

The Role of Ethical Leadership, Corporate Culture, Employee Empowerment, and Organizational Commitment on Employee Productivity: Case Study of State-Owned Enterprise Employee

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ABSTRACT

This study investigates the influence of ethical leadership, corporate culture, employee empowerment, and organizational commitment on employee productivity within a State-Owned Enterprise (SOE). Using a sample of 300 employees, data were analyzed through descriptive statistics, reliability testing, correlation analysis, and regression analysis. The findings indicate that all four factors significantly enhance employee productivity, with organizational commitment having the strongest impact. Ethical leadership was also found to influence productivity indirectly through organizational commitment, while corporate culture moderated the relationship between leadership and productivity. Employee empowerment was shown to further improve productivity by granting greater autonomy and responsibility to employees. These results suggest that SOEs can enhance employee productivity by fostering ethical leadership, a supportive corporate culture, empowering employees, and building organizational commitment. The study provides valuable insights for SOEs aiming to improve performance in a public-sector context.

Keywords:

Ethical Leadership,
Corporate Culture,
Employee
Empowerment,
Organizational
Commitment,
Employee
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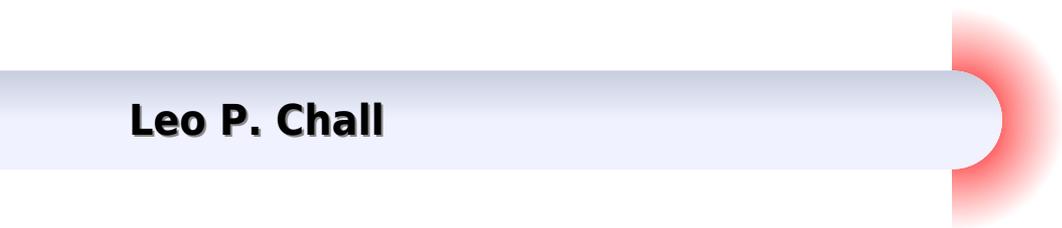
INTRODUCTION

In the modern organizational landscape, ethical leadership has emerged as a cornerstone for guiding institutions toward sustainable success. Ethical leaders emphasize values like integrity, fairness, and responsibility, which not only shape organizational policies but also inspire employees to align their behavior with these values. As organizations, especially State-Owned Enterprises (SOEs), face increasing scrutiny from both the public and government, ethical leadership becomes even more critical. The success of SOEs largely depends on how well these organizations maintain a moral and ethical framework, which directly impacts employee morale and productivity. Research has shown that when leaders exhibit ethical behavior, employees are more likely to exhibit positive work attitudes, leading to enhanced organizational performance (Decaens et al., 2018).

Corporate culture is another critical factor that shapes employee behavior and organizational outcomes. A positive corporate culture fosters a sense of belonging, promotes collaboration, and enhances motivation among employees. It provides a framework for how things are done in an organization and influences employee behavior and decision-making processes (Schein, 2010). In SOEs, where the structure and policies might be more rigid compared to private sector firms, a well-established corporate culture plays a crucial role in maintaining employee engagement and productivity. The integration of ethical leadership with a robust corporate culture can create an environment where employees feel empowered to contribute to the organization's success.

Organizational Culture And Employee Commitment A Case Study

Leo P. Chall



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Organizational Culture and Employee Commitment Nadaraj Naicker,2008

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A Case Study of Employees' Perception of Organizational Characteristics, Subsequent Stress, and New Technology Accpetance Young-Ho Rhee,2004

The Nature of Organizational Culture and Its Impact on Employee Commitment and Consequent Behaviors H. Alvin Ng,1994

Exploring the Impact and Influence of Personal and Organizational Values on Forming Organizational Culture and Understanding Its Impact on Employee's Commitment and Performance Giriraj Kiradoo,2020 Purpose Most of the organizations operating in global market place give main focus on the intrinsic and extrinsic motivations for enhancing employee performance and their commitment towards organization However the impact of organizational culture on

employee commitment and performance has been discussed in literature but this discussion lack the impact of personal values and their interaction with organizational culture Thus this study reviews the existing literature and will focus on identifying the influence of personal values and their interaction with organizational culture in influencing performance and commitment of employees Methodology Study has adopted the qualitative study tool with rigorous analysis of the literature as well as the focus group interviews Most of the studies in the field have focused on empirical analysis this research has specifically adopted the qualitative analysis for understanding the behavior perception and thoughts of employees towards organizational culture Focus group interviews have helped in accessing the perception and thought of employees towards organizational culture Findings The findings of this research indicate the organizational culture that encompasses personal or individuals values of employees is likely to be successful in enhancing employee performance and commitment towards organization Analysis of evidences informed that employee satisfaction is mainly associated with fulfillment of their individual values goals and motivations and their satisfaction levels derive their performance and commitment Conclusion This study concludes that a strong link is present between organizational culture and employee performance People who are satisfied towards the values norms standards and customs of their organization are likely to display better performance in comparison to those who are unsatisfied

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Sociological Abstracts Leo P. Chall,2003 CSA Sociological Abstracts abstracts and indexes the international literature in sociology and related disciplines in the social and behavioral sciences The database provides abstracts of journal articles and citations to book reviews drawn from over 1 800 serials publications and also provides abstracts of books book chapters dissertations and conference papers *The Relationship of Critical Dimensions of Organizational Culture to Employee Commitment* Rowaa El Dajani,2009 This study examines organizational culture as a factor in retention of qualified employees in the gas and power sector in Egypt The purpose was to examine the relationship of four dimensions of organizational

culture to employee commitment to stay with an organization Technicians supervisors managers and executives in the gas and power sector in Egypt were surveyed using PIES CAT Smith 2004 to measure the organizational culture and using OCQ Mowday et al 1979 to measure the employees commitment Three hundred and eighty nine employees received the survey Three hundred responses were included in the analysis There was positive correlation between each of the organizational culture dimensions and employees commitment Findings indicated that employees older in age in experience and those in managerial positions reported higher scores on both organizational culture and commitment Companies should consider means to improve employees perception of the organizational culture as part of efforts to improve their commitment to stay with the organization

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