Ethical leadership and organizational excellence in public service

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ABSTRACT

Leadership is a very important factor in determining organisations' effectiveness. The values uphold by leaders will influence their conduct as ethical leaders or not. What are ethical behaviours? Why are they important? What are the values and behaviours that are being inculcate among public sectors workers? How is it done? What are the strategies employed to enhance ethical behaviours? Analysis shows that despite numerous efforts done by the top managements, the result are not very encouraging because there is no comprehensive plan to educate public sector employees about ethics.

Introduction

Organizational Leadership and Achievement

Excellence of an organization is due to many factors. However, many managers and researchers in the field of leadership and management tend to see leadership as a major contributor or direct cause to the achievement of the organization. Among them is the Andersen (2002) who said that the literature on leadership in general a lot based on the assumption that leadership is a cause of organizational effectiveness. In addition to Andersen, Fiedler (1967) also argue that effective leadership is often viewed as being very important in explaining or making predictions about the success of the organization. Bennis and Nanus (1985) said the success of an organization is due to the leadership. Similarly, Yukl (1998) is of the opinion that the leadership has a positive impact on the success of the organization. Depart from such beliefs; the issue of leadership is an important agenda for the private sector and public sector both in the developed or developing countries. This issue becomes more acute because of the changing environment and change is a continuing challenge to be faced and addressed by leaders in all sectors. Between environmental factors that cause continuous change is as follows:

1. Rapid change in technology, particularly in ICT.
2. Increasing expectations from the community or customers about the quality of services received.
3. Increasing diversity in society and the need for organization to be more inclusive in their approach to provision of services.
4. Increasing needs of organizations that are focused of performance.
5. Partnership and cooperation between various organizations in both the two important and growing sector requires management to crawl effective.
6. The need to perform large-scale transformation in organization.
7. Economic or financial stress.

Leaders who can address these changes will be lead organization leads to excellence. but is This success will make her a leader effective?

Effective leadership is often associated with the nature, value and ethical conduct. Ethical leadership is important because leaders are change agents and architects of the important elements of culture organization. Attitudes and behavior of leaders have an impact on behavior members of the organization and the next will affect the performance of the organization (Aronson, 2001; Kanungo 2001; Trevino, Brown & Hartman 2003). Wilhelm (1996) assume a clear and firm value as a core characteristic of a effective leader. He further added that without the leadership can resulted in the devastation and destruction as can be seen through Adolph Hitler.

Recent interest in establishing and developing ethical leadership in organizations is increasing. Apart from the impact positively to the organization, the collapse of ethics in management can lead organization or bear the cost of a large country. for example the arrest of several senior officers at the Immigration Department for one abuse of power, direct negative impact on the country as some foreign governments may impose new policies on the Malaysia's international passport to go to the country.

Ethics and Effective Leadership

Although various definitions given of the ethical, but not too much say that they focus on an understanding of ethics is something that relates to one's ability to distinguish between right and wrong and then doing something right. Kanungo (2001) says a person who wants to be leader ethical behavior should be involved with a noble and good to others. He also must stay away from evil that may be harmful to others. Lately researchers in the field organization also suggested that attention more given to integrity. Brown, Trevino and Harrison (2005) define ethical leadership as the capacity to display leader or demonstrate appropriate behavior in the actions taken and also in

relationships between people. He is also promoting behavior to subordinates or followers through two-way communication, execution of a reinforcement and also the decision making process. They also say that apart from the components mentioned above, an ethical leader is transparent and is involved with communication open as well as to reward and promote ethical behavior among employees.

In the literature on ethical leadership, which are often associated is concerned about other people, reliable, loyal, brave, responsible, prudent, patient and others (Bass, 1990; House & Howell 1992; Howell & Avolio, 1992). Next Andre and Velásquez (1992) conclusion on this matter by saying that ethics actually refers to a standard that has a solid foundation of what good and evil that drives people on what can or needs to be done. Usually it has to do with rights, obligations, benefits to society, justice or good things like honesty, attitude of compassion and loyalty.

Ethics in the context of articulating what the organization means right and wrong. Ethics can also be regarded as guidelines for behavior for employees in the organization. Ethical aspects of organizational leadership reflected through the various functions of the organization as follows:
1. Human resource development in organizations.
2. Appropriate use of resources and effective organization.
3. Provision of quality of life / work in the organization.
4. Effective organizational policies.
5. Outside customer service and effective organization

But in today's world that is rapidly changing (especially in liberal economy), ethics involves not only the choice between right and wrong, but also the correct choice between two or in between is not too right and not too wrong.

Ethics and ethical issues in fact always have been part of the core of any organization. In the background organization, ethical behavior in carrying out their duties often considered part of the religious beliefs and practices without seeking voluntary no reward. Unfortunately, these assumptions lead to the matters associated with lack of ethics to be taken seriously. Actually, the questions of ethics have a major impact on organizational performance. Organization oriented high ethical standards benefit from the action said. Organizations to advocate certain principles that guide their daily business. Mark Pastin (cited by McNamara 2002) identify identified four principles which are held by the organization:
1. They are comfortable interacting with various groups of stakeholders (stake holders) within and outside the organization and the adoption good of the organization.
2. Very concerned about justice.
3. Personal responsibility is not a collective.
4. View all activities as goals and objectives can usually be bind the organization to the environment.

Action Unethical

To understand the importance of ethical leadership, we should understand action or unethical behavior that spreads within the organization. Indeed many examples of unethical acts committed by high officials the organization that they made an impact and affect the good name organization. Among them are:
1. Involved in corruption and financial abuse.
2. Breach of trust.
3. Manipulate or misuse of manpower and other resources to personal interest.
4. Be inconsistent and not have (Unpredictable).
5. Help and support malpractice.

6. Lowering the quality of service to internal customers and externally.
7. Too controlling and restricting creativity and freedom of workers.
8. Not spending in developing and implementing the relevant action welfare and quality of life for employees.
9. Self-centered and used her position for private gain.

Leader's Role In Promoting Action Conduct And Ethical

To continue to succeed in this challenging environment, organizations need to pay attention to important issues such as quality, competitiveness, cost effectiveness and other related issues. Changes in the organization only occur when they come from top management and when the culture permits. That is why the ethical framework that can be held by the leaders of the organization has elements of value that can ensure the organization remains competitive. Blanchard and Peale (1988) to suggest that all leaders who are faced with the question of ethical to ask themselves the following three questions:
1. Is what is valid in terms of law or regulation?
2. Is this fair for both parties?
3. Is this the right thing? - Are you comfortable, satisfied and pleased with the results?

From the above description and discussion can be concluded that the values or actions of leaders resulting ethical framework good and can help their organizations are as follows:
1. Commitment to excellence. Leaders must ensure that the value is lowered to ground level by means of its own leaders showed his commitment to excellence in whatever does.
2. Leaders as role models - for example, leaders who put high standards of integrity for him will be a role model for all employees in the organization.
3. Be open to criticism, failure and recommendations. Leader effective are leaders who are able to receive three the well. Leaders who practice behaviors ethical will always listen and accept the views of others because he also is human.
4. Appreciate the good work / quality of implementation. This is important because it is not only enjoyable but also a motivated worker it is able to motivate them to continue to work hard in achieving organizational goals.
5. Avoid shortcuts. Develop an organization that good requires hard work. If it was built through effort that is honest and sincere likely to remain successful is stronger.
6. Defend the truth.
7. Transparent in all decisions and actions.
8. Promote effective interpersonal relationships in organization.
9. Provide opportunities to develop themselves to all employees.
10. Encourage staff participation and democratic processes in organization.

Benefits to the organization and staff when a leader committed to ethics are as follows:
1. Leaders and staff are happy and satisfied.
2. Output quality can be produced or delivered.
3. Healthy competition.
4. Gain the cooperation of the deal because of the beliefs.
5. Become a respected organization and make the country proud.
6. Create a distinct identity and unique in the marketplace.

Ethics In The Public Service Malaysia

Public services in Malaysia in terms of the definition as stated in Constitution, including educational services, health, team uniformed armed forces as well as state civil service. Various roles and responsibilities have been integrated through institutional mechanisms- different institutions that have

successfully met the needs of the country since Malaysia gained independence. Divisions of functions between government central, state governments and local councils have been able to provide a effective management system in which the services importance has been given.

In 2005 the number of employees in the Public Service (including military, police and the state civil service) is about 1,041,778 people in 22 of 292 schemes of service and 722 agencies (Ismail Adam, 2005).

Overall, civil servants are divided into three support group named group, management team and professionals and key posts in the Public Sector (JUSA). The mechanism this complex public sector employees need to perform their roles and responsibility as a 'slave' to the country (serve the nation).

The main goal of the public sector to meet national aspirations. To enable public sector agencies to implement strategies to achieve their goals, the Department of Civil Service as an agency managing human resources (in the interest of the public) must be ensure that each agency has the ability to perform their mission. Public administrator on duty to ensure that every time they are committed to the following principles:
1. No bias to any political party
2. The highest ethical standards
3. Adhere to the principles of meritocracy
4. Responsive to the elected government
5. Accountability, transparency and good governance
6. Commitment to the outcome / output and performance (Ismail Adam 2005: 11).

Throughout the 80's and 90's public service began to implement the values in service delivery. Policies and specific programs such as the Public Service Ethics and concepts excellent service, the application of Islamic values, Clean, Efficient and Trustworthy, Campaign Tone and Excellent Work Culture Movement is among the efforts to ensure the work ethic and better service delivery. During this period the Public Services Department has issued various circulars, programs, policies, campaigns and other related publications values and good work ethics to guide the civil servants.

Actually, dissemination of information on the principles of interest and ethical issues and public services has been made in writing or by orally as follows:
1. Letters, memos and circulars.
2. Through magazines, newsletters, journals, articles and more.
3. Brochures or pamphlets.
4. Slogans, sayings, or smart, sayings, etc. and this information is displayed in a conspicuous place by the member organization.
5. Lecture or lectures during the training session, including an induction course, Civics courses and courses organized by the Bureau of Efficiency Level Assessment (PTK).
6. Special or specific talks.
7. Speech by top management in the department's official ceremony.
8. Discussions among the managers.
9. Discussions and informal conversations with a subordinate.

Ethics on the Current Situation Public Service

This weakness is also due to how the implementation of ethical culturehave been performed. Roslan and Nik Rosnah (2008) have considered the responsibility undertaken by public service managers in connection ethics and found that:
1. Managers at the regional level, branches and units do not play proper role in promoting the importance of ethics and integrity of public service, the negative impact of conflict of interest on

the organization, government and the state and practice needs values and compliance with regulations and laws in performance of duties and responsibilities to members organization.
2. Philosophy or ideology of senior management agencies will not be documented and did not systematically disseminated to staff that staff are not aware or do not know what the standard or benchmark that can be used as a measure of performance of duties and responsibilities.
3. The concept of leadership by example is not practiced in full as touted by senior management.
4. Manager or leader is also not communicate with the manager Other relevant approaches and strategies that can be used to strengthen the performance of ethical education.
5. Managers also have less communication with subordinate on issues related to ethics and integrity in public services such as the importance of ethics, morality and integrity, need to practice good values and adherence to law in the performance of duties.
6. Although the values talk organized by the agency but it is implemented in a structured manner. The organization of talk-value values depends upon the initiative of officers, the head support department, methods to promote talks to be held and timing of the speakers. This element can influence the implementation of a talk program organized by the agency.
7. Manager / leader is not disclosed or adequately trained or appropriate to help managers carry out their duties efficient and effective management of the work ethic. In contrast, although there were meetings and conferences on the integrity government management and integrity of public service, but only human resource managers and boards of the agency order are affected.

Conclusion

Although today Malaysia has a first class infrastructure but there are still civil servants who are on status quo and have The third class mentality. Most of the weakness is due to the attitudes, values and poor work ethic that ultimately lead to integrity public service is in doubt.

To overcome this problem and also on the current claim, the conduct and good work ethic and more from habit to be cultivated by public sector organizations. To this end, the following strategies should be used:
1. Setting educational goals of ethics, morality and integrity as absence of clear goals or actions led to the effort towards the development of moral and integrity of members of the organization given less attention or attention by management.
2. Establish strategic plans Education Ethics, Moral Integrity comprehensive and systematic to allow each agency develop operational plan their ethics education. This plan can also be help organizations develop, implement and strengthen ethics program in an orderly manner.
3. Education operating formulates ethical, moral and integrity for facilitate the organization to implement, monitor, evaluate and report ethics-related programs. Although government agencies have short-term training plan, but the courses planned more courses focused on the form of increased core skills, technical skills and functional skills. Program specific training on the subject or topic of ethics, morality and integrity given less attention in the planning of short-term training in the agency level.
4. Provides a blueprint for the management of ethics education, moral and integrity as most government agencies do not have a line guidance on the management of ethics education, morality and integrity lead the efforts towards the development and

maintenance ethics, morality and integrity of members of the organization given less emphasis by public sector managers.

5. Create a culture of first-class work through how to think and process thinking, how to enjoy and how to act.

A leader is a resource, energy providers, architects, catalyst and the hero of his employees. They can cause much of a difference on employee and organizational performance if they adopt ethical leadership or not. Ethical leadership will add value to the organization for their organization will be respected and they can be continue to stand tall in the changing economy. In addition, leaders also need to pay attention to the actions that did not unethical because it will weaken and destroy the organization. leader in public sector in particular, bear a heavier duty because they are not only protect the interests of the people, but they are also responsible safeguard the image and the national interest.

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