THE RELATIONSHIP BETWEEN ETHICAL LEADERSHIP AND CORPORATE SOCIAL RESPONSIBILITY

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Abstract

This study seeks to examine the relationship between Ethical leadership and corporate social responsibility. Data collected from Halliburton Company in Saudi Arabia, The study was applied to a sample of 48 managers and 95 employees, The results of the study showed that there is a significant relationship between Ethical leadership and corporate social responsibility. The study recommended thatin order to increase and improve corporate social responsibly, leaders need to improve themselves in the ethical leadership dimensions that include people orientation, power sharing, and fairness, concern for sustainability, ethical guidance, integrity, and role clarification.

Keywords: Ethics, Leadership, Ethical leadership, Corporate social responsibility

INTRODUCTION

The subject of ethics is one that many scholars, leaders, and theorists continuously study in a bid to understand the various aspects as well as their implications in society. Ethical issues, therefore, exist in a given setup and not space or void. One important setting where ethics matter is the workplace. Every profession will usually have a code of conduct that spells out what the particular profession considers unethical behavior. Mey, Lloyd, and Ramalingum, (2014) give an example of the accounting profession where it is unethical to undertake an assignment when there is a clear conflict of interest on the part of the practitioner. Ethics help

establish a way of doing things and act as a guide for those who prescribe to them. This study aims to examine the impact of ethical leadership on corporate social responsibility.

Corporate social responsibility has existed in the organizational context for a long time. Addressing the Corporate Social responsibility Annual Conference in 2012, (Kotler and Lee, 2013) quote then Hewlett- Packard chief Carly Fiorina alluding to the shift in the thinking of business leaders on the subject of giving among corporate entities. The CEO stated that it was no longer possible to see the everyday conduct of business and business philanthropy as two distinct undertakings. According to her, it is possible for companies to achieve cutting- edge technology and competitive advantage from deliberately integrating social and environmental concern into their strategies from the onset.

(Schwartz, 2014) attempts to bring up the connection between a socially responsible company and its moral- ethical responsibilities. In a nutshell, one school of thought according to the author is of the opinion that organizations or corporations are moral persons or agents. As such, they have obligations to the society in which they operate. Companies come to existence through the law as legal entities and have rights as granted by the law. Just like human persons have rights and obligations, the author argues that organizations cannot just claim to have rights, but they also have obligations to fulfill. (Kotler and Lee, 2013) bring another dimension to corporate social responsibility by arguing that it is an ethical theory from the beginning, where individuals have the responsibility of fulfilling their civic duty. Therefore, each person must act in a way that ensures their actions are not only of benefit to themselves but to the whole society.

One may ask why there is an insistence on the need for companies to act in a socially responsible way. In some instances of businesses conducting corporate social responsibility activities they spend resources and that do not directly add to their top lines. (Schwartz, 2014) says that a firm stands to draw immense benefits from operating in a socially sustainable way, and these benefits are visible on a firm and employee level. According to the author, engaging employees in corporate social responsibility activities and especially ones that they have a hand in determining could go a long way in motivating them at the workplace. Another benefit for an organization is a positive perception by society, something that could translate into increased sales.

LITERATURE REVIEW

In this part will examine previous empirical studies and other relevant literature on forms of ethical practices in the work environment; effect of ethical leadership on employee performance; effect of ethical conduct on employee motivation and factors necessary for ethical leadership in the work environment.

Previous studies on Ethical Leadership

Ethical leadership is the exhibition or demonstration of normatively appropriate behavior through personal actions and interpersonal relationships as well as the promotion of such conduct to followers through two- way communication, decision making, and reinforcement (Huang and Paterson, 2014).

Different authors and commentators have varied ways of defining and viewing ethical leadership. (Alshammari, Almutairi, and Thuwaini, 2015) look at ethical leadership as the principles, values, and beliefs concerning the right and wrong that characterize the foundation of organizational behavior. In doing so, they formulate the pedestal or moral high ground upon which the leaders influence and direct the employees towards achieving the goals of the organization. The authors additionally define ethical leadership as the process or means of influencing or changing employees through a set of principles, values, and beliefs that largely border on the accepted norms or the recommended mode of the organizational behaviors. This particular definition points to the need for leaders to set themselves higher standards and to work towards them if they are to have a chance of influencing their followers. There is a need for a moral gradient between the top decision makers and everyone else in the organization and only then will the subordinates look up to their leaders and aspire to get to where they are. Also, the managers, by the positions they occupy in the organizational setup are duty- bound to provide the appropriate example for their juniors. While the task of maintaining the position of high moral authority is never a walk in the park, one must not forget that they have other people looking up to them and for that reason they need to step up.

Ethical leadership is the exhibition or demonstration of normatively appropriate behavior through personal actions and interpersonal relationships as well as the promotion of such conduct to followers through two- way communication, decision making, and reinforcement. That is the view of (Walumbwa et al, 2014), who linked ethical leadership to enhanced employee performance through the mediation of factors such as self- efficacy and leader-member exchange. From the statement above, one sees that ethical leadership is not just a state of being but a situation involving some effort and work from parties involved through their interaction and communication on an everyday basis.

The business or working environment evolves by the day, bringing new concepts and knowledge each time. There is a growing number of enterprises today who actively seek to link their commercial success or excellence to the leadership that exists in the workplace. More people realize that the design and pattern of the influence that the management of a given concern exhibit contributes to the success or well-being of the entity. The tenets or foundations of ethical leadership premise upon the ideals of psychological empowerment and looks at

among other things how to influence organizational performance and the employees' moral identity (Walumbwa et al., 2014). Several authors did extensive research on the subject before and upon whom the latter researchers base their arguments. (Walumbwa et al., 2014), posits that ethical leadership behavior plays a significant role in promoting enhanced employee attitudes and behaviors. The authors further cite works by (Avey et al., 2010) and (Mayer et al., 2009) who have explored the nexus between ethical leadership and prosocial or negatively deviant behavior.

Understanding the theories is the first part towards making sense of the phenomenon of ethical leadership and how it bears on the subjects. The theories provide the platform upon which it is possible to develop hypotheses to explain the leader- follower ethical relationship. The first hypothesis is the leader- member exchange (LMX) which relies on the perceived level of support as well as the sharing of what the parties consider as resources of value (Khuong and Dung, 2015). Thus, LMX is a social exchange relationship that persists between an employee and the person directly above them, who could be their immediate manager or supervisor. According to social exchange theory, employees are highly likely to develop high-quality relationships depending on whom they interact with, how they have the interaction with them and their experiences with them. That is to say that the relationship grows depending on the strength of the interaction between the concerned parties. Leadership is thus an important aspect of social exchanges. Therefore, one argues that because LMX relationships develop through a series of interactions or transactions involving the leaders and followers, immediate or direct supervisors play a very critical role in enhancing or growing the LMX relationship. Their proximity to employees makes them so important in the LMX because they are at the first line of interaction with the employees (Khuong and Dung, 2015). (Khuong and Dung, 2015) therefore agree that there is a link between ethical supervision and how employees perform at the workplace.

There are some ways ethical leaders can enhance high-quality LMX among their followers. According to (Kim and Brymer, 2013) ethical leaders portray the image of moral persons who are honest, forthright and trustworthy. Further, they are principled decision makers who care more about the greater good of employees, the organization, and society. When employees get the feeling that leaders act in their best interests and are considerate, employees infer that leaders are committed to them. This state of being results in enhanced high-quality LMX because of high levels of loyalty, emotional connections, and mutual support. Quoting the works of (Treviño, Weaver, and Reynolds, 2006), (Kim and Brymer, 2013) argued that, "Because ethical leaders are caring and take an interest in their employees welfare, relationships with ethical leaders are built upon social exchange norms of trust and reciprocity."

Ethical leaders inform their followers of the benefits of ethical behavior and the cost of inappropriate behavior and then use fair punishment to hold subjects accountable. Such leaders also concern themselves with building trusting relationships with followers through solicitation of employees' ideas without any form of self-censorship (Kim and Brymer, 2013). The authors agree that moral leadership is a means through which leaders concern themselves with employees welfare which results in enhanced performance. As a result, ethical leaders can foster meaningful interpersonal relationships that go beyond specified economic exchange agreements by encouraging employees' opinions thereby facilitating high-quality LMX. One thus expects a positive relationship between ethical leadership and LMX.

Social exchange theory makes a suggestion that employees in a high-quality LMX relationship tend to be more effective workers. This process is explained by a core principle of social exchange theory called the 'norm of reciprocity,' which suggests that individuals who get favorable treatment from others feel a sense of obligation to respond positively or return favorable treatment in some manner (Kim and Brymer, 2013). Once a high-quality LMX is in place, subordinates or followers tend to reciprocate by exerting effort on behalf of the leader. Consequently, high-quality LMX can boost individual motivation for high job performance Supporting these arguments, several prior individual, and meta-analysis studies reported significant positive relationships between LMX and job performance (Walumbwa et al., 2014). (Walumbwa et al., 2014) support the assertion that positive ethical behavior by the leaders aids the employees to put more effort into their work and thus enhances performances.

These findings are of importance because they suggest that LMX is a proximal cause of functional workplace behavior. For example, (Ruiz-Palomino, Ruiz-Amaya and Knörr, 2011), found in a longitudinal study that newcomers who developed a strong relationship with their supervisor performed better in time. Therefore, one may argue that LMX acts as an important mechanism through which ethical leadership influences performance. However, because there may be other processes separate from a social exchange process, such as social learning and social identity, that may also mediate the effect of ethical leadership on performance. There is therefore still need to isolate the effects of LMX (Leader Member exchange) from the effects of other forms of meditation (Ruiz-Palomino et al., 2011). The authors, do not entirely agree that ethical leadership on its own affects employee performance but rather a combination of different factors is what determines how the employees fair at the workplace.

While there are aspects of ethical leadership are universal and would apply to any situation or context, there is a need for one to ask some fundamental questions. First, do geographical factors bring about differences in the way people perceive the subject of ethical leadership? Secondly, is the leadership issue and situation specific? (Žemgulienė, 2013),

conducted a study to find out the perceived ethical behavior of supervisors and work involvement under varying economic conditions. The different economic conditions came about because the author did his research in some European countries with varying economic realities as well as cultural identities. In conducting the study, the author was keen to isolate the economic- specific impact on ethical leadership so that his results only reflected that particular impact. To perform the particular task, he applied the structural equation modeling on the data for the study. He stratified his area of study to include the emerging markets of Central and Eastern Europe on the one hand and those developed markets in Western Europe. The sample comprised 899 supervisors drawn from four developed Western European countries and 709 supervisors from four emerging countries in Central and Eastern Europe. The author obtained the data from a large- scale European study that looked at values across different organizations in different countries. The results provided empirical evidence of the effect of economic and country- specific effects of ethical leadership and how that affects employee attitudes as well as their feeling of endowment. (Žemgulienė, 2013) thus agrees that there is a host of factor that influence ethical perceptions and standards, and these could vary from one place to another.

Economic factors both at the micro and macro levels play a role in shaping the conduct of leaders and consequently the way they influence their followers. According to(Žemgulienė, 2013), ethical behaviors in organizations vary depending on the country-specific factors such as economic environment determinants, managers' moral behavior, as well as the prevailing or current situation or issue. The influence that the economic environment exerts on the ethical behavior of leaders is a result of the interaction between a series of complex effects, both internal and external. These effects then determine the internal as well as the external conditions of the organization's activities. Overall or macroeconomic conditions in a country, such as the level of competitive pressure in the markets, possible resource scarcity, labor market situation, are the forces from without the firm's context that have the influence upon all activities of the organization. They further affect the manner of the leader's conduct in the business transactions as well.

It is also probable that economic environment has the indirect effect on the official code of ethics or conduct and personal ethical values in the slightly more complex interaction of economic situation and culture context. The complexity of the influence is a difficult issue for the analyses and would require further research to try and probe the underlying issues. There are little exploration and insufficient literature on the matter concerning the effect of the economic environment upon the ethically leading behavior in the organizations. Moreover, the perceived moral leadership is likely related to perceived to the attitude that people have towards work, which is a significant motivational factor that propels individuals to achieve performance results

as desired. It is possible to state that individuals will work more productively when they behave in normatively appropriate manner. Therefore, moral reasoning when persons put their focus on an ethical dilemma is related to a person's perceptions towards the job and economic environment influences this relationship (Žemgulienė, 2013).

Each person comes from a unique background and set- up, something that has a huge bearing on their views of various things. (Žemgulienė, 2013), offers that a person's personality and their socialization, two factors that represent one's ethical system determine their ethical behavior. The system is a web or a series of several interconnected and inter- related aspects about an individual including their ethical norms as well as their principles. A person's ethical system also has an impact on their perception and attitudes towards work. A poor attitude towards work may be an indicator that of trouble with one's ethical system, to mean that they don't have very effective norms and principles. A person firmly rooted in ethics will have a strong system. The individual is likely to have a very good or pleasant attitude towards their job. Having a positive attitude is a very important factor that contributes to job satisfaction and performance. Various theories on human interaction indicate that having a positive attitude is a critical component for success in any given setting. If one works in an environment that's caring and where the seniors readily help their juniors deal with problems or dilemmas as they arise, they will have a positive view and outlook of things and will always give their best effort any time.

Having established that ethical leadership has a positive impact on the performance of the followers, it is important to explore then whether these individuals find motivation from the ethical behavior of their seniors. More importantly, one is interested in finding out of the enhanced performance is as a result of improved motivation among the subordinates.

(Alshammari, Almutairi, and Thuwaini, 2015) conducted a study to determine the effect of ethical leadership behavior on the performance, efficiency as well as productivity of employees. Specifically, the authors examined between ethical leadership and competencies, job satisfaction, determination, and motivation while on the job. The authors concluded that ethical leadership has motivational effects on the employees and contributes to their improved performance. They cite the LMX framework in explaining the motivational effect and conclude that the motivation is more effective in instances with direct supervision. The reason for that is because the subordinate observes the actions of their immediate senior and model their behavior along that of their supervisor. As such, if the leader shows ethical leadership and guides the juniors, the followers will react positively and draw motivation from the action of their seniors. The conclusion from most of the studies is that ethical leadership brings out an element of interdependence between people at different levels of the organizational hierarchy.

(Khuong & Hoang, 2015), conducted a study on the leadership aspects that motivate staff in Vietnam. The study intended to find out a broad range of factors that staff feel play a role in their motivation and that help them in their quest to become more committed to their jobs. The authors sampled employees working at several accountancy firms in Ho Chi Minh City, the nation's capital. The findings from the study indicated that moral or ethical leadership is one of the chief sources of motivation for the workers. Other factors contributing to the workers' motivation include harmony and peaceful co- existence with colleagues, good remuneration, and terms of service, as well as a clearly defined plan of work. The importance of ethical leadership is there for all to see as evidenced by the fact that over 70 percent of all respondents mentioned it among the top three factors that motivate them.

Every manager or a leader wants to have employees who are highly motivated working for their organization. According to (Tu, Lu and Yu, 2016), it is not uncommon for prospective employees to mention that they are highly motivated individuals when undergoing interviews for job placements. The reason for this according to the author is because these people know that motivation is a desirable trait in any worker. Therefore, the leaders have the responsibility of ensuring that they behave and act in a manner that will contribute to the motivation of their subjects for sustained and impressive firm performance. One way they can achieve that is by conducting themselves in a morally irreproachable manner and setting the best example for the followers.

(Wu et al., 2014) suggests that organizations in which the founder is the CEO have a higher level of social consciousness than those headed by individuals that did not found them. The authors confirm this particular finding through the fact that the mediation that an organization's ethical culture had on corporate social responsibility was more pronounced for founder- CEO firms. The reason for that is as founders; the CEO feel a sense of ownership more than any outsider would. Those particular have more at stake in all aspects of the firm because it becomes personal for them. They are interested in having the business succeed on all levels because with every leap it takes they drive so much gratification for their ingenuity and innovativeness. Also, they set higher standards of behavior and ethical leadership than outsider CEOs because they value having a moral code that shapes how their followers act and conduct themselves.

According to (Wang et al., 2015), the primary function of moral leadership is influencing followers through the construction of value paradigms. The implication then is that one can only examine ethical leadership in a leader- follower setup, without which it would be impossible to explore the subject. Further, a leader has to develop a level of moral maturity early on before they start interacting with their followers. Without this prior maturity, a leader would be clueless

as to how they would influence their subordinates' ethical standards. (Wang et al., 2015), however, raise a concern that there is a growing disconnect between the beliefs that leaders profess and their actions. As such, the picture they paint to their followers becoming a bit confusing. The one thing about leading ethically is that a leader's words must match their actions, without which it would be impossible to influence one's followers. The disconnect mainly manifests itself in the event of ethical dilemmas that the firm may face from time to time. Such scenarios call for those involved to make certain decisions that may are far from easy and that test their beliefs about what is right and wrong.

It is not uncommon to see businesses re-engineer a given process or a way of doing certain things. The reason for doing that is to ensure that they derive the benefits of enhanced efficiency as well as reduce waste and other process inefficiencies. One may think of the emphasis on ethical leadership as a form of re- engineering, albeit one not involving a process or task though it could fit the profile of a way of doing things. The underlying situation is where businesses are increasingly re-examining their strategic acumen or setup to provide a sound basis upon which to build ethical leadership values for the company efficiency and profitability (Wang, Gan, Wu and Wang, 2015). From this perspective, it is apparent that moral leadership reflects the dimension of organizational leadership, behavior as well as culture with the fundamental role of leading the organization or enterprise through making ethical decisions to influence the attitudes and interactions of employees inherently. The meaning of ethical leadership revolves around the practical level of business practice that links the aspects of culture and ethical business practice.

There are some ethical standards that any company or any organization should haveat the very minimum. The first among these is justice and fair treatment of people. According to (Boylan, 2014), justice is when people perceive that they receive a fair return for energy and effort expended. There are different forms of justice such as affirmative, restorative, and punitive justice. All these types of justice apply to different scenarios depending on the nature of the particular situation. The leadership of an organization has to strive to cultivate justice among its staff. For example, management has to ask if resource allocation is fair and whether everyone gets appropriate treatment. Those in charge of the firm must also ask themselves if any group or individuals get any unwarranted attention for any reason because that could lead to disharmony among the staff. If there is no justice in the firm, then chaos may arise as well as conflicts between those that get the fair treatment and those that feel oppressed. Such conflicts would then threaten the harmonious co- existence among the people in the organization and the long run negatively affect their productivity.

(Boylan, 2014) provides a guide for ethics that could come in handy for any business. The second ethical consideration according to this author is integrity. Integrity is one of the top requirements in any job or profession. It requires that one does what is right and appropriate for every scenario or situation they find themselves. It is like a form an in- built mechanism in people that requires them to act in the right way at all times no matter the stakes are. Employees face an unprecedented number of threats that make them vulnerable to betraying their integrity. The best way to tell that someone upholds integrity is if they have ever faced a situation that made them have to make a choice between two conflicting issues on the extreme ends of the integrity tree. Every individual in the organization must behave with integrity, both regarding what others can see on the outside as well as the unseen. Integrity requires courage and the will to do what is right. Further, it calls for a discerning mind to choose is wrong and what is right (Mruthyunjaya, 2013).

People will often find themselves facing some situations at work, as in life, that call for them to behave in a manner where they exhibit control and ability to suppress their emotions and inner feelings and tp maintain objectivity. This ability comes through self- control. According to (Mruthyunjaya, 2013), self- control helps prevent stressful situations from escalating and keeps the at manageable levels so that they don't threaten staff morale and workplace harmony. Self- control is all about one taking control of their being and managing to suppress particular desires or wants that they may feel the need to indulge in. Like integrity, self- control is all about making a choice between extremes and employees may face situations calling for them to make very hard decisions. Another aspect of self-control is one's ability to resist temptation. (Boylan, 2014), provides an example of an office party where food and drinks are in plenty. According to him, one could find themselves tempted to overindulge, and it would take a person with sufficient self- control to keep themselves from doing that. Like integrity, self- control also requires individuals to make tough decisions that are not the easiest but which are the most appropriate at the time.

According to (Reilly et al., 2014), working at consistently high pace makes individual who have ethics very productive. The author adds that this group of people completes their tasks very fast as compared with those who lack a proper ethical conviction, and they do no quit until they have satisfactorily completed their tasks. They set themselves apart, often at an elevated position from the rest of the crowd, choosing not to conform and leading the way in doing things. With time, they become role models for everyone else, and they become the reference points when people are offering favorable comparisons.

Every organization has different people with character diverse traits and temperaments. As such, it is possible to have people colliding and getting into conflicts, and having office

politics. With that in mind, there is a need to have means of ensuring and preserving a cohesive and harmonious existence among all those involved. People of high ethical standing know that it's their obligation to promote to peaceful co- existence with their colleagues (Reilly et al., 2014).

(Walumbwa et al., 2014) who observes that the first prerequisite towards establishing an environment of ethics at the workplace involves developing a corporate or workplace culture. Developing the culture refers to coming up with core values and best practices that the organization places importance on and requires of each and every member of the staff. Among some of these core values include respect for oneself, others, and the organization, trust, and honest communication.

Even in creating the environment of love and kindness, the organization's leadership should also ensure that the presence of some checks and balances in place to ensure that people do not go overboard. They must stress the importance of respect; respect for one's colleagues and the workplace too. The reason for doing this is because failure to have guidelines governing people's relationships at the workplace could result in a chaotic situation that would distract them from what is important and thus affect their productivity.

One of the attributes of a person rooted in ethics and with a strong work ethics is that they are reliable. These individuals are very dependable, and they try as much not to let themselves or anybody down (Boylan, 2014). They attach unyielding value to their word and often want to fulfill what they say they will. If they are meant to be attending a given event at a given time, they will do all it takes just to get there in good time because they value punctuality. Also, an individual who is reliable will always go an extra mile to meet everything that they are required to do and any deadlines that they should meet. These individuals will often want to maintain this demeanor and will always work to keep the perception so that there is no day that people will stop seeing them as reliable. When one is reliable, they have to work so hard each and every day no matter the circumstances. They have so much dedication to what they do. With dedication, a person is committed to whatever it is they do and perform their responsibility with pure energy and passion.

How one conducts themselves in different scenarios a well as how they carry themselves is as important as having the technical expertise and qualifications for the job. The ideal candidate is one who has got an impressive resume as well the character to match it. It is not easy maintaining a reputation and persons with ethics know that they have to work hard every day and live what they profess as well as distinguishing themselves from everyone else. Regarding Factors necessary for ethical leadership on corporate social responsibility most of

the respondents agree that strong moral values are important in having ethical leadership to have social responsibility.

In any organization, one finds that many emphasize with respect, professionalism, and integrity as the most important values that people should uphold. There are however very few people that talk about love and kindness, two values that are just as important. In the words of (Boylan, 2014), love in an organizational context is an intensely positive reaction towards a coworker, group, or an individual situation. The author opines that any organization wth a heart will allow for the expression of feelings of kindness, compassion, and love, among and between people, the goodwill that can be drawn upon when one faces ethical challenges.

It is not uncommon for some individuals toonly think of themselves and to have the whole world revolve around them. This tendency is precarious, and one could easily alienate themselves from everyone else just because they only think of themselves. The solution to such a practice is transcendence. According to (Boylan, 2014), it is important that one realizes there is a lot more that is more enduring and influential than the individual. The absence of this value would only make a person self- absorbed. As a leader, it is important that one's motivation is not their narrow self-interest and selfish desires but a genuine need to excel and succeed. Leaders should motivate and empower their followers to do their best for themselves and their company and not just for the gratification of the leaders. (Boylan, 2014) opines that self- absorbed leaders tend to have limited effectiveness because they spend most of their time obsessing over their interests, which may not always align with those of the enterprise. Further, they lack authenticity or a unique sense of identity because they are so self- absorbed that they often change depending on the scenario they find themselves facing at any given time.

Previous studies on Corporate Social Responsibility

There are numerous ways of defining corporate social responsibility in the business context. It is hard to settle on a single definition that authoritatively provides a meaning that everyone agrees with. What is there instead is a scenario where individuals and organizations hold diverse but somewhat related ideas about the subject. (Schwartz, 2014) argues that the notion behind corporate social responsibility is the thinking that corporations have not only economic and compliance obligations but also have a responsibility to society beyond these obligations. The author also presents another argument that corporate social responsibility is the continued commitment from businesses to act in an ethical manner and to contribute to economic development while improving the lives of their workers and society as a whole. Another way of looking at the subject is that it is the obligation of decision makers to take actions that protect society's interests alongside their own. (Kotler and Lee, 2013) define corporate social

responsibility as a commitment to improving community well- being through open business practices as well as through contribution of their business resources. The authors add that corporate social responsibility is an ethical framework that requires commercial entities to act for the benefit of the larger society.

The long term view of corporate social responsibility remains that of it being a philanthropic venture or as means of giving back to society. Others even think of it as a means of remedy communities for all the harm that companies may cause them in the pursuit of their commercial goals. According to (Kotler and Lee, 2013), organizations need to employ ethical validation in all their activities. In doing so, the decision makers would only pursue a curse of action if it is of benefit to society or it at least does not cause any harm to the same society. The leaders would commit themselves not to pursue any activity that would be detrimental to the community no matter how good or financially beneficial it may be for their companies.

Additionally, for one to evaluate the impact of ethical leadership on social responsibility they would have to look at particular aspects at the workplace and how the moral conduct of those at the helm influences them. The first and probably the most important area is employee performance. In an organizational context, it is the work of managers to demand results from their employees. As such, they provide the guidance on how they want their employees to perform and carry themselves in their work.

The management of any organization sets the tone for the type of ethical standards in the organization. As such, the way top leaders behave or conduct themselves is a critical determiner of how the employee fair on so many things including the choices they make as well as their performance and productivity. From the start, it's clear that an environment with high moral and ethical standards creates a proper environment for people to thrive. People with high moral and ethical standards will possess attributes that enable them to succeed in their place of work. This kind of people are highly driven, committed to their work, and will always strive to give all their effort in everything they do. They model their conduct on the best practices theat they observe in their leaders, especially those immediately above them, emulating them on a number of aspects.

Ethics in the workplace are of so much importance because they help ensure that there is a semblance of order and an established way of doing things. Having a functioning system and code of conduct is of immense benefit to any given concern. Persons grounded in ethical practices exhibit some select desirable characteristics that make them successful in the workplace and play a huge role in the betterment of the concerned organization.

In the contemporary world, setting aside some money at the end of the year to fund a community project just to make the company look good does not cut it. The arguments for

corporate social responsibility (CSR) point to the need for entities to embrace a wholesome engagement and deliberate effort to entrench business operations in a sustainable manner as opposed to piecemeal actions to improve an organization's public image. Quoting the work of Business for Social Responsibility, (Kotler and Lee, 2013) define CSR as operating a business in a manner that meets and even exceeds the ethical, legal, commercial, and even the public expectations placed on the enterprise by the society. As such, companies stand to benefit if they adopt a model where they conduct their activities in a way that meets the requirements of sustainable operations. According to (Kotler and Lee, 2013), organizations stand to experience increased sales and revenues, in contrast to what many might believe that CSR activities only bleed the entity's topline. When organizations operate in ways, that promote sustainability and associate themselves with certain courses; there is an amount of goodwill that they generate among the populace. The authors cite surveys conducted on what business leaders think about CSR in which 84 percent of the leaders believed that doing something to make the world or the environment better makes them more appealing to consumers. Consumers on the other hand overwhelmingly responded that they would buy products from companies associated with a cause that is of interest to them.

While there is growing emphasis on a shift from the short- terms of enhanced image resulting from people seeing a company support a cause, it is clear that consumers and the general public remain drawn to those organizations that invest in a socially- responsible way. Such organizations stand to benefit from an enhanced brand image and perception and positive image in the eyes of the public. The authors quote an annual publication by Fortune magazine that tracks the list of America's most admired companies in which one of the parameters used in the assessment is social responsibility. Further, Business Ethics publishes a list of 100 best corporate citizens, a survey that tracks how responsible companies are towards the community and the environment. There is a host of people and groups that assess how organizations operate and whether they meet the requirements of responsible citizenship. Any company whose name appears in the rankings benefits from an elevated perception by the public, and this helps build their image. Further, (Kotler and Lee, 2013) opine that when businesses engage in socially responsible activities, they attract less scrutiny and may even get a free reign from the government and other regulatory agencies. Even when the entity is the subject of some inquest, the public will keep an open mind and not be too hard on it, unlike other firms that do not have an elaborate corporate social responsibility plan.

A strong and positive image is something every business craves. Creating a strong connection with the communities and consumers could serve to cushion a firm. The authors give the practical example of McDonalds during the violent Los Angeles riots in 1992. For

Years, the fast food chain had successfully fostered strong relations with the community through Ronald McDonald Houses as well as its efforts to train and develop employees. One feature of the protests was massive vandalism and looting of stores and many business owners incurred heavy losses in the aftermath of the unrest. However, Mcdonalds was spared the wrath and as a matter of fact, the protestors refused to destroy any of the 60 McDonalds stores in the Los Angeles area. The example above illustrates just how potent building a positive image via operating in a socially conscious and responsible manner could be and how leaders and their enterprises can benefit just by having a robust relationship with the society.

Having delved the ethical practices at the workplace and their implications, one then needs to recognize that the leadership, as well as all the people in the organization, need to put in a lot of work to create the ideal workplace. Every organization wishes to get to a situation where ethics form part of the norm at the workplace but getting to that stage is no mean task for any concern. Management has to be alive to the magnitude of the task of instituting a culture of ethics and also recognize that they are bound to face some stumbling blocks and resistance along the way.

There are various theories that different people cite when explaining the concept of moral leadership and how it affects particular aspects in the workplace. (Walumbwa et al., 2014) delves into these ideas and provides insights into what each one of them offers as well as how relevant each is is to the contemporary world. Each approach, although different in content and interpretation helps us to understand how the interactions at the workplace lead to the process ethical leadership and learning.

The first set of the theories draws from the works of (Brown and Treviño ,2006) who advanced the social exchange theory and social learning theory, where the authors cite the work of (Bandura, 1977) and (Bandura, 1986). By citing these works, the authors provide theoretical explanations for or the nexus of the relationship between ethical leadership and follower conduct. Some people seem to suggest that followers of ethical leaders are more likely to perceive or see themselves as belonging to a social exchange type of relationship with their leaders. The reason for that kind of view is because of the ethical treatment or courtesy that they receive or obtain from their leaders as well as because of the trust they feel from when interacting with their leaders. When employees feel that their leaders have their best interests at heart and are caring, they are likely to reciprocate by working harder and improving how they perform their various tasks (Tu, Lu and Yu, 2016). In a similar manner, a social learning view of ethical leadership proposes that ethical leaders will likely influence their followers' self-efficacy because they are attractive and legitimate role models that genuinely seek to help employees get to their potential at work.

Social exchange and social learning theories are valuable and contribute a lot of knowledge, but they are not enough to explain the relationship between ethical leadership and followers' performance. The two theories make this relationship look far too simplistic than it is, which is not the case. Human relationships are in most instances very deep and trying to simplify one is almost an exercise in futility. Given the shortcomings of the two theories, the authors propose the social identity theory, an intermediate theory that might further help shed some light on the relationship between ethical leadership and performance.

Social identity comprises the notion of oneness or harmony with, or belonging to, a given social category or grouping where individuals are intrinsically motivated to contribute to the collective good. This theory premises on the human need to belong and feel part of a group to provide the dimension of how belonging to a particular group could influence one's choices. Thus, social identity theory in providing the element of belonging may play a complementary role in both social exchange as well as social learning theories in explaining the link between ethical leadership and performance (Tu, Lu and Yu, 2016). Ethical leaders are likely to influence or affect the follower performance by enhancing greater identification with the group setup or organization. Such leaders epitomize the high ethical standards and values of the organization. For that reason, the juniors will look up to them to provide guidance on the path that they should follow as well as the way they ought to conduct themselves in various scenarios.

One of the key ingredients of success in any firm is the ability to attract as well as retain the best people. While it may not be so apparent, a company may gain a slight advantage over the competition when vying for top talent by having policies that promote corporate social responsibility and entrenching a culture of good corporate citizenship. On top of attracting the talent, management has the duty of ensuring that the employees are highly motivated at all times, and they give their all in their work, one way to ensure that there is motivation among the staff is engaging them in the activities to transform their communities and neighborhoods. Also, people ought to realize that corporate social responsibility is not just an external affair but a series of events that begin inside the organization itself. Taking care of one's employees and going beyond the prescribed employer- employee terms of reference is the first means through which an entity gives back to society. When the employees feel valued and appreciated, they then can give their 100 percent in their everyday work as well as feel driven to do their part in promoting their employer's causes.

(Kotler and Lee, 2013) cite the findings of a study by Net Impact, who interviewed MBA students and majority indicated their willingness to earn less just to work in a socially responsible organization. on top of the general factors such as salary, opportunities for

promotion, and the job description, the graduates gave the clearest indication of their wish to work with entities in which they can have the chance to impact their communities.

While corporate socially responsible operations may improve firm performance by increasing revenue, it is possible that corporate social initiatives could save firms money by reducing their costs. Also, governments and other agencies may reward companies that are social- oriented through rebates as well as cash injections. (Kotler and Lee, 2013) gives an example of when a power distribution company issues its customers with power saving light bulbs to reduce individual power consumption. The state could step in and reward the company because, by conserving power, more people can access it as well as reducing the burden on the grid. Another example the author cites is Cisco Systems' "Cleaner air and Millions in Savings." The company expects to save $4. 5 million per year through the initiative and eventually qualify rebates from local gas suppliers. While this form of saving may not apply to just any firm, those involved in fields around environmental activities and energy could stand to gain save as a result of their socially responsible operations. However, there's a bigger scope for more firms to save on costs such as advertising and marketing expenditure. According to the others, companies can take advantage of the free publicity from their community activities to draw more customers as well as increase the spending by the existing ones. Such companies would then not have to make huge outlays for their marketing activities.

The ultimate goal for any firm would be creating and growing value for existing as well as potential stakeholders. CSR activities, while not as documented could provide the tools with which the company fulfills this objective. (Kotler and Lee, 2013) argue that potential investors or financiers may find corporate social responsibility attractive and thus have goodwill towards the enterprise just because its operational blueprint emphasizes accountability and sustainability. Analysts too could also develop a soft spot for the business just because they see it engaging in community activities and taking care of the environment. If a company is attractive, many people will want to buy into it and for a publicly quoted entity, this form of interest pushes its stock price up, and that value for shareholders. People naturally want to associate with successful firms, and thus, an entity that entrenches social conscience will thus become a draw for people in different areas. The people that will find the company an exciting prospect include financiers such as banks and other sources of funding which may even offer the organization financing on preferential terms.

While every organization tries to strike the public's conscience as a socially responsible entity, there are several challenges that it could face. The first major problem is settling on the initiative or undertaking in which they should put their money. According to (Amaeshi, Nnodim and Osuji, 2013), the typical environment in which a firm operates will have countless issues

that form courses and from which an entity may choose build its community action. Those in charge of the decision making have to ensure that whatever action is chosen is one that creates maximum value for all those involved, and not just the company. The ideal scenario is where management emphasizes on sustainability and the long- term view as opposed to the short-term where the firm only looks for quick gratification. Another problem is the limitation of resources available for social causes. The company involved may not have an unlimited supply of funds and as such has to craft a way that ensures the funds available yield maximum benefit.

The author agreed that the literature reveals that ethical leadership is integral to effective corporate social responsibility. Any company that does not engage in corporate social responsibility faces potential problems including negative public perception. It is therefore not uncommon to see a host of enterprises go as far as setting aside a day in the organization when staff do not work but go out and mingle with communities as they help in solving some of the problems. Moreover, to effectively participate in CSR activities organizational leaders must embrace ethical standards that endear them to social, environmental and corporate activities. The next part will examine the method that will be undertaken in the current study.

Importance of the research

This research will be instrumental in formulating effective policies that ensure that companies take into consideration corporate social responsibility mandate and bring positive change to the surrounding communities and the environment. Such change must be spearheaded by the organization leaders. The research therefore aims to ensure that leaders entrusted with corporate management positively engage in corporate social responsibility affairs and in the process help their respective organizations to win public government goodwill. The research is also important as it seeks to underscore the contribution of ethical leadership to effective engagement in corporate social responsibility affairs. This is crucial as it sets the stage for understanding whether there is need for organizational management to behave ethically in order to foster CSR affairs of their companies.

Problem of the research

This study seeks to examine the relationship between ethical leadership and corporate social responsibility. A thorough understanding of the nexus between ethical leadership and corporate social responsibility will effectively set the stage for advising corporate managers to behave ethically in order to foster CSR affairs of their companies. The study further seeks to discover and effective ways and means of fostering organizational involvement in CSR affairs and this is likely to take place when implementation is bestowed on corporate management.

The importance of ethics and ethical leadership remains significant to many scholars who want to understand how such leadership affects various aspects of an organizational context. For example, it is important to understand how ethical leadership influences employee behavior and leadership, the level of employee- employer trust as well the organization's overall performance. While several theories have delved into an in-depth examination of the effect of ethical leadership on other factors such as employee motivation, and effective management, there is a paucity of research on the effect of ethical leadership on work environment. This study, therefore, seeks to examine the nexus between ethical leadership and efficient work environment. Consequently, the main question that the study will seek to answer is: is there a relationship between ethical leadership and corporate social responsibility?

Research objectives

1) Determine the relationship strength between Ethical leadership and corporate social responsibility.
2) Measure the effect of Ethical leadership on Corporate Social Responsibility.

Hypotheses

1) There is no significant correlation between Ethical leadership and corporate social responsibility.

2) There is no significant effect of Ethical Leadership on corporate social responsibility.

RESEARCH METHODOLOGY

This study is based on Halliburton Company, which has a reputation as one of the most ethical organizations in the United States. The company's core values are founded on integrity. The organization has won numerous accolades due to its commitment to ethical standards and corporate social responsibility issues in its engagement with clients, employees, supplies and other stakeholders. This study sought to establish the nature of leadership at Halliburton and the impact such leadership has on social responsibility.

Study population and sample

Halliburton Company, which will be the area of study, has been mentioned ever since its development as the world's most ethical company. The company's core values in winning lie in integrity. Numerous studies have recognized Halliburton's commitment in its ethical engagement with clients, supplies and all other parties involved. The survey was administered to 143 respondents randomly selected by Comprehensive inventory of Employees who are

working in various departments of Halliburton Company. The emphasis was placed on employees with knowledge of the company's involvement in CSR affairs.

Table 1: sample size and No. of staff in Halliburton

No of regular Employee	No of Managers	Total No of Employees	Sample size
Out of 1288 only 95 took the survey	48	1336	143

After investigating in Halliburton documents above are the actual No. of Employees and managers in the company. The total number of staff is 1336 Employees, only 48 managers filled the corporate social responsibility survey and 95 regular employees from all levels filled the ethical leadership survey. Employees were selected randomly and been interviewed, total sample was 143.

With an aim of testing the results of Halliburton Company and the success in activities, the company managed to qualify among the top global companies that have managed to provide ethical leadership in their management. This study did not have strict limitations in order to perform the study. However, among the randomly selected samples, the study aimed at dealing with those in working environments. Out of 143 participants of Halliburton Company who were willing to engage in the research, there was still a challenge in how statistics were developed. Inaccuracies developed as a result of lack of Company statistics of the past which were needed for part of the study. Among other participants who were randomly selected, challenges were experienced because of lack of adequate information that pertained to the company.

The company owners who were first approached were instrumental in volunteering relevant information. Their information was corroborated with observation from other employees working in the company in order to determine the success of the company. Company information was needed to determine whether the company was indeed able to balance between leadership ethics and the corporate social responsibility. Participating individuals consisted of those working with independent research institutes, governmental corporations and award giving organization employees. It was therefore easy to gather data from such individuals as they involved in Halliburton Company activities in one way or another. Halliburton Company had unique characteristics that put it in a different level of differentiation; this is what the research methodology concluded. Even though they have a broad organizational structure due to its enormous nature, its broader base if field with highly skilled and trained professional

especially those who interact directly with clients. It managerial styles are also unique compared to other top Companies as they large broad managements but highly independent and accountable.

Data collection

In order to examine the correlation between Ethical leadership and corporate social responsibility two research questionnaires were administered to a sample of 143 respondents selected randomly and by the comprehensive Inventory. The company has 1336 employees. The questionnaires were administered to both regular employees and the mangers of the Halliburton Company. 48 managers took the corporate social responsibility survey and the 95 regular employees took the ethical leadership survey. Reliability of the data collection instrument was ensured by checking Cronbach's alpha coefficient of reliability.

The study used Kalshovan 2011 scale to measure ethical leadership. Seven main factors formed the main focus in establishing ethical leadership .The seven main factors included: people orientation, power sharing, and fairness, concern for sustainability, ethical guidance, integrity, and role clarification. On the other hand, the study used Všechna práva 2012 scale to measure corporate social responsibility questionnaire focused on the following four factors: customer, employee, community support and environment.

Data analysis

Information gathered from the survey and questionnaires were analyzed using Statistical Package for Social Science (SPSS). The analysis was meant to establish correlations between variables and to pave way for presentation and discussion of data.

The sample size of respondent was 143, 48 managers filled the Corporate Social Responsibility survey while 95 Employees filled the Ethical leadership survey. After gathering the responses by interviewing the managers and employees, SPSS 18 was used to calculate descriptive analysis, Pearson Correlation and multiple regressions.

ANALYSIS AND FINDINGS

Descriptive analysis

By using SPSS18 below output table describes Mean and Std. Deviation. Table 1 describes Mean and St Std. Deviation. The highest mean is 4.625 under the factor concern for sustainability in Halliburton Company while the lowest mean is 3.162 in the people orientation factor. Highest Std.Deviation is 1.232 under the factor power sharing while the lowest Std.Deviation is 0,775 which comes under the customer satisfaction.

Table 2: Descriptive statics

Items	Mean	Std. Deviation
Corporate Social Responsibility		
Customer Satisfaction	3.598	0,775
Business Partners	3.632	1.042
Employees	4.026	0.929
Community Support	3.834	0.940
Environment	3.944	0.876
Ethical Leadership		
People Orientation	3.507	1.006
Fairness	3.773	1.153
Power Sharing	4.300	1.232
Concern for Sustainability	4.625	1.049
Ethical Guidance	3.162	1.052
Role Clarification	3.727	1.019
Integrity	3.550	1.090

Pearson Correlation

Table 3: Pearson Correlation

	customer satisfaction	business partners	Employees	community support	Environment	people orientation	fairness	power sharing	concern for sustainability	ethical guidance	role clarification	integrity
Customer satisfaction	1											
Business partners	.464[**]	1										
Employees	-.374[*]	-.342[*]	1									
Community support	-0.168	0.202	-0.123	1								
Environment	0.179	0.059	-0.026	-.349[*]	1							

People orientation	-0.145	-0.227	0.13	-0.021	0.164	1					
Fairness	-0.056	-0.03	-0.148	-0.004	-0.135	-.405**	1				
Power sharing	0.283	.401*	-0.114	-0.149	-0.059	0.144	0.157	1			
Concern for sustainability	0.22	.372*	-.384*	-0.036	-0.223	-0.026	0.175	.607**	1		
Ethical guidance	.416**	0.194	-0.112	0.155	0.091	0.044	0.245	0.29	0.129	1	
Role clarification	-.511**	-.415**	.451**	0.201	-0.205	0.263	0.176	0.002	-0.065	0.193	1
Integrity	-.328*	-0.057	-0.019	-0.073	-0.069	-0.075	0.225	0.23	0.156	-0.087	0.187	1

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Hypothesis to be tested: "There is no a positive correlation between Ethical leadership and corporate social responsibility"

Form Pearson Correlation output, we can say that there is a positive correlation relationship between Ethical leadership and corporate social responsibility. Correlation is significant at the 0.01 level with (.607) then at 0.05 (.464).

Multiple Regressions

Hypothesis to be tested: "There is no significant effect of Ethical Leadership on corporate social responsibility"

Table 4: The results from analyzing people Orientation
(EL factor) on CSR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.313^{a}	.098	-.035	1.060

a. Predictors: (Constant), Environment, Employees, business partners, community support, customer satisfaction

b. Dependent Variable: people orientation

From Table above the hypothesis that states there is no Significant effect of Ethical Leadership on Corporate Social Responsibility is false, The outputs of above approves that there is an effect of Ethical leadership on corporate social responsibility at .313[a.]

Table 5: The results from analyzing fairness (EL factor) on CSR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.245[a]	.060	-.078	1.175

a. Predictors: (Constant), Environment, Employees, business partners, community support, customer satisfaction

b. Dependent Variable: fairness

From Table above the hypothesis that states there is no Significant effect of Ethical Leadership on Corporate Social Responsibility is false, The outputs of above approves that there is an effect of Ethical leadership on corporate social responsibility at 245[a.]

Table 6: The results from analyzing power sharing(EL factor) on CSR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503[a]	.253	.143	1.031

a. Predictors: (Constant), Environment, Employees, business partners, community support, customer satisfaction

b. Dependent Variable: power sharing

From Table above the hypothesis that states there is no Significant effect of Ethical Leadership on Corporate Social Responsibility is false, The outputs of above approves that there is an effect of Ethical leadership on corporate social responsibility at .503[a]

Table 7: The results from analyzing concern for sustainability (EL factor) on CSR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577[a]	.333	.235	.939

a. Predictors: (Constant), Environment, Employees, business partners, community support, customer satisfaction

b. Dependent Variable: concern for sustainability

From Table above the hypothesis that states there is no Significant effect of Ethical Leadership on Corporate Social Responsibility is false, The outputs of above approves that there is an effect of Ethical leadership on corporate social responsibility at .577[a]

Table 8: The results from analyzing Ethical guidance
(EL actor) on CSR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500[a]	.250	.139	.515

a. Predictors: (Constant), Environment, Employees, business partners, community support, customer satisfaction

b. Dependent Variable: ethical guidance

From Table above the hypothesis that states there is no Significant effect of Ethical Leadership on Corporate Social Responsibility is false, The outputs of above approves that there is an effect of Ethical leadership on corporate social responsibility at .500[a]

Table 9: The results from analyzing role clarification(EL factor) on CSR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646[a]	.417	.331	1.177

a. Predictors: (Constant), Environment, Employees, business partners, community support, customer satisfaction

b. Dependent Variable: role clarification

From Table above the hypothesis that states there is no Significant effect of Ethical Leadership on Corporate Social Responsibility is false, The outputs of above approves that there is an effect of Ethical leadership on corporate social responsibility at .646[a]

Table 10: The results from analyzing integrity
(EL factor) on CSR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.424[a]	.180	.060	1.029

a. Predictors: (Constant), Environment, Employees, business partners, community support, customer satisfaction

b. Dependent Variable: integrity

From Table above the hypothesis that states there is no Significant effect of Ethical Leadership on Corporate Social Responsibility is false, The outputs of above approves that there is an effect of Ethical leadership on corporate social responsibility at .424[a]

From tables above the studies and results approves that there is a strong relationship between Ethical Leadership and corporate social responsibility. There is a significant correlation relationship between Ethical leadership and corporate social responsibility. There is significant effect ethical leadership on corporate social responsibility.

SUMMARY OF FINDINGS

Relationships between ethical leadership and corporate social responsibility

There is a positive correlation between Ethical leadership and corporate social

From the study findings most of the respondents strongly agreed that the company had instilled several aspects of ethical practices in their dealings with staff and customers. It was noted that the respondents were able to identify that Halliburton had been in a position to incorporate ethical principles and even named a few instances when this happened. Notably was the notion that it was expected for the company to always conduct itself as such, therefore giving rise to questions as to whether all employees and staff of Halliburton act ethnically.

Effects of ethical leadership on corporate social responsibility

There is a significant effect of Ethical Leadership on corporate social responsibility.

The majority of the respondents felt that the services rendered by the company were ethnically bound and the company was keen to ensure that its transactions were conducted ethically. Additionally, most of the respondents were of the view that Halliburton Company acted with integrity through keeping its promises and creating a trustful and honourable working environment

The respondents were also asked to describe the level of ethical guidance that the company gave through explaining integrity bound codes of conduct, creating ethical directives and sharing the expectations of employees through responsibilities and consequences of failing in those responsibilities. Most respondents strongly agreed with the company's strong presence in guiding its employees through ethical expectations and consequences. Ethical guidance provided also included compliments to individuals who conducted themselves ethically.

The responses indicated that employees were more motivated when employees ethically conducted themselves. Most of the respondents were in strong agreement that the company had a strong concern for sustainability and shows a concern for sustainability activities.

Most of the respondents agree that strong moral values are important in having ethical leadership to have social responsibility.

RECOMMENDATIONS AND CONCLUSION

There has been a deliberate shift in the business world where firms are more conscious of their surrounding and the communities in which they operate and as such they try to have activities that may not directly lead to an increase in their profitability but are of benefit to the community. Some see this as a result of the need for some organizations to operate sustainably and in other cases it may be as a consequence of some firms wanting to get better public relations when they appear to do charitable activities (Beal, 2013). According to the author, any company that does not engage in corporate social responsibility faces potential problems including negative public perception. It is therefore not uncommon to see a host of enterprises go as far as setting aside a day in the organization when staff do not work but go out and mingle with communities as they help in solving some of the problems.

The results of this study demonstrate a clear correlation between ethical leadership or behavior and social responsibility. A majority of the managers interviewed agreed that their behavior did indeed effect on employee outcomes and as such they felt the need to act in a manner that would set an example for the junior members of staff in their organization. The result is consistent with that of the study by (Wu, Kwan, Yim, Chiu & He, 2014). The authors studied how CEOs' ethical leadership affected employee behavior in corporate social responsibility, and the results indicated a positive relationship. Wu et al., (2014) conclude that there is a correlation between the CEO's ethical behavior and the firm's social responsibility.

The effect of the CEO behavior is both direct and indirect. According to Wu et al., (2014), the management of an organization directly affects employee corporate social responsibility via behavioral modeling. Employees tend to behave according to the example that their seniors set for them, and if that model is positive, then they are more likely to follow. Ethical behavior calls for a socially responsible way of operating for any business, and it follows that when employees behave ethically, they will also get to involve themselves in socially responsible behavior. The indirect way in which the behavior of the leaders affects an organization's corporate social responsibility is the indirect or mediated way. The mediating factor, in this case, is the organization's ethical code of conduct or blueprint for the people to behave ethically. Having a set of ethical principles that inform employee behavior means that employees have a roadmap that guides how they act and carry themselves in their work setting. Ethical behavior calls for concern for the surrounding as well as empathy for others, especially the less fortunate in the

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society (Aslan & Şendoğdu, 2012). Having a strong emphasis on ethics at the organization sets the stage for socially responsible behavior and as such promotes socially responsible activities.

Employees that participated in the study agreed that ethical leadership has a correlation to the corporate social responsibility activities that their employers undertake. The employees further indicate that they are more inclined and feel more willing to join their organization's leadership in activities that promote sustainability in the community when they feel that those at the helm behave in an exemplary manner such as showing fairness and rewarding excellence. The results are consistent with the findings from a study by (Tian, Liu & Fan, 2015). The authors conducted a study on how ethical responsibility and stakeholder pressure affects companies' corporate social responsibility in The People's Republic of China. Findings from the study indicate that there is a connection between enactment of a workplace culture that extols virtues and ethics among all and socially responsible behavior. The authors suggest that behaving ethically means that one is conscious of their environment and aside from chasing individual gain they will also try to improve the state of affairs in the immediate surroundings. The employees feel that they feel responsible for improving their environment as a result of seeing the concern that their managers show.

There are several factors at the firm level that determine how much the ethical leadership of the top people in the organization affects the corporate social activities by the same organization. Wu et al., (2014) suggests that organizations in which the founder is the CEO have a higher level of social consciousness than those headed by individuals that did not found them. The authors confirm this particular finding through the fact that the mediation that an organization's ethical culture had on corporate social responsibility was more pronounced for founder- CEO firms.

The reason for that is as founders; the CEO feel a sense of ownership more than any outsider would. Those particular have more at stake in all aspects of the firm because it becomes personal for them. They are interested in having the business succeed on all levels because with every leap it takes they drive so much gratification for their ingenuity and innovativeness. Also, they set higher standards of behavior and ethical leadership than outsider CEOs because they value having a moral code that shapes how their followers act and conduct themselves.

Halliburton is a company in which the founder is still the CEO. He started the company from the bottom and grew it into what it is today, and it's credit to him that his business has achieved all that success over the years. Some of the notable accomplishments that the company has had include consistently appearing as one of the top most socially responsible businesses in America.

It is not hard to see why Halliburton performs so exemplary when it comes to acting in a socially responsible way because the CEO has a big emphasis on giving and community, having his own initiatives as well as leading his organization's sustainability efforts. Wu et al., (2014) also concluded that the ethical behavior of leaders of small organizations on corporate social responsibility is more pronounced than it is for larger firms. The reason for this is that the setting of a small firm is more intimate, and the employees are closer to their leaders too.

The study analyzed the ways in which ethical leadership influenced employee outcomes and social responsibility. The deficiency of this study is that it only looked at the ethical behavior of the leaders as the only influence on corporate social responsibility. Also, data for the study only came from only one company. There is, however, need to analyze critically other factors that impact on a corporate social responsibility and the considerations that businesses make in giving back or investing in the communities. Further, there is a need to investigate what other influences ethical leadership may have at the workplace especially in relation to the employees. The reason for this is because leaders exist for their followers and as such one would better understand their impact from the perspective of their employees. In conducting future studies, researchers should use a bigger sample and more organizations because that would ensure that they get much wider views and a better understanding of the variables under study.

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