Period (Years)</b>	<b>Frequency</b>	<b>Percentage</b>
Five years and below	10	20
Above five years	40	80

**Source: Researcher**

The educational background of an individual has an impact on how the individual contributes technically and intellectually towards the growth of the organisation. The study looked at the respondents' level of education for those who were in Management position as well as the number of years in those positions. 0% had a diploma, 40% had a degree and 60% had mastered. This implies that those who were in management position were highly educated and therefore ethical leadership development training programs further strengthened their understanding of being ethical in the organization and how this would help the organization to achieve its main objectives. Among those in management positions, 10% had served for five years and below whilst 80% had served for more than five years. This denotes that that majority of staff in management positions had already gained vast experience in the organization as well as in the management system.

### **4.3 The role of ethical leadership development in enhancing organisational performance**

The first research objective sought to establish whether ethical leadership development enhanced organisational performance or not. To this effect, it sought to test the main research hypothesis, that is:

H<sub>1</sub>: There is a significant relationship between ethical leadership development and organisational performance

This will be addressed in the subsections below.

#### **4.3.1. Ethical Leadership Development and Organisational Performance**

Study findings revealed that ethical leadership development increases organisational performance. A significantly positive correlation between ethical leadership development and organisational performance. Most of the respondents in subordinate positions highlighted that there is a strong relationship between ethical leadership development and organisational performance. Thus, the study found that ethical leadership development increases organisational performance.

Majority of the respondents said that there is a relationship between ethical leadership development and the performance of the organisation. They said that ethical leadership created

a good relationship between management and subordinates and that will in turn improve the performance of the organisation. Data from employees who are in subordinate positions showed the same. Respondents said that lack of ethics in the organisation create a lot of problems that would distract the performance of the organisation. They further noted that ethical leadership development helped Zimbabwe Econet Wireless to be the best Mobile communication company in the country because most of its employees especially those in subordinate positions were very happy as a result of the changes that have been affected to management in terms of how they should have related themselves with employees. Thus, in line with social exchange theory, ethical leadership development training enabled management staff to treat subordinates with diligence and care and this resultantly enabled he organisation to achieve its objectives. In addition, social learning theory purports that good conduct at the workplace diffuses and in this case subordinates learn from their superiors which results in the scourge of ethics in the organisation. All these improve the performance of the organisation.

Respondents in subordinate positions stated that they are the ones who make the business move forward and if they are not satisfied then everything would come to a halt. Some of the respondents who work in the customer care department gave an example where if workers in that department are not happy calls from customers with queries would not be answered and this will compromise the way the organisation works and as a result Econet loses more subscribers. Thus, those management positions at Econet went through training and development courses to further improve the way they interact with their subordinates and this has brought positive effects to the organisation. The support obtained in this study for the relationship between ethical leadership development and employee morale is also portrayed in the literature. Various studies revealed a statistically significant relationship between ethical leadership development and organisational performance.

The study confirms that worker commitment is also affected positively or negatively by management's way of operating. Thus, ethical leaders improve the performance of the organisation. Ethical leaders reward employees according to their performance and they try to avoid conflicts that are as a result of unfair treatment of subordinates. The study established that ethical leaders become attractive, credible and legitimate as ethical role models in part by engaging in ongoing behaviours that are evaluated by followers as normatively appropriate and

that suggest altruistic motivation. Such behaviours include honesty, consideration of others and fair treatment of employees. Employees in organisations pay obviously close attention to behaviours that are rewarded and punished. Thus, ethical leadership influences the way subordinates operate in the organisation.

In addition to that, the study found that ethical leaders practice sound remuneration in the organisation and they also know that employees need fringe benefits. All these contribute towards a good performance of the organisation. There are so many benefits of sound remuneration to the organisation and some of these are they motivate employees, they improve the morale of employees, they also enabled the organisation to retain and attract highly competent staff, higher chances of labour turnover and absenteeism were reduced. All these contribute to improved performance of Econet Wireless Zimbabwe.

#### **4.3.2 Management's Ethical leadership practices and Organizational Performance**

Organizational performance has been considered crucial in the 21<sup>st</sup> century by several organizations competing in the competitive dynamic orientated market where change has become more frequent in multifarious aspects Resick *et al* (2011). Henceforth, organizations are employing various strategies to improve their performance. Respondents in subordinate positions highlighted that good performance of the organization is achieved when leaders apply ethics in whatever they would do in the organization. Emotional intelligence had not been defined from the research but during the data gathering process, most of the respondents highlighted that an ethical leader has emotional intelligence. Majority of the respondents in subordinate positions indicated that there is a strong relationship between leaders' emotional intelligence and organizational performance. They said that ethical leadership development helped managers to have emotional intelligence in the organization and this emotional intelligence has an effect of further increasing the performance of the organization in different ways.

Respondents indicated that ethical leadership development promotes emotional intelligence which also promotes a good relationship between management staff and subordinates. The study also found that this relationship motivates employees to such an extent that they discharge their duties willingly and they will be willing to work towards the success of the

organization. Furthermore, senior managers highlighted that the organization continuously hold training workshops for all those in management positions since 2013. The organization realized that there was a good relationship between management and staff and positive performance of the organization was noticed. When subordinates were asked how they were seeing their management team, the study findings had shown that the relationship between management staff and employees in the organization were becoming stronger since the program was introduced. Key informants also highlighted that leaders' emotional intelligence is very crucial. In addition, the researcher through respondents' responses was asked if they wanted those in management to be replaced and all of them said that they did not want. This demonstrated that employees were happy with the way they were interacting with management. Employees are the blood life of the organization and if they are happy it means the organization is taking one step further towards the achievement of good performance. Furthermore; a quite many subordinates did not want their managers to be replaced meaning that there were good communication and mutual understanding between them and management.

The study found that ethical leadership help managers or leaders to improve the day to day operation of the organization. Self-awareness, self-regulation, self-management and social skills were highlighted by subordinates as important in the day to day operation of the organization. Subordinates highlighted that ethical managers understand and there are not difficult to work with. Some of the respondents said:

*Ethical leaders like ours treat us as human beings who have blood and feelings and therefore do not temper with our attitudes. They understand our different backgrounds and therefore work with us in a way that promotes continued relationship. Ethical leaders make decisions in a favorable way.*

Some respondents said:

*Ethical leaders in the organization improve work ethic among the employees as well as promoting organizational commitment. We as employees become more committed towards the organization when leaders are leading us in a proper way. Normally our work principles are affected by the way they make decisions that affect us in different ways.*

The quotations above show that ethical leadership development is very indispensable in the day to day operation of people in the organization. Employees look also at the attitudes of general management. The manager should be able to communicate effectively and well with subordinates, CEOs and other external stakeholders if the organization is to achieve the desired effect (improved organizational performance). Moreover, the study found that ethical leadership improves employee's organizational commitment as well as promoting work ethic among employees. Thus, the functionality of the organisation such as Econet Wireless Zimbabwe is dependent on how ethical leadership principles are observed within in order to foster a more efficient organisational performance without compromising the needs and interests of the members of the organisation.

#### **4.3.3. Ethical Leadership Development and Business Growth**

Business growth is one of the aims of main businesses is it small or big. Study findings revealed that Econet Wireless Zimbabwe is growing fast despite the economic hardships in the country. Some of the respondents in management highlighted that on the monetary side Econet wireless keeps on improving as compared to Net One and Telcel. They even advised the researcher to read reports that were being released by POTRAZ. Respondents underscored that the sector growth in subscriber numbers was largely driven by Econet's growth in active customers. Findings from the report and responses tallied as they both demonstrated that Econet was maintaining its strong market leadership.

The management staff was also asked if ethical leadership development programs contributed immensely to the overall performance of the organisation. None of them disagreed.

In fact, most of them discovered that the implementation of ethical leadership development at Econet Zimbabwe Wireless immensely contributed to the growth of the business. In addition to the above, the POTRAZ report of (2017) revealed that on the infrastructure front, Econet has been leading in the investment of mobile base stations in which it deployed 65 base stations in the fourth quarter. In the same period, Telecel deployed 31 additional base stations, while Net One deployed 4 base stations. The report further highlighted that among the 100 new base stations that were deployed, 50 were LTE base stations and out of 50, Econet had contributed

41 of the LTE base stations. Moreover, by ratio, the report showed that Econet's 3G mobile data infrastructure development now sits at 57% compared to Telecel 15% and Net One 28%. This also shows that Econet is way ahead in LTE infrastructure investment, with the mobile operator sitting at 68% market share of LTE base stations. Net One and Telecel trail at 31% and 1% respectively.

Likewise, respondents in senior management positions further highlighted that Econet's popular Ecocash grew its market share to 97.2% in the fourth quarter up from 96.7% in the third quarter of 2017. All these explanations and figures depict that Econet can compete with its rivals and the results indicate that the mobile industry is excelling on the market. Thus, ethical leadership development is very critical in the day to day operation of the business. The first objective of the study was to examine the impact of ethical leadership development on the performance of the organisation. The results of the study indicated that ethical leadership development has a positive effect on the performance of the organisation as has been revealed by study findings. However, ethical leadership development did not significantly predict the performance of the organisation. This means that an increase in ethical leadership development programs cannot be associated with an increase in the performance of the organisation.

In light with the above, respondents from focus group discussions highlighted that ethical leadership improved the general performance of the organisation. They highlighted that ethical leadership development leads to an increase in sales and market coverage and improvement in customer relations. In fact, findings from Potraz (2017/8) tally with those from Econet respondents. Some respondents said that ethical leadership development helped management to win the hearts of subordinates to such an extent that they improved the way they way. For instance, management from the marketing department said that subordinates successfully promoted new products via social media platforms, and this had helped the organisation to increase its sales. Subordinates also helped management to launch new offerings and communicating new business offerings on the market. Respondents said that this was successful because of the way they were treated with management.

Respondents from the marketing department also highlighted that they feel very motivated and are always working hard because they do not want to betray their management who were treating them fairly and with care. They said that they were interacting with current and

potential customers on daily basis to enhance the businesses publicity. As a result, this has increased the business overage which also enables the business to make more profit.

This is also in tandem with a study by Kupangwa, Farrington and Lillah (2015) also found that ethical leadership development contributed to organisation success and profitability. Their study was done among 48 Small and Medium Enterprises (SME) IN Pennsylvania and West Virginia. Their results also showed that leadership behaviour has a large contribution to the success of the organisation. They concluded that regarding existing strong correlation between organisational performance and leadership behaviour, a positive situation and motivate employees to have high-level performance in the organisation can be privileged by a suitable leader.

#### **4.4. Nature of the Ethical Leadership Development at Econet Wireless.**

Ethical leadership is in different forms and this study sought to understand the nature of ethical leadership development at Econet wireless. Respondents were asked to describe the nature of ethical leadership development programmes. Findings from the study revealed that management staff attended several courses that would equip them with ethical leadership skills. The courses include; emotional intelligence and employee management, the art of management, theories of management, motivation, counselling, industrial relations, psychology, leadership skills and the art of professionalism in a corporate world among others. Respondents highlighted that these courses enforce ethical leadership principles. Respondents stated that anyone who was appointed in a managerial position was to go through ethical leadership development programme in that organisation. There was no need for one to apply for these development programmes. They were made mandatory.

#### **4.5. Factors influenced ethical leadership development at Econet Wireless.**

There are several factors that influenced ethical leadership business organisations and some of them were already highlighted in the literature. However, this study sought to understand the factors that really compelled Econet Wireless Zimbabwe to embrace and take up the concept of ethical leadership development. Respondents highlighted that there were several factors and these were; increase in corruption (bribery, embezzlement, abuse of office), high labour

turnover, the need to increase productivity and to fight competition, the need to improve the image of the organisation, to motivate employees so that they help the organization achieve its goals. In addition, the study also found that one of the factors that led to the implementation of ethical leadership development skills at Econet was just for the business to keep itself abreast with changes that are habitually occurring in different organisations.

Corruption had become rampant in Zimbabwe. Different forms of corruption have been existing at Econet and this had been reducing productivity and the way the organisation performed. Respondents said that leaders were becoming too corrupt. Some would use the money which was put aside for the diversification as well as for other programs. Majority of the respondents said that Econet had declined the way it performed in 2007 due to other factors such as corruption besides the inflation. Nepotism had also become the order of the day. Respondents highlighted that some of the members who were in senior positions were now recruiting their relatives in relevant positions and they could not perform efficiently as some did not have the required qualifications. Embezzlement of the business fund had intensified in the organisation.

Abuse of power also formed of corruption that had rocked the organisation and this compelled management to come up with ethical leadership development for leaders to behave ethically. Respondents in subordinate positions indicated that some senior management were abusing power in their offices in different ways. For instance, some women were being promoted without the required qualifications and they would not even perform better. Although organisation are trying their best to promote gender equality, all employees must be promoted based on meritocracy and performance. This would cause conflict in the organization and most of the eligible employee had to become motivated hence they would not deliver their best. Chigudu (2015) notes that corruption is perceived by political and economic commentators as being endemic in African countries and increasingly being blamed for the inadequate economic growth in economies and the extent high socio-economic inequalities and poverty.

#### **4.6. Perceptions of Ethical Leadership Development on the Organisation's Effectiveness.**

Some of the respondents in the study highlighted that ethical leadership development is significant in modern-day business organisations. They said that when a manager has not been

developed, he or she will not be able to lead his /her follows in a way that makes them happy to work for the organisation. Ethical leadership development enables managers to react differently in different situations in a way that enables the organisation such as Econet to achieve its main objectives. Furthermore, managers who went through ethical leadership development are capable of discerning how other people are feeling and to empathize with them. Moreover, respondents in subordinate position highlighted that ethically developed leaders consult their employees, ensure freedom among their employees through that freedom should be monitored, offer growth opportunities and promote team spirit. Thus, in the end, the performance of the organisation in different aspects will be boosted. The aspects highlighted above are very significant in contemporary organisations. They motivate employees. Employees' morale is boosted as they develop a strong feeling that they are part of the organisation. A well-motivated employee does a lot of good things in the organisation as has been discussed in the above. Ethical leadership development program produced effective leaders at Econet Wireless Zimbabwe, and this has led to an increase in productivity in the organisation. Ethical leaders have got adequate knowledge of how to work with different types of people in the organisation.

As has been discussed in the above, ethical leadership development promotes ethical leadership which is generally beneficial for the organisation and its employees. The relationship between leaders and their followers can be described through the leader-member -exchange theory (Harris and Kacmer (2006). Harris and Kacmer (2006) identified that extremely high-quality leadership membership exchange relationships result in an increase in followers' perceived stress. Employees in an extremely high-quality leader exchange relationships have numerous expectations, additional work and various roles to fulfil in addition to their job description. Moreover, in line with Social Learning Theory, employees feel that high ethical leaders influence the behaviour of their subordinates.

In addition, Econet Wireless Zimbabwe has a lot from ethical leadership development programmes that implemented. The programme enabled leaders to run the business ethically. After the training programmes, managers were now able to run the business effectively, meeting customers' expectations and that of other stakeholders of the business. Management team highlighted that ethical leadership development brought the favourable result to the organisation. Profits are increasing and there are now reduced staff turnover in the organisation

especially those in the lower position. In 2007/8 the organisation was being affected by high labour turnover since most of them were no longer happy in the organisation. Some of the respondents said:

*We witnessed several some improvements in this organisation since the implementation of the ethical leadership development programme.*

Furthermore, Econet wireless received recognition on governance and ethical conduct from international bodies and an excellent award from Capital Finance International and an award for best practices by Frost and Sullivan. This shows that the company strives for the best ethical practice and its employees are to some extent happy with the way they are being treated. Is given by respondents also shows that respondents were conscious of the ethics in business practices and leadership development. It shows that Econet Wireless knows how to organically infuse ethics into everyday business practices and understood how to communicate the importance of ethical behaviour across divisions as a strong top-level leadership skill. The company is trying to remain ethically sound by taking a lead in developing ways for the entire team to engage in meaningful dialogue about ethical practices across the whole organisation. In addition, it shows that the company has built positive business ethics in their corporate culture by creating a framework to keep an open dialogue and respond to ethical considerations as the business evolves.

Findings from the study also revealed that Econet Wireless from Zimbabwe implements ethics and compliance training programmes that are usually led by top level management. All those who are in middle management are taught to lead by example and subordinates are taught to lead by example. Some of the respondents said that Econet wireless Zimbabwe realised from the beginning that it was of paramount importance to act in a more ethical way although some of its employees had started behaving unethically. Management in marketing department further stated that they ethical leadership development programmes helped them to adopt ethical marketing system. This is more of a philosophy that informs all marketing efforts, it seeks to promote honesty, fairness, and responsibility in all advertising, and it worked in the organisation.

This finding demonstrates that management at Econet Wireless Zimbabwe has ethical leadership principles. It shows that ethics start at the top of the organization in the behaviour

modelled by senior leaders, and high standards are set. They believe that ethics and obligation should strongly align. They both displayed consistency, commitment, dependability, and respect as their obligations of a strong leader. The response further showed that the Econet Wireless Leaders are attuned to good ethical practices and they all fulfil the individual duty of doing what is morally right daily.

#### **4.6.1. Ethical leadership development and Business Image.**

Findings from the study revealed that ethical leadership development improves the image of the organization and restore confidence to investors even though the economy of the country will not be functioning well. Ethical leadership development helps the organisation by creating a positive work environment. Ethical compliance helps companies to develop a work culture that abides by the workplace laws and reduces the costs associated with fines and lawsuits. In addition to the advantages of ethical leadership development, it also helps to create a workplace culture where all employees are treated with respect, given equal access to advancement opportunities and the workplace becomes a positive and nurturing environment. A strong ethical standard in the workplace helps to create strong working relationships between the staff and management. Its increased productivity, which in our case is seen by everyone. Some of the respondents argued that:

*“No one can dispute the fact that in the modern value-based society; ethics play an important role in all spheres of life. Ours is no exceptions to it. The ethical scandals in business normally reflect on the role of leadership and ethical conducts and shaken the public confidence in business organizations, a thing our Chairman will never entertain and always emphasise that being ethical brings tremendous business impacts. I also realised that if business ethics is not practised, it spoils the whole image of the business down”.*

The above explanation indicates that if management embraces ethical leadership principles, the image of the organization improves. Ethical leadership is important because of the good outcome it brings to the organisation. In addition, ethical leaders communicate the importance of ethical standards and use the performance management system to hold employees accountable for their conduct. Management was also asked if there was a relationship between ethical leadership development and image of the organisation.

Most of the respondents said that there was a relationship between ethical leadership development and the image of the organization whilst a few said that there was no relationship. Those who supported that there was a relationship between the two said that ethical leadership development at Econet motivated employees to a level where they were able to perform their jobs industriously. Ethical leadership development facilitated a good relationship between management and subordinates.

These responses also show that ethical leadership helps individuals to remain steadfast in companies and in the process the company also benefited to employ people with ethics. It also helps managers to refrain from indulging in common kinds of human frailties. Furthermore, it gives credibility to the ethical leader and is believed to direct and guide organizational members towards goals and objectives, which benefit the organization, its members, other stakeholders, and society. The relationship between ethical leaders and employees shows to be stronger and this creates a pleasurable environment at work; therefore, a higher commitment and decreases turnover intention is achieved.

#### **4.6.2. Ethical leadership and Organisational Cost**

Some of the respondents in management positions highlighted that ethical leadership development programmes were very costly to the organisation though they brought some benefits. They said that taking leaders away for some training programmes disrupted some day to day operation of the organisation.

In addition, employees who attended these training programmes were to be given some allowances hence the organisation ends up using the money that was intended for other programmes. However very few were against the implementation of ethical development programmes. The majority said that ethical leadership development training programs were cost-effective as the organisation benefited in the end as has shown in the above discussions.

#### **4.7. Chapter Summary**

The chapter analysed the findings from the study. It looked at the demographic profile of the respondents, the role of ethical leadership development on the performance of Econet Wireless Zimbabwe, leaders' perceptions of ethical leadership development, nature of ethical leadership development programs and factors that led to the implementation of ethical leadership development programs among others. The findings have shown that there exists a positive relationship between ethical leadership development and organisational performance. The chapter also conceptualised ethical leadership in terms of social learning through participants' response. It was discovered that ethical leaders are models of ethical conduct who become the targets of identification and emulation of subordinates in the organisation. The study found that leaders could influence ethics related outcomes in the organisation by engaging in behaviours that make them perceived as credible, attractive and legitimate by their followers. The next chapter in provides the conclusion, recommendations and areas for further investigations.

## **CHAPTER 5**

### **CONCLUSIONS, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH**

#### **5.1 Introduction**

This study investigated the role of ethical leadership development on the performance of Econet Wireless Zimbabwe. This chapter concludes the objectives of the study and by drawing deductions from the findings presented, discussed. It gives recommendations regarding the ethical leadership training programs in organizations. The chapter also suggested on areas of further research. The need to promote ethical leadership development is also highlighted. Simply put, the chapter discusses conclusions, suggest recommendations and highlights areas of further investigations on ethical leadership development. It ends with the summary of the chapter.

#### **5.2. Conclusions**

##### **5.2.1. The role of Ethical leadership development on organisational performance**

The study hereby concludes that ethical leadership development has a positive influence on the performance of the organisation. The study findings confirmed that there is a positive relationship between ethical leadership and the performance of the organisation. The study found that ethical leadership development programs at Econet Wireless Zimbabwe enabled the organisation to achieve distinctive competence. Thus, it is growing fast despite the economic hardships in the country. Respondents in management underlined that on the monetary side Econet wireless keeps on improving as compared to Net One and Telecel. They even advised the researcher to read reports that were being released by POTRAZ. The report indicated that Econet Wireless Zimbabwe grew its revenue market share to 84, 2% in the fourth quarter of the year of 2017 up from 81.6% of the same year. In addition, the report also revealed that Econet' customer market share jumped to 53, 1 % in the fourth quarter in 2017 from 51.7%. Furthermore, Econet was reported to have many subscribers who also rose by 2.1% in the fourth quarter of 2017. That is subscriber's role from 13,799,648 to 14,092,104.

In addition, the study provided evidence that based on their emotional competencies, leaders can influence the self-concept and motivation of their followers which will resultantly influence a good performance of the organisation. Ethical leaders are dedicated to the day to day operation of the organisation. Employees also highlighted that these leaders always strive for excellence. These leaders employ positive emotions that improve the way in which the organisation functions and they also make use of these positive emotions to improve their decision making for the benefit of the organisation and that of employees. The study findings also established that leaders with ethical leadership principles promote a spirit of togetherness, cooperation and enthusiasm among the employees in the organisation. In addition, they are thought to have good interpersonal relationships that work good for the organisation as well as its employees.

The research revealed the significance of ethical leadership in the organisation. Ethical leadership was one of the courses which were under ethical leadership development at Econet Wireless Zimbabwe. The study showed that the four competencies of ethical leadership (such as self-awareness, self-motivation, social skills and self-regulation) have a greater impact on workers a day to day performance at Econet Wireless Zimbabwe. This is also in tandem with Brown *et al* (2005)'s explanation where he said that in order to sustain high performance and competitive advantage, ethical leadership should be developed and improved through a systematic and consistent approach.

The study revealed that ethical leadership is very important if the organisation is to achieve distinctive competence. Ethical leaders play a significant role in promoting ethics in organisations. The study found that ethical leaders positively influence the behaviour of employees and this had resulted in the increased performance of the organisation. Subordinates highlighted that ethical leadership development programmes in the organisation enabled management staff to create the right conditions and organisational culture to foster moral development of its followers and this had resulted in the general performance of the organisation. This is because employees are the most important assets in the organisation, which without, the goals and objectives may not be attained. This study showed that ethical leadership development skills at Econet brought about leader's effectiveness, the willingness of employees to put extra efforts, employee's job satisfaction and an atmosphere for ethical leadership to flourish which resultantly led to improved performance of the organisation.

One of the objectives of the study was to ascertain the relationship between ethical leadership and organizational performance and effectiveness and this was shown in the discussion of findings. Results of the study showed that training and development, salary increment, and good working conditions are also factoring that motivate employees. The performance of the organization increases mainly when employees are well motivated. When they are motivated, they will be able to successfully serve customers as well as enhancing the productivity of the organization. This is also in tandem with additional studies from the world of business that tells us that individuals with higher levels of ethical leadership are better leaders and can improve the performance of the organization. The study findings revealed that ethical leadership development skills are important as they enable (leaders) to get along with peers and demonstrate success when working with others. The study found that there is a positive relationship between ethical leadership and motivation. The study found that ethical leaders employ self-regulation, social awareness and who manage themselves interact and communicate well with the employees to such an extent that motivation at the workplace is enhanced. This motivation translates to good organizational performance.

In line with the above, results of the study are in tandem with Resick *et al* (2011) and Piccolo *et al* (2010) who note that ethical leadership in the organisation is associated with a positive influence on employee performance, intrinsic motivation, job responses and willingness of the employee to report problems. Management at Econet Wireless Zimbabwe has strong ethical commitments which had enhanced the willingness of the employee to put extra effort on task performance as has already highlighted in the above.

### **5.2.2. Factors influencing ethical leadership development at Econet Wireless Zimbabwe**

The study found that there are several factors which influenced the ethical leadership development at Econet and these are: the need to achieve distinctive competence, the need to improve the performance of the organization, to increase profit in the organization, to retain staff, reduce staff turnover, to reduce corruption cases as well as imparting knowledge on the importance of being ethical in the organization. Econet Wireless Zimbabwe also aimed at improving its image to the public henceforth they came up with such a program to improve its

relations with the public. All these contributed positively towards the performance of the organization in different ways as has already been discussed in the above.

### **5.2.3. Leaders' perceptions of ethical leadership development at Econet Wireless**

The study established that leaders at Econet Wireless Zimbabwe appreciated the significance of ethical leadership development programs in the organization as the program brought more benefits that weighed down the training costs. The established that Ethical leadership development contributes significantly to the performance of the organization and thereby enhancing profit of the organization. They highlighted that ethical leadership development programs had resulted in improving employee and employee relationship, reduced absenteeism, improved image of the organization, reduced staff turnover among others as has been discussed already. However, leaders also expressed the view that ethical leadership development programs cost the organization and finance which is spent on implementing ethical leadership development programs can be used for other programs like expanding and diversifying. The challenges that organizations face in training its management are

- Lack of resources and
- Time-consuming

### **5.2.4. The nature of ethical leadership development at Econet Wireless Zimbabwe**

Management staff were trained the following courses as part of ethical leadership development

- Hard work for the business and team
- Employee commitment
- Emotional intelligence;
- Organizational behavior
- Motivation;
- Business ethics and why ethics are importance;
- Human and economic assets;
- Employee management;
- Employee management
- Understanding at work

- Conflict Resolution
- Role of Ethics

All these courses imparted knowledge and skills that enhanced the good relationship between subordinates and management. This had also resulted in increasing motivation in employees. Increased motivation had resulted in enhanced productivity which also led to increased workers' income which consequently leads to the creation of wealth which improves people's standards of living. All these are indicators of good organizational performance. Thus, this study has made an original contribution to the discipline of Business Leadership Management particularly on ethical leadership development in both private and public organizations.

### **5.3. Recommendations**

Having undergone such an extensive and intensive search on the impact of ethical leadership development skills on organizational performance and considering the conclusions the following recommendations were made:

- Organisations are encouraged to develop ethical leadership development programs that improve the emotional competencies of their managers and workers in Zimbabwe.
- Mobile businesses and other organisations should recognise the significant role of ethical leadership in promoting the development of human capital that leads to high performing workforce.
- The organisation should become more aware of the topics such as ethical leadership programmes and how these affect one another as well as the overall performance of the organisation.
- Econet Wireless Zimbabwe is encouraged to train employees on emotional intelligence to build awareness of the emotional facets of leadership competencies for them to be able to respond effectively to the modern human resources management that strives for excellence in day to day operation of business organisations.
- The study suggests that measures should be taken by the government and non-governmental organisations to develop ethical leadership development programs in their respective organisations. Ethical leaders should lead by examples in organizations like EWZ than currently understood since it is an important issue to the corporate

organisation, and owners of some organisations are encouraged to take proactive measures that promote ethical leadership in organisations and this will overcome problems or challenges such as absenteeism from the workplace by employees

- Leaders are encouraged to create an ethically friendly work environment for all employees, communicate ethical issues, serve as role models and put mechanisms in place for the development of responsible employees.
- It is recommended that EWZ keeps on improving on its ethical leadership programme and extend it to other branches outside Harare Metropolitan Province.
- Leaders in the organisation must create an ethically friendly work environment for all employees, communicate ethical issues, serve as role models in the organisation if organisations are to improve performance.
- The CEO must be the chief ethics officer of his/her organization. This is necessary in order to personally assess areas for ethical risks such as guidance on ethical issues, monitoring the organization's adherence to ethical standards and overseeing ethical training programs.
- They must also ensure a strong ethical culture within the organisation. In addition, organisations should always strive to hire ethical people although it is a bit difficult to determine and know whether the person who is being hired by the organisation is ethical.
- Corporate leaders should reward ethical conduct and discipline unethical conducts. That is, responsible leaders in organisations should compensate and promote employees who are not only good on what they do but also have a sound relationship with customers and co-workers using the 360-degree performance management system of evaluation.
- Moreover, leaders should always re-examine their own ethical assumptions and what it means to be an ethical leader. Thus, ethical leadership must be an ongoing task.

#### **5.4. Areas for further investigations.**

- Future studies on ethical leadership development should aim to include all mobile industry to increase the sample size and demographic representation that will ensure a more rigorous study that can be generalised.

- Follow-up studies in different business organisations in Zimbabwe should be conducted to confirm the significance of ethical leadership development programs on the performance of the organisation.
- This study provides some interesting insights into the effectiveness of the ethical leadership development at Econet Wireless Zimbabwe, but as a small study that necessarily falls within the parameters of scope and scale set for a coursework Master's thesis, it could not touch on all relevant aspects to the larger debate on this topic. It is imperative to take the ethical concept right down to all employees in the organization.
- A detailed study on the impact of developing responsible employees in the organisation is needed.

## **5.5. Chapter Summary**

The chapter discussed the conclusions of the study. The research looked at the impact of ethical leadership on organisational performance. It also provided recommendations and areas for further investigations. The way in which ethical leadership development programmes improve the performance of the organisation was emphasized. The chapter has also highlighted that ethical leadership development programmes are critical in the day to day operation of Econet Wireless Zimbabwe. The conclusions that are drawn from the study showed that ethical leadership development programs play a very pivotal role in the day to day operations of the business. These programs created a good relationship between management and employees. Ethical leadership development is, in fact, significant in the business as it increases the performance of the organization. Thus, ethical leadership development has a significant bearing on the success of mobile industry businesses. Leadership is a privilege and a responsibility that demands a good deal from those who practice it, whether formally or informally. The ethical issue is a worldwide phenomenon. It is an important issue for the corporate organization, and corporate leaders must take proactive measures. Ethical leaders are perceived as having a broad ethical awareness and concern for all stakeholders which includes employee.

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## APPENDIX A: RESEARCH APPROVAL LETTER



**Rhodes Business School**  
*Leadership for Sustainability*

Rhodes Business School  
PO Box 94  
Grahamstown  
6140

25 July 2017

To whom it may concern

**Research Approval: Hawkins Chakonza (12C7131) (Reference: 2017\_05\_53 Hawkins Chakonza)**

This letter serves to confirm that **Hawkins Chakonza (12C7131)** is a registered student at Rhodes University, and is reading for a Master of Business Administration (MBA) Degree within the Rhodes Business School.

The research proposal for the research dissertation to be submitted in partial fulfilment of the requirements for the degree was approved by the Commerce Faculty's Higher Degrees Committee on **25 April 2016**. Furthermore, on **24 July 2017** Ethical Clearance was recommended from the Rhodes Business School Ethics Committee to the ethics application [2017\_05\_53 Hawkins Chakonza]. The provisional title of the research is "**ETHICAL LEADERSHIP DEVELOPMENT AT ECONET WIRELESS**"

This research will take place under my supervision.

If you have any further queries related to the research, please feel free to contact me at [k.rafferty@ru.ac.za](mailto:k.rafferty@ru.ac.za), or at 046 603 8617.

Yours faithfully,

---

**Mr Kevin Rafferty**  
RHODES BUSINESS SCHOOL

## APPENDIX B: PERMISSION FROM ORGANISATION



No. 2 Old Mutare Road  
P.O Box BE 1298  
Belvedere, Harare  
Zimbabwe

Tel: +263 4 486121/6  
Fax: +263 4 486120/486867  
Email: info@econet.co.zw

27 October 2017

Dear Mr. H. Chakonza

### REF: PERMISSION TO CARRY RESEARCH IN OUR ORGANISATION

In response to your letter dated 18 October 2017, requesting to carry out a study in our organisation, be advised that you have been permitted to proceed with your research.

Due to policies regarding the control of the inflow and outflow of information pertaining the company and the contents thereof, all the communication will have to be channelled through our Human Resources department and all correspondences will have to be addressed to my office.

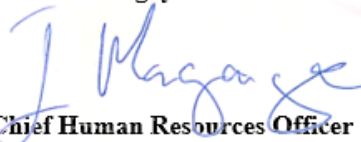
You are free to bring in your questionnaire if printed, and if not, as an alternative, you can send us an email and we will forward them on your behalf to the respective profile of respondents that you are targeting.

Should you need any clarification, do not hesitate to contact us.

Best wishes in your research.

Sincerely

**Innocent Magaya**



Chief Human Resources Officer

## APPENDIX C: KEY INFORMANT INTERVIEWS



**RHODES UNIVERSITY**  
*Where leaders learn*

### RESEARCH QUESTIONNAIRE

My name is **Hawkins Chakonza** a Master of Business Administration Student at the Rhodes University. I am conducting a research on **the evaluation of the role of ethical leadership development on organisational performance: the case of Econet Wireless Zimbabwe.**

Please note this research is purely for academic purposes and shall not be used for any other purpose without the consent of the participants and / or companies concerned. The information gathered will be treated as highly confidential always. The findings and recommendations of this study will be practically relevant to your company and valuable towards the improvement of your organisational performance and a summary of the findings will be available at your request.

May you kindly attempt to answer all the questions and dedicate at least 30 minutes of your time. Should you have any challenges in completing these questions do not hesitate to contact the researcher on cell number or email address shown here. Your assistance in this matter will be greatly appreciated.

Yours faithfully,

**Hawkins Chakonza (MR)**

**Email: [chakonza@yahoo.com](mailto:chakonza@yahoo.com)**

## SECTION A: DEMOGRAPHIC INFORMATION

Respondent Qualification (*please tick where appropriate*)

- Diploma
- Degree
- Masters and above

1. Gender (*please tick where appropriate*)

- Male  Female

2. Age (*please tick where appropriate*)

- Less than 40 years
- Between 40-45 years
- Above 45 years

3. How long have you been in the managerial position?

- 5 years and below  >5 years

4. Kindly select the option that best describes your level in the organisation / manufacturing industry?

- Senior Manager  Middle Manager  Junior Manager  Other

## SECTION B: ETHICAL LEADERSHIP

5. How do you rate the level of ethical leadership in your organisation
6. Does your organisation embrace the concept of ethical leadership
7. Does management continuously receive training relating ethical leadership development.
8. Does the organisation continuously assess the level of ethical leadership in the organisation
9. Are the employees largely happy with the level of ethical leadership portrayed in the organisation
10. The managers feel obliged to ensure that they practice ethical leadership in their daily work  
The level of ethical leadership development is high in the organisation

The concept of ethical leadership is largely embraced in this organisation

The management continuously receive training relating ethical leadership development.

The organisation continuously assess the level of ethical leadership in the organisation

The employees are largely happy with the level of ethical leadership portrayed in the organisation

The managers feel obliged to ensure that they practice ethical leadership in their daily work

### **SECTION C: ORGANISATIONAL PERFORMANCE**

**11.** How do you rate the following organisational performance measures in your organisation in terms of the following:

- a) The organization is performing positively on the overall, factoring in all aspects of performance
- b) Employee commitment
- c) The organisation is recording high profit levels
- d) Employee performance
- e) The revenue in the organisation
- f) The organisation's efficiency
- g) Organisation's market share

### **SECTION D: ORGANISATIONAL PERFORMANCE AND ETHICAL LEADERSHIP**

**12.** Please explain relationship between ethical leadership development and organizational performance

**13.** May you explain relationship between ethical leadership development and organizational effectiveness

**14.** Is ethical leadership development very critical for the growth of the business

### **SECTION E: PERCEPTIONS REGARDING ETHICAL LEADERSHIP**

- a. **What is the nature of ethical leadership in your organisation?**





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*The end*

**Thank you for your participation**

## APPENDIX D: TURNITIN REPORT



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