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BMAL 770 Ethical Leadership

Discussion Board Forum 2 Reply 2

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Employees are more likely to comply when they trust leaders. Ethical considerations are the result of a culture that supports ethical competencies. Johnson (2019) states that ethical considerations in organizations are good behaviors that include obedience, answerability, effective communication, mutual trust, and respect. Proper use of ethical behavior is challenging regarding the recognition of morals and ethics when adapting to situations and maintaining moral sensitivity (Johnson, 2019). Shanks (2021) posits that ethical considerations such as reasoning, power and worldview are developed through the ethical construction of the leader and the company. Leaders that are ethically and morally stable can integrate utilitarianism concepts in decision-making (Johnson, 2019). Regarding reasoning, power, and worldview, Kraus and Marco (2016) conclude that sharing decision-making improves relationships between leaders and followers. This should become a staple way of developing a multi-layered decision-making process disregarding any specific consideration.

Reasoning and power strengthen, according to Johnson (2019), a person’s ability to make informed decisions using consensus and influence. This assessment suggests that reasoning details clear steps in making decisions whereas power wields influence over behaviors and actions. Jordan et al. (2013) proposes that the perception from employees, regarding ethical reasoning in leadership, is dependent on the leader’s cognitive morality. It is also dependent on the employees’ ability to reason through leadership behaviors. This rationalization shows a function of reasoning where employees, not leadership, contribute to the decision-making process.

Hur (2018) says, about power, that people comply with rules because of their personal values and beliefs indicating they are ethically obligated to comply. This study by Hur supports the position Johnson (2019) presents stating improving moral judgment by “taking a broader view” in considering the needs and roles of others in the firm that may work outside the leader’s team. When one combines reasoning and power there is an empowerment of leaders to adapt different worldviews using a consensus method. Final decision-making lies in the alignment of employee and leader ethical considerations (Ayers, 2015). Merida (2015) tells of Solomon praying for wisdom to be a better servant. “And God gave Solomon wisdom and understanding exceeding much, and largeness of heart even as the sand that is on the sea shore.” (The Holy Bible, I Kings 4:29, KJV).

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