THE ETHICAL LEADERSHIP OF LOCAL ADMINISTRATION ORGANIZATION MEMBERSHIP PATHUM THANI PROVINCE

PHANCHITA WANSIRIPAK[1], SUDA SUWANNAPIROM[2] and SUNTORN PHAJON [3]

[1] Ph.D. Candidate of Ph.D. Program in Development Administration, Suan Sunandha Rajabhat University.
E-mail: Phanchita.oh@gmail.com
[2] Associate Professor, Dr. In Graduate School, Suan Sunandha Rajabhat University. Email: suda.su@ssru.ac.th
[3] Dr. In Graduate School, Suan Sunandha Rajabhat University. Email: suntorn.ph@ssru.ac.th

Abstract

Corruption in Thailand is profound at the level of local administrative organizations, whose personnel are elected by the people who expect them to perform duties with integrity. The objectives of this research were to: 1) study the levels of ethical organizational culture, ethical organizational climate, organizational justice, individual personality, and ethical leadership; 2) test the influence of causal factors, namely, ethical organizational culture, ethical organizational climate, organizational justice, individual personality on ethical leadership; and 3) propose guidelines to promote ethical leadership among local administration members in Pathum Thani province. This study used both quantitative and qualitative research methods. In quantitative research, the sample consisted of 420 executives and members of local administration organizations in Pathum Thani province. The tool used to collect data was a questionnaire. The data were analyzed using a structural equation model. In qualitative research, in-depth interviews were conducted with a total of 16 key informants from 3 groups including 4 government officials, 8 local administrative organization executives and 4 community members or leaders. The data was analyzed by content analysis. The results showed that 1) ethical organizational culture, ethical organizational climate, organizational justice, individual personality, and ethical leadership were all at high levels; 2) ethical organizational climate, ethical organizational culture, individual personality, and organizational justice had direct effects on ethical leadership at the .01 level of significance, respectively; and 3) ways to promote ethical leadership among local administration members in Pathum Thani province should consist of: (1) create an ethical culture in the organization with transparent organizational management, set penalties for members who misconduct the code of conduct, and give opportunities to the public and stakeholders to inspect the organizational administration; (2) set clear rules, codes of conduct, and operating procedures for the organization; (3) treat members of the organization equally according to fair criteria; and (4) encourage and support members to express their opinions on the malpractice or unethical behavior against the codes of conduct set by the organization; and (5) motivate members with honesty, justice, responsibility, and credibility by honoring, complimenting, and rewarding. Hence, the government and related parties should promote and encourage local administration members to have more ethical leadership.

Keywords: Ethical Organizational Culture / Ethical Organizational Climate/ Organizational Justice/ Ethical Leadership / Local Administration Organization Membership

INTRODUCTION

Corruption is a major problem in every country. Create social and economic inequality in each country, undermines capacity and resources, especially human resources, resulting in higher production costs, reduce profitability and productivity of investments, reduce the quality and quantity of health and education services, corruption has weakened the country's human capital (Chene, 2014). The resulting corruption has similar contributing factors, traits are a group of individuals rather than a single action. Corruption is likely to grow more, Ingrained and difficult to fix. Being a democracy does not diminish corruption (The Department for International Development, 2015). The relevant parties of each country have attempted to address the corruption

that has occurred or diminished, as countries with a lot of corruption will have less competition and lack credibility in the global society (Ulman, 2013). In Thailand, corruption is an urgent problem that needs to be addressed. The roles and responsibilities of organizations or agencies for the prevention and suppression of public sector corruption goals are established and defined, such as: 1) the National Anti-Corruption Commission (NPA) and 2) the Prevention and Suppression of Corruption in the Public Sector (P.P.T.) those put in place measures to prevent corruption in the public sector. This includes cracking down on corruption and misconduct in the executive branch or government officials at levels ranging from high or C9 down. And the matter is not serious, according to the commission. P.P.C. assigns or the Office of the Auditor General of Thailand (SNG) to monitor the disbursement of funds of government agencies in accordance with the regulations and objectives (Anti-Corruption Organization, 2019). The establishment of organizations for the prevention of corruption and corruption in the public sector, however, continues to intensify corruption. It occurs in almost every government department of Thailand and reaches the local level. The problem of corruption of local government officials (PTOs) has been identified in relation to procurement, Procurement, and the construction of buildings that do not bring benefits or act without first adequately studying the needs of local residents. The nature of the problem of corruption related to the budget, Procurement and fiscal finance, relying on gaps in regulation and law to commit corruption. Including corruption caused by lack of knowledge, Understanding, lack of morality, ethics of officers, the lack of a diverse system of audits, and the influence of the powerful, has led to corruption (Gowit Poungham, 2007).

Local governments have the freedom to administer budgets collected from various sources in the area. Management must therefore be transparent, auditable, the management and related parties have the ethics and morality to use the budget for the development of the area. And the public have quality and efficiency. Since the executives and members of local governing bodies go through the electoral process from the people of the community, it is expected to be the ones who bring knowledge, Ability to perform administrative duties, Manage the area or locality with morality and ethics, be a leader and a good example of how to perform for the community or locality in accordance with the policies provided to the people. However, corruption and corruption from such groups continues (Kriangkrai Panyapongsathorn, 2018). Ethical leadership is recognized as playing an important part in prevention, Deter and reduce corruption in organizations or agencies, negatively affecting the corruption of followers. The stricture of the law of the followers increased (Manara et al., 2020). And ethical leadership is an important factor in maintaining an integrity system in an organization (Hasin et al., 2020). Therefore, if members of local government organizations have ethical leadership, it will lead to a reduction in corruption and a clearer picture of Thailand's politics in the future.

Research Objectives

1. To study the levels of ethical organizational culture, ethical organizational climate, organizational justice, individual personality, and ethical leadership;

2. To test the influence of causal factors, namely, ethical organizational culture, ethical organizational climate, organizational justice, individual personality on ethical leadership

3. To propose guidelines to promote ethical leadership among local administration members in Pathum Thani province.

Research Hypothesis

H_1: Ethical organizational culture has a direct influence on ethical leadership

H_2: The ethical corporate climate has a direct influence on ethical leadership

H_3: Organizational justice has a direct influence on ethical leadership

H_4: Individual personality has a direct influence on ethical leadership

LITERATURE REVIEW

Ethical Leadership

Ethical leadership is the one that persuades the followers to do things and activities where the leader sets them as goals. Guide a person's behavior towards the desired goal. Employees are committed to, engage with employees, Leaders have different characteristics about values, Attitude, Beliefs, habits and practices, which depend on the corporate culture, Professions or institutions (Mihelic, Lipicnik & Tekavcic, 2010). Compliance with laws and regulations, Responsibility for conflict management by guiding internal morality to make ethical decisions, it leads to the benefit of the broader organization)Alshammari et al., 2015(. Expressing desired ethical behaviors for oneself and his followers through the efforts under rules and principles that support motivation to learn. Clarity of purpose to Preserving the value of empowerment, providing services, concern for human rights, change for the better and perform duties to society. Complete for posterity, Environment & Sustainability (Shakeel, Kruyen & Thiel, 2019(. Beyond that, Odeneye et al. (2018). The summary of ethical leadership consists of 10 attributes: 1) transparency/communication, 2) stakeholders' well-being, 3) impartiality/justice, 4) exemplarity, 5) knowledge/competence, 6) democratic decision making, 7) honesty, 8) relationship building, 9) responsibility, and 10) humility/respect.

Ethical Organizational Culture

Ethical organizational culture is important as an element of maintaining behavior. Ethics within the organization (Riivari & Heikkinen, 2022). It is a tool to measure the ethical norms of an organization, based on sharing and creating shared values that can be strongly managed. Heavy emphasis on management, control, behavior, potentially dangerous, unsavory, or ethically questionable ideologies (Huhtala et al., 2018). Ethical organizational culture is significantly correlated with the frequency of perceived unethical behavior of employees in the wholesale business towards customers, and the acceptance of unethical behavior (Zaal et al., 2017). And a strong ethical organizational culture promotes ethical behavior. Support progress and maintain ethical leadership in the organization. It has also been found that ethical organizational culture has an impact on an organization's commitment and affects the dedication of employees to the organization (Brown & Trevino, 2006).

Ethical Organizational Climate

Currently, the ethical organizational climate has caught the attention of scholars because it is "a general perception of the practices and procedures of the organization in general with ethical content" (Victor & Cullen, 1988). An ethical organizational atmosphere is the individual's perception of his and her work environment and the group (Peterson, 2002). It serves as something that expands personnel's perception of diagnosing and evaluating the status quo within an organization (Cullen et al., 2003). Identify ethical values and behaviors and affect employee ethics. Since the behavior of employees in the organization is determined by the policy, same procedures and code of conduct they therefore tend to perceive a similar ethical climate. So, creating a strong ethical climate of the organization is therefore essential to prevent unethical actions of personnel and corporate executives (Ahmed & Machold, 2004).

Organizational Justice

Organizational justice It is the perception of personnel about decisions made in matters of justice, and when an employee perceives the failure of management and judgment in the management, it will exhibit unfair or unjust behavior, inevitably there is a feeling of anger, resentment, And maybe retaliation (Nabatchi, Bingham & Good, 2007). Personnel perceptions of fair behavior in the workplace and how these perceptions affect organizational outcomes (Pakpahan et al., 2020). And it's a designation. The quality of social interaction in the workplace and organizational justice in which employees are treated fairly in the workplace, where senior management treats employees (Serta et al., 2014). Also, Yean & Yusof (2016). Identify the importance of organizational justice. The following are: (1) economic considerations for a sustainable quality of life, receiving a fair reward makes personnel willing to perform their tasks, Justice, impartiality and appropriateness of the benefits that the organization will provide to its personnel (2) Social consideration Personnel are given freedom and recognition, as well as respect for dignity. Fairness creates a sense of mutual trust; the organization has open-information communication and (3) ethical considerations. Equally fair job demands and remuneration, receiving compensation, Awards and salaries should be based on the results of the performance assessment based on the targeted results.

Personality Traits

Personality It is observed through attitudes and behaviors and reflects the attributes of the person that will change over time, that feature is ingrained and later demonstrated. Personality is vital to growing in a functional position, Executives must have a good personality, it is reliable and trusted by subordinates (Phipps & Prieto, 2011). Attributes of each person that reflect the diverse behaviors of the situation, The traits expressed are traits, with basic beliefs about the psychological individuality of each person, which is related to endurance, it is the introverted and assertive personality of joining an activity group (Hitt, Miller & Colella, 2011).

RESEARCH METHODOLOGY

Quantitative Research: The sample was 420 executives and members of local government organizations in Pathum Thani province. Sample acquisition uses systematic random sampling.

The tool is a questionnaire of 105 items. The IOC was obtained between 0.60-1.00 and the total confidence value was .920. Analyze data using descriptive statistics and inferential statistics by analyzing structural equation models.

Qualitative Research: Determine the following groups of key information providers: 1) Government executives who have a supervisory role; Local government organizations in Pathum Thani province include 4 people 2) local government administrators in Pathum Thani Province, 8 people and 3) community leaders in Pathum Thani province, 4 people, totaling 16. The tool is a 5-question in-depth interview form to be used to conduct in-depth interviews with key contributors and analyze data with content analysis.

FINDINGS

Researchers present the findings into 3 areas to answer the research objectives as follows:

1. Ethical organizational culture, ethical organizational climate, organizational justice, individual personality and ethical leadership. The sample commented on all five factors. By personality. It has the highest average (mean=4.20, S.D.=.33), followed by organizational justice (mean=4.13, S.D. = .35), ethical organizational climate)mean =4.13, S.D. =49), ethical organizational culture)mean=4.08, S.D. = .57) and the least average (mean= 4.06, S.D. =.41) is shown in Table 1.

Table 1: Mean levels, standard deviations, and sequence of factors studied

Factors	Mean	S.D.	Interpret the results	Order
Individual personality	4.20	.33	High	1
Organizational justice	4.13	.35	High	2
Ethical organizational climate	4.13	.49	High	3
Ethical organizational culture	4.08	.57	High	4
Ethical Leadership	4.06	.41	High	5

2. The study of causal factors of ethical organizational culture, ethical organizational climate, organizational justice and individual personality that influences ethical leadership detail as follows:

2.1 The results of the analysis of the relationship structure model are modeled on assumptions. Proposed according to Figure 1.

Chi-Square=654.77, df=179, P-value=0.00000, RMSEA=0.086
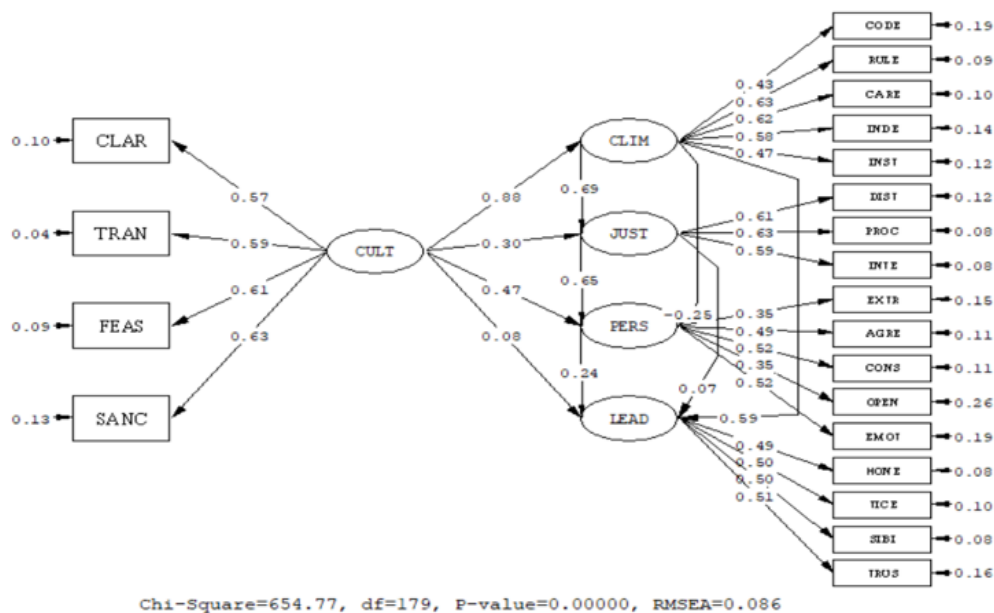
Figure 1: Modeling the structure of relationships based on assumptions (Estimates)

Based on Figure 1, the hypothesis-based model that the researchers have developed based on related concepts and theories is not consistent with empirical data. Based on calculated statistical values. The calculated statistical value is C hi-square = 654.77, df = 179, p-value = 0.000, GFI = 0.85, AGFI = 0.81, RMR= 0.015, RMSEA = 0.086, CFI = 0.98 and CN= 122.64. Some key statistics failed to meet the required criteria, so the model adjustment indices (MI) were adjusted, allowing for the relaxation of the preliminary agreement to allow for relative tolerances. Until the harmonization index values are consistent with empirical data. Thus, an alternative model is obtained with a calculated statistical value, NAMELY, Chi-square = 125.04, df = 105, p-value = 0.089, GFI = 0.97, AGFI = 0.93, RMR= 0.008, RMSEA = 0.023, CFI = 1.00 and CN = 392.86. Therefore, it can be concluded that alternative model models are appropriate, Harmonize with empirical data

2.2 ผลการวิเคราะห์แบบจำลองโครงสร้างความสัมพันธ์ (**structural model**) ที่เป็นแบบจำลองทางเลือก

2.2 Results of analysis of alternative structural models an alternative relationship structure model (Estimates) is presented in Figure 2.

Chi-Square=125.04, df=105, P-value=0.08865, RMSEA=0.023
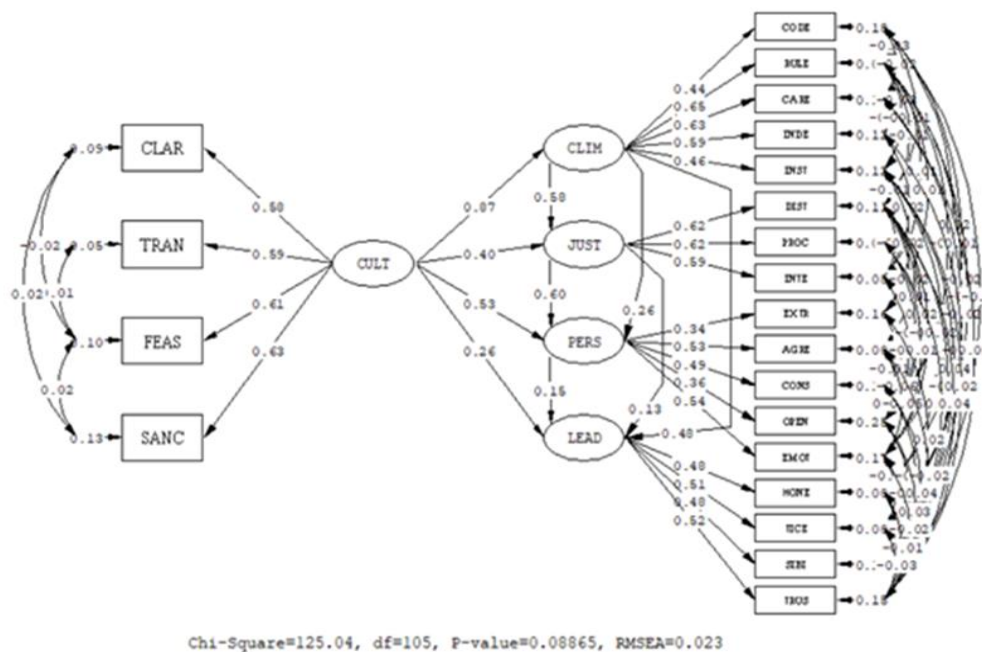
Figure 2: Alternative relationship structure model (Estimates)

From image 2 The results of the analysis of alternative models showed that external latent variables, namely ethical organizational culture (CULT), directly affect ethical organizational climate (CLIM), organizational justice (JUST), individual personality (PERS) and ethical leadership (LEAD) are equal to 0.87, 0.40, 0.53, and 0.26, respectively. Ethical organizational climate (CLIM) directly affects organizational justice (JUST), individual personality (PERS) and ethical leadership (LEAD) equal to 0.58, 0.26, and 0.48, respectively. Organizational justice (JUST) directly affects individual personality (PERS) and ethical leadership (LEAD) is equal to 0.60 and 0.13, respectively, and individual personality (PERS) directly affects ethical leadership (LEAD) equal to 0.15.

Table 2: Comparing models based on research assumptions with alternative models

List	Statistical Values	Model Based on Assumptions	Alternative Models	Meaning
1. Chi-square) χ^2 (	*Low near 0	654.77	125.04	Suitable
	*Equals df	179	105	Suitable
Relative Chi-square	Quotient) χ^2 /df(< 2.00	3.66	1.19	Suitable
2. GFI	> 0.90	0.85	0.97	Suitable
3. AGFI	> 0.90	0.81	0.93	Suitable
4. RMR	Approaching 0.00	0.015	0.008	Suitable
5. RMSEA	< 0.05	0.086	0.023	Suitable
6. CFI	*0.00-1.00	0.98	1.00	Suitable
7. CN	> 200	122.64	392.86	Suitable

2.3 Hypothetical test results

Ethical organizational climate, ethical organizational culture, individual personality and organizational justice directly affect ethical leadership significantly at .01 levels. They have influence values of 0.48, 0.26, 0.15, and 0.13, respectively. Presented in Table 3.

Table 3: Hypothetical test results

Research hypothesis	Path coefficient	t statistic	Result
Ethical organizational culture, ethical organizational climate organizational justice and individual personality affect ethical leadership.			
H1 Ethical organizational culture directly affects ethical leadership)CULT --> LEAD(	0.26**	3.11	Support
H2 Ethical organizational climate directly affectsethical leadership)CLIM --> LEAD(	0.48**	4.64	Support
H3 Organizational justice directly affects ethical leadership)JUST --> LEAD(	0.13*	2.16	Support
H4 Individual personality directly affects ethical leadership)PERS --> LEAD(	0.15*	2.20	Support

* p value ≤ 0.05

3. Guidelines for promoting ethical leadership of members of local government organizations in Pathum Thani Province

Quantitative research revealed that the factors affecting the ethical leadership of members of local government organizations in Pathum Thani province are ethical organizational climate, ethical organizational culture, individual personality and organizational justice found that the factors with the highest average scores, personality, ethical organizational climate, organizational justice and corporate culture, respectively. Qualitative data analysis results are similar to quantitative findings. Detailed findings from qualitative research proposed according to Table 4.

Table 4: Factors, quantitative findings, and qualitative findings derived from research

Factor	Quantitative Findings		Qualitative Findings
	Average Score Value	Influence Value	
Corporate Culture Ethical	4.08	0.26**	Members are aware of and value honesty. Responsibilities in duties, behave in accordance with the code of conduct, do not commit corruption, and do not tolerate such actions.
Corporate Atmosphere Ethical	4.13	0.48**	Members recognize corporate ethics, rules, Specifications, Clear statement, Member sanctions, Glorification and respect enable members to independently follow the Code of Conduct and make decisions in accordance with the Corporate Code of Conduct.
Organizational justice	4.13	0.13*	Members recognize fairness on the workload, Compensation for contributions equal to members of the organization, maintain yourself as an ethical and moral person, afraid of wrongdoing, reducing corruption.

Individual personality	4.20	0.15*	Dare to comment, control your own needs, Consciousness at work, Exposure to new experiences and emotional stability, Show appropriate behavior in the performance of the work. Behave in accordance with moral, ethical principles, Responsible for work, honesty, it is accepted by the public and stakeholders.
Motivation	-	-	Commendation, Complimenting or rewarding members of organizations with ethical behavior, reflecting honesty, Justice, Accountability and credibility, accepted by members and the public, will make members proud and inspire other members of the organization to behave and act accordingly.

It can propose guidelines for promoting ethical leadership of members of local government organizations in Pathum Thani province, comprising (1) creating an ethical culture in the organization through transparent management and being ready for audit)2) Create an ethical organizational climate by establishing rules and code of conduct (3) Create fairness in the organization by ensuring that its members are treated equally (4) Promote, Encourage members of the organization to express themselves and be bold in expressing their opinions on the practices or behaviors that executives and members of the organization exhibit unethically and (5) recognize, compliment, and reward members of local governing bodies who exhibit ethical behavior.

CONCLUSIONS

1. Level of ethical organizational culture, ethical organizational climate, organizational justice, personality and ethical leadership are at a large level.

2. Ethical organizational climate, ethical organizational culture, individual personality and organizational justice directly affect ethical leadership significantly at the .01 level. There have influence values of 0.48, 0.26, 0.15, and 0.13, respectively.

3. Guidelines for promoting ethical leadership of members of local government organizations in Pathum Thani province include (1) creating an ethical culture in the organization through transparent management and readiness for audit (2) Create a corporate atmosphere. By establishing rules and code of conduct of the organization (3) Create justice in the organization by ensuring that its members are treated equally (4) Promote, encourage members of the organization to express themselves and be bold in expressing their opinions on the practices or behaviors that executives and members of the organization exhibit unethically and (5) recognize, compliment, and reward members of local governing bodies who exhibit ethical behavior.

DISCUSSION

Presents a discussion of the implications of the influence of latent variables introduced in studies that affect ethical leadership.

As follows:

1. Ethical organizational climate directly affects ethical leadership statistically significant at a level of .01. It has an influence value of .48. It explains that the corporate atmosphere plays a significant part in the performance of members of local governing bodies and friendly relations. Having good governance in the administration, including remuneration or welfare of the organization, is considered a good corporate atmosphere (Kotralap Abhayapak, 2020). This is consistent with Teresi et al. (2019) stating that ethical organizational climate promotes the social, ethical behavior of personnel in organizations. It is associated with the performance, positive attitude and behavior of personnel in the organization. In line with Kul (2017), studies have found that ethical organizational climate is associated with ethical leadership, including ethics and ethical leadership atmospheres are associated with the ethical code practice.

2. Ethical organizational culture directly affects ethical leadership statistically significant at the. 01 levels. It has an influence value of .26. The performance of local governing body members together with other members requires the creation of values, beliefs, or things that members of the organization hold and practice together, Recognition of members and executives in the organization leads to the achievement of the vision and mission and success of the organization (Chadegania & Jari, 2016). Ethical organizational culture the members of the organization are aware and ready to follow and modify themselves to behave ethically. In line with Ganymas Shuchin, et al. (2019), the study found that A factor that affects ethical leadership is ethical organizational culture. In line with the Sudhasini Manyard (2011) study, it was found that the factor affecting ethical leadership with the highest average is ethically oriented corporate culture.

3. Individual personality has a statistically significant direct impact on ethical leadership at the .01 level. It has an influence value of .15. The performance of the members of the local governing body is related to the personality of the individual. Since personality is a psychological feature that explains the expression of a person, decisions, reflect on how a person thinks and works, how ethical behavior can be. Academics study personality and ethical leadership. It was found that there are 4 personality types: consciousness, contentment, Expression and exposure to experiences positively affect ethical leadership, but emotional instability negatively affects ethical leadership (Ozbag, 2016). Personality has a very positive correlation with ethical leadership, Personality traits are generosity, and Openness to experience and mindfulness are predictors of ethical leadership (Mostaza et al., 2018). And in line with the Boakye & Gyambrah (2017) study, it was found that personality, such as mindfulness and self-expression, has a positive effect on ethical leadership behavior after controlling all other variables.

4. Organizational justice directly affects ethical leadership. Significantly, at the .01 level with an influence value of 0.13, it is explained that the performance of the members of the local governing body to be at peak efficiency requires adequate support resources, Appropriate and fair. Therefore, the organization must establish norms of justice in the organization so that its members can recognize and act correctly, Reduce conflicts within the organization

and organizational justice. It also directly affects ethical leadership. In line with Al Halbusi et al. (2020), the study found that organizational justice positively affects the ethical leadership and ethical behavior of personnel in Iraqi organizations. In line with the Khuong & Quoc (2016) study, organizational justice supports ethical leadership and contributes significantly to the positive impact on personnel performance and indirectly affects personnel performance through job satisfaction and motivation for their work. And in line with Al Halbusi et al. (2017), the study found that organizational justice affects ethical leadership through perceived organizational support, and recognition of support from supervisors.

SUMMARIZE

Ethical leadership is one of the factors that will help executives and personnel in the organization. In particular, government organizations are conducting, Practice, including exhibiting behaviors that reflect honesty, Justice, Accountability and reliability. These behaviors will help individuals to be aware of and focus on preventing corruption and misconduct of civil servants at all levels. Therefore, the government should encourage organizations and agencies to ensure ethical leadership is created for all levels of personnel.

Reference

1. Ahmed. P. K., & Machold, S. (2004). The Quality of Ethics Connection: Toward Virtuous Organizations. Total Quality Management, 15(4), 527–545.

2. Al Halbusi, H., Tehseen, S., & Ramayah, T. (2017). The Impact of Organizational Justice on the Ethical Leadership under the Moderating Influence of Perceived Support: A Conceptual Study. Malaysian Journal of Business and Economics, 4(1), 46 – 64.

3. Al Halbusi, H., Williams, K. A., Mansoor, H. O., Hassand, M. S., & Hamide, F. A. H. (2020). Examining the impact of ethical leadership and organizational justice on employees' ethical behavior: Does person–organization fit play a role? Ethics & Behavior, 30(2), 1-19.

4. Alshammari, A., Almutairi, N., & Thuwaini, S. F. (2015). Ethical leadership: The effect on employees. International Journal of Business and Management, 10(3), 108-116.

5. Anti-Corruption Organization. (2019). Roles and functions of anti-corruption organizations and agencies. Retrieved May 11, 2022 from http://www.anticorruption.in.th/ 2016/en/detail/.

6. Boakye, I., & Gyambrah, M. (2017). Effect of Personality Trait on Ethical Leadership in Selected Basic Schools in Ghana. International Journal of Scientific and Research Publications, 7(6), 654-664.

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

8. Chadegania, A. A., & Jari, A. (2016). Corporate Ethical Culture: Review of Literature and Introducing PP Model. Procedia Economics and Finance, 36, 51 – 61.

9. Chene, M. (2014). Impact of Corruption on growth and Inequality. European Union: Transparency International.

10. Cullen, J. B., Parboteeah, K. P., & Victor, B. (2003). The effects of ethical climates on organizational commitment: A two-study analysis. Journal of Business Ethics, 46, 127–141.

11. Ganymas Shuchin, et. al. (2019) this affects the ethical leadership of basic school administrators affiliated with the Office of the Basic Education Commission. Naresuan University, 21(2), 20-33.

12. Gowit Poungham. (2007). Corruption in Local Government Organizations: Measures and Prevention Mechanisms. Journal of the Royal Thai Institute, 5(3), 107-130.

13. Hasin, H., Rahim, A., Nordin, E., Hussain, W. S., & Alias, N. A. (2021). An Ethical Leader and Corporate Integrity Practices: Lessons Learnt from a Government Related Company. International Journal of AcademicResearch in Business and Social Sciences, 11(10), 1-14.

14. Hitt, M. A., Miller, C.C., & Colella, A. (2011). Organizational behavior (3rded.). Hoboken: John Wiley & Son.

15. Huhtala, M., Kangas, M., Kaptein, M., & Feldt, T. (2018). The shortened corporate ethical virtues scale: Measurement invariance and mean differences across two occupational groups. Business Ethics: A European Review, 27(3), 238–247.

16. Khuong, M. N., & Quoc, T. H. (2016). The Effects of Organizational Justice and Ethical Leadership on Employee Performance in Binh Duong's Industrial Parks, Vietnam. Journal of Economics, Business and Management, 4(4), 327-333.

17. Kotralap Abhayapak. (2020(. Corporate atmosphere of happiness: cheerful people Task accomplished. 6 (1), 315-331.

18. Kriangkrai Panyapongsathorn. (2018). Corruption in Local Government Organizations in Thailand: A Case Study of Municipalities.5 (1), 55-62.

19. Kul, B. (2017). The Impact of Ethical Climate and Ethical Leadership on Ethical Codes Practice. International Journal of Management Economics and Business, 13(17), 463-573.

20. Manara, M. U., van Gils, S., Nübold, A., & Zijlstra, F.R.H. (2020). Corruption, Fast or Slow? Ethical Leadership Interacts with Machiavellianism to Influence Intuitive Thinking and Corruption. Frontiers in Psychology, 11, 1-17.

21. Mihelic, K. K., Lipicnik, B., & Tekavcic, M. (2010). Ethical leadership. International Journal of Management & Information Systems – Fourth Quarter, 14(5), 31-42.

22. Mostaza, L. T., Narbarte, R. E., Gayoba, F. D., Borromeo, R., & Balila, J. S. (2018). Mediating Effect of Personality Traits on Religiosity and Ethical Leadership: Basic for a Leadership Development Program. Catalyst, 17, 6-16.

23. Nabatchi, T., Bingham, L.B., & Good, D. H. (2007). Organizational justice and workplace mediation: a six-factor model. International Journal of Conflict Management, 18(2), 148-174.

24. Odeneye, A. S., Hoon, S., & Phlypo, K. S. (2018). Perceptions of Followers about Ethical Leadership and Attendant Effects on Organizational Success. Journal of Social Change. 10(1), 61-70.

25. Ozbag, G. K. (2016). The Role of Personality in Leadership: Five Factor Personality Traits and Ethical Leadership. Procedia - Social and Behavioral Sciences, 235, 235 – 242.

26. Pakpahan, M., Eliyana, A., Hamidah, Buchdadi, A.D., & Bayuwati, T.R. (2020). The Role of Organizational Justice Dimensions: Enhancing Work Engagement and Employee Performance. Systematic Reviews in Pharmacy, 11(9), 323-332.

27. Peterson, D. K. (2002). Deviant Workplace Behavior and the Organization's Ethical Climate. Journal of Business and Psychology, 7, 47-61.

28. Phipps, S.T.A. & Prieto, L.C. (2011). The influence of personality factors on transformational leadership: Exploring the moderating role of political skill. International Journal of Leadership Studies, 6(3), 430-447.

29. Riivari, E., & Heikkinen, S. (2022). Virtuousness in Sports Organizations: Examination of Ethical Organizational Culture and Its Virtues. Journal of Global Sport Management, 1-28.

30. Serta, A., Elcib, M., Usluc, T., & Senerd, I. (2014). The Effects of Organizational Justice and Ethical Climate on Perceived Work-Related Stress. Social and Behavioral Sciences, 150, 1187 – 1198.

31. Shakeel, F., Kruyen, P.M., & Thiel, S.V. (2019). Ethical Leadership as Process: A Conceptual Proposition. Public Integrity, 21, 613–624.

32. Sudhasini Manyard. (2011). the model correlates the factor structure that affects the leadership of school administrators affiliated with the Department of Local Government Promotion. Doctor of Philosophy, Khon Kaen University.

33. Teresi, M., Pietroni, D.D., Barattucci, M., Giannella, V. A., & Pagliaro, S. (2019) Ethical Climate(s), Organizational Identification, and Employees' Behavior. Frontiers Psychology, 10(1356), 1-13.

34. The Department for International Development. (2015). why corruption matters: understanding causes, effects and how to address them. London: Department for International Development.

35. Ulman, S. R. (2013). Corruption and National Competitiveness in Different Stages of Country Development. Procedia Economics and Finance, 6, 150 – 160.

36. Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates, Administrative Science Quarterly, 33(1), 101–125.

37. Yean, T. F., & Yusof. T. A. (2016). Organizational justice: A conceptual discussion. Procedia - Social and Behavioral Sciences, 219, 798 – 803.

38. Zaal, R. O. S., Jeurissen, R. J. M., & Groenland, E. A. G. (2017). Organizational Architecture, Ethical Culture, and Perceived Unethical Behavior Towards Customers: Evidence from Wholesale Banking. Journal of Business Ethics, 158, 825–848.