



Exploring the influence Ethical Leadership Dimensions on Employee Engagement: Case Study on Selected Public Service Employees in Batu Town Administrations

Dedefo Gemechu

Human Resource Management

Oromia State University

Abstract – This study examines the impact of ethical leadership dimensions on employee engagement, focusing on public service employees within Batu town administrations. The demographic analysis indicates a workforce predominantly comprising males (71%) and younger professionals aged 26–35 years, with most holding Bachelor's (57%) and Master's (43%) degrees. Work experience distribution highlights early-to-mid-career professionals (6–10 years) as the largest group. These findings underscore a dynamic, educated, and youthful workforce with significant potential for professional growth and organizational innovation. Ethical leadership dimensions—such as role modeling, transparency, integrity, fairness, and accountability—emerged as critical factors shaping employee engagement. Leaders who demonstrate consistent ethical behavior foster trust, motivate employees, and create a positive organizational culture. However, inconsistent application of these dimensions was found to weaken long-term engagement, as it reduces employee confidence in leadership practices. Findings highlight that fairness in workload distribution and opportunities, coupled with transparent decision-making, enhances employee satisfaction and strengthens team cohesion. Trust in leadership, driven by accountability and open communication, plays a pivotal role in ensuring employee commitment and productivity, especially during challenging situations. Key recommendations include establishing structured training programs to help leaders enhance ethical decision-making and communication skills. Ethical dialogue forums are suggested as a means of fostering inclusivity, where leaders and employees can collectively address ethical concerns and organizational updates. Clear equity mechanisms should be introduced to ensure fair workloads, career advancement opportunities, and recognition to maximize engagement across all demographic groups. This study, specific to the public service sector in Batu town administrations, provides valuable insights into the role of ethical leadership in employee engagement. However, the results may not fully apply to other organizational settings. Future research should examine the influence of cultural and organizational factors on ethical leadership and its relationship with innovation and long-term employee retention in broader contexts. By addressing these issues, public organizations can create an inclusive and engaging workplace environment that promotes high morale, trust, and sustainable success.

Keywords – ethical leadership, employee engagement, public service employees, transparency, fairness, trust, ethical dimensions,

I. INTRODUCTION

1. Background of the Study

The success of organization is not only determined by the products or services offered, but also by the ability of the organizations to motivate and engage employees. One of the key factors influencing the level of employee engagement is the leadership style implemented within an organization. Previous research has shown that effective leadership styles can have a significant impact on employee engagement levels, which in turn can affect the overall performance of the organization. Ethical leadership behaviors and employee work engagement are significantly related (Amoo & Singh, 2018). Study by Canavesi and Minelli (2022) found that ethical leadership enhances work engagement, thereby assisting leaders and employees in all types of businesses and ethical leadership has a considerable impact on employee engagement. The same study also revealed that employee engagement is positively influenced by servant leadership through various mediators, either leader-centered, such as: empowerment, team-centered, such as team cohesion, organization-centered, such as positive organizational climate, job-centered, such as challenging tasks, and employee-centered, such as proactive personality. Some factors also

emerged to hinder the relationship between servant leadership and employee engagement, particularly those related to the working environment: namely, high pressure, poor work life balance and remote-working (Canavesi & Minelli, 2022). Transformational leadership, emphasizing inspiration and individual development, significantly impacts employee engagement. Transactional leadership, which centers on rewards and punishments, also influences engagement, albeit to a lesser degree. Conversely, laissez-faire leadership, characterized by minimal intervention and full autonomy for employees, exhibits the weakest impact. These findings emphasize the significance of deploying suitable leadership styles to bolster employee engagement and performance in service-oriented industries (Sana et al., 2024). Fairness, flexibility, involvement in decision making and creating an environment where an employee feels valued and respected made employees engaged and engaged employees perform to their maximum best (Amoako-Asiedu & Obuobisa-Darko, 2017). Study by Schultz & Bezuidenhout (n.d.) showed that employees experienced freedom to express opinions and ideas are willing to accept ownership and be accountable within their specific job roles and increased engagement. Leader–employee relationship; effective internal communication and feedback; compensation, awards, benefits, and incentives; and professional training and development to



improve employee engagement (Scholarworks et al., 2019). In this study, the researcher will analyze relationship between ethical leadership practices and employee engagement in selected public sectors.

2. Statements of the Problem

Eight themes of ethical leadership are Role Modeling, Trust, Honesty, Integrity, Justice, Religiosity, (7) Responsibility, Intellectual competence (Adnan et al., 2022). The study revealed that employee engagement could improve employee engagement and have a more robust workforce and beneficial organization. The Trust in leaders is influenced by ethical leadership, the better and higher the ethical leadership, the better the trust in leader, the work engagement is not influenced by employee's trust in leaders, turnover intention is not influenced by work engagement if the value of work engagement is high, the employee will be to leave the company and Ethical leadership is negatively related to burnout if leadership value is low then the burnout is high and Turnover intention is influenced by burnout, This shows that the higher the burnout, the higher possibility of employees will leave the company (Prastio et al., 2020b).

Ethical leadership has significant and positive effects on employees' job satisfaction and engagement (Ramlawati et al., 2023). Ethical leadership and leadership effectiveness negatively affects turnover intention of employees, work related stress has a positive effect on employees' turnover intention (Elçi et al., 2012). Ethical leadership has a significant regulatory effect on the relationship between interactional justice and employees' innovation behavior. The study also found that procedural justice had a significant positive influence on distributional justice and interactional justice. (Ye et al., 2023)

Ethical leadership and ethical culture have positive impact on employee wellbeing, work engagement and financial performance where ethical culture has relatively stronger influence on financial performance (Sarwar et al., 2020). Ethical leadership positively and significantly affects employee performance. The mediating variables in this research are employee engagement and Organizations Citizenship Behavior and have also been shown to affect the relationship between ethical leadership and employee performance (Adawiyah et al., 2022). Work engagement and organizational commitment simultaneously have a significant effect on employee performance and work engagement have a positive impact on employee performance (Pitaloka and Putri, 2021).

Employee engagement has an essential predictor and transformational leadership could improve employee affective organizational commitment and job performance if the intensity of employees' engagement is higher in the organizations (Jiatong et al., 2022). Ethical leadership and ethic-based contingent reward had directly affected on employee engagement (Khuong and Dung, 2015). Ethical leadership style can impact positively on the employee

engagement whereby the respondents believed that ethical leadership can influence the employee behavior and mindset while also contributing to motivation, drive, commitment, and feeling valued (Bhana and Suknunan, 2019). Ethical leaders, who make ethical decisions and act proactively as per universal principles in order to increase organizational efficiency, enable employees to work with higher performance (Arslan and AVCI, 2022).

Although many studies are conducted on ethical leadership but less qualitative work exists on its origins and effects within the local public sector, as in Batu's public offices. Key dimensions of ethical leadership—remakes—influences on role behavior, integrity, fairness, justice, trustworthiness, accountability, and good communication have not been investigated for their effects on employee performance and commitment to work. Most of these prior studies mostly utilized a quantitative methodology, which may have masked the highly climactic dynamics and contexts of local-level public sectors. This study will thus employ qualitative method that will enable a deep discussion of these intricate variables that will give life to the explanation of the impact of ethical leadership on performance and commitment within this organizational context.

3. Research Objectives

General Objective

To understand the ways through which ethical leadership impacts engagement of the employees in the public sector of Batu town administrations.

Specific Objectives

- To explore how the role modeling behavior of leaders influences employee engagement in public organizations, focusing on ethical leadership dimensions.
- To investigate the effects of leaders' integrity, fairness, and justice on employees' engagement within the public sector.
- To examine the relationship between trust, accountability, and communication practices of ethical leaders and their impact on employee engagement in public organizations.
- To identify the factors associated with ethical leadership dimensions—role modeling, integrity, fairness, justice, trust, accountability, communication, and intellectual competence—and their influence on employee engagement in the public sector.

4. Research Questions

- How does the role modeling behavior of leader's influences employee engagement in public organizations, focusing on ethical leadership dimensions in the public sector?
- What are the perceived effects of leaders' integrity, fairness, and justice on employees' engagement in the public sector?



- How does trust, accountability, and communication practices of ethical leaders and their impact on employee engagement in the public sector?
- What factors within ethical leadership dimensions—role modeling, integrity, fairness, justice, trust, accountability, communication, and intellectual competence influence on employee engagement in the public sector?

5. Significance of the Study

By examining its essential elements—Role Modeling, Integrity, Fairness, Justice, Trust, Accountability, and Communication—in public organizations related to Batu town administration, the study develops the idea of ethical leadership. It fills the gaps in the literature by demonstrating the impact of moral leadership on raising employee engagement through qualitative approaches. As it fosters public trust, accountability, and good governance—all essential for social advancement and the general well-being of the community—the results can also be utilized to create leadership development programs that are suited to local requirements.

6. Delimitation of the Study

Geographically, this analysis is restricted to Batu town administration's public sectors. The study's conceptual focus is on examining the relationship between ethical leadership and employee engagement in Batu's public sector. This study's conceptual scope is specifically restricted to the relationship between moral leadership and staff engagement in Batu town administration's public sector. Along with employee involvement, it will evaluate ethical leadership components such as role modeling, integrity, fairness, justice, trust, accountability, and communication. The study's methodology is restricted to qualitative research. In-depth interviews will be performed to collect comprehensive data on employee engagement and ethical leadership.

II. REVIEW OF RELATED LITERATURE

1. Introduction

The literature review assesses a possible link between ethical leadership and employee engagement in public sector organizations. This section explains ethical leadership and Employee Engagement.

2. Definitions of Key Concepts

Ethical Leadership

Ethical leadership is the modeling and articulating of expectations for organizational conducts, including making important decisions and communicating those choices in a manner respectful of all stakeholders (Brown & Treviño, 2006). Getachew and Ayele(2020), revealed that makes it a key pillar of Ethics and ethical leadership in defending fairness, justice, and integrity within organizations.

Employee Engagement

Employee engagement is defined as the extent to which the employee mentally and emotionally commits to work roles (Kahn, 1990). This has turned out to be a critical factor in organizational productivity and longevity particularly in the contexts of limited resources. Literature from Ethiopia also notes engagement as the most effective way of raising productivity and innovation strategy in developing public sector organizations, especially where the management of scarce resources is of necessity a focal point (Molla & Ayalew, 2019).

Role Modeling and Employee Engagement

Ethical leaders act as role models by demonstrating behavior that is consistent with moral and organizational standards. Research works that have been done among the African organizations have found out that leaders who demonstrate ethical cultures ensure the members display a passion and enthusiasm in supporting the organizational goals (Tebelelo & Mugisha, 2020). Study conducted by Alemu and Tsegaye (2021) found that role-modeling policies implemented by leaders emphasizing on integrity and culturally sensitive values boost employees' engagement.

Integrity and Employee Engagement

Integrity is the primary principle of ethical leadership and occupies a central place in the process of employee engagement. The managers should ensure that what they say corresponds to what they do. They act as a seal of approval on actions which are held as credible in order to influence the employee into compliance. Integrity of leaders can lead to higher morale and motivation.(Kgatla et al., 2018). Similarly, Tadesse and Mesfin (2022) have still looked into the aspect of when Ethiopians' leaders exercising decision making through integrity enhances a portrayal of fairness and participation of employees." Their research also noted that, where leaders demonstrate integrity in relation to the work they do while enhancing the formation of the emotional with organizational work environment and results in a positive work outcome for the organization.

Fairness and Employee Engagement

Organizational leaders must be fair to their subordinates; irrespective of the aspect they are governing to encourage more employee engagement. A study that has been conducted in the public sectors within Kenya or Nigeria showed that employees' equal treatment by leaders led to the development of psychological safety and trust among the groups (Oduor & Kabiru, 2021). There is also evidence from Ethiopia in research conducted by Workneh and Hailemariam (2020) that studies that show how employees' perceptions of organizational fairness of promotions, task arrangements, and subsequent distributions of resources feeds into engagement levels. Such people are willing to work harder in order to meet the goals of the organization. As a result, this leads to employee engagement.



Justice and Employee Engagement

Distributive and procedural justice is critical ethical leadership components that define employee outputs by addressing how fairly they perceive organizations. There are two branches of justice that are pertinent in the organizational context; distributive justice, which relates to the perceived fairness in distribution of valuable resources, and procedural justice which is defined as fairness of decision-making procedures (Colquitt et al., 2013). A study carried out in the Ghana public sector by Boateng and Osei (2020) established that ethical leaders responsible for distributive and procedural justice promote higher levels of engagement. In Ethiopia, Gebremariam and Birhanu (2022) postulated that when resources are available with fairness alongside the decisions made heightens trust besides encouraging the staff to deliver more than expected.

Trust in Leadership and Employee Engagement

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Accountability and Employee Engagement

It also makes the management to bear the consequences of its decision and actions or lack of it therefore motivating morale to the employees. Some discoveries made by Okonkwo and Nnadi (2022) in Nigeria pointed out two important aspects in the leadership accountability: The promotion of organizational transparency increases accountability, which in turn has a positive effect on perceptions of fairness and commitment. Several researchers who studied organizational contexts in Ethiopia among them were Bekele and Teferi (2023) confirmed that accountability enhances the level of trust of employees with their leaders which enhance motivation and productivity. This included aspect such as accountability where from this particular relationship this was among the most influencing factor which led to positive attitude among the employees.

Communication Practices and Employee Engagement

As it has been mentioned, proper communication practices in the ethical leadership are important to keep

employees in line with organizational goals. A quantitative study carried out on Rwandan public sector by Nduwayezu et al., (2021) revealed that leadership communication impacts employee perception of organizational understanding hence improving staff engagement. Like Alemayehu and Hagos (2022) successful communication in the context of Ethiopia research has demonstrated that timely and clear communication by the leaders of an organization eliminates misunderstandings and brings about the willingness of employees to engage and follow through organizational actions.

Review of Empirical Studies

Ethical leadership is examined in organizational studies more often than most other topics because of its expansive organizational impact on employees' work attitude. A number of ethical leadership standards of practice focus on leaders, as they encourage appreciate civil conduct such as fairness, integrity, trust, as well as accountability, and lead to beneficial and satisfying behavior of employees. For instance, Mbaluka et al., (2020) examined the research regarding the part played by ethical leadership within firms with their base in Kenya, and discussed that employees' motivation and organizational commitment were higher where decision-making was simple. Similarly, Tigabu et al. (2022) in the case of Ethiopia and public sector have pointed out that consistent level of ethical leadership is what is required and is still a crucial factor for determining morale, productivity, and cooperation in employees of the organizations.

Specifically, Tebelelo and Mugisha (2020) studied the works in the role modeling in the Botswana public sector. As the research pointed out it also disclosed that more specifically ethical leaders as the extended model over time were the foundation of organizational character and commitment for involving employees. Similarly, Alemu and Tsegaye (2021) also noted that; in the Ethiopian organizations, role modeling done by the leaders have increase the level of confidence and trust among the employees which in turn has developed a good relationship with organizational goals.

Another aspect of ethical leadership is honesty since ethical leadership discusses issue such as leadership character and what the leader's word is worth. New knowledge regarding the interconnection was procured from Alemu and Tsegaye (2021) who in their study targets the aspect of the leaders' integrity as the significant factor influencing, engagement of employees of the Ethiopian public organizations. It has noted that their research focused on transparency as a value system, supported by these leaders with aspects to to with integrity as being very critical because of the trust, commitment and engagement they helped to create.

Equity is achieved in leadership whereby all people are treated and decisions are made fairly to meet the needs of all people in organizations. In his study of how fairness



fosters trust and commitment in Kenyan public sector, Oduor and Kabiru (2021) explained. Workers concluded that fair behaviors demonstrated by a manager indicated appreciation of ethnic, gender, and worker differences and accepted communication and integration. Workneh and Hailemariam (2020) also upheld these findings in the context of Ethiopia: comparatively, those employees who are treated rather more fairly are likely to experience higher levels of team cohesion and lower levels of workplace conflict.

Procedural and distributive justice that is, justice in leadership is a significant factor that influences the level of organizational commitment. Boateng & Osei (2020) conducted a study on justice practice in organization, with reference to Ghana; as a result the findings of the study shown that the perceived organizational justice in decision making and the allocation of resources enhance motivation to organizational goals. Gebremariam and Birhanu (2022) also observed that the study of Ethiopian organizations that have put their focus on distributive justice in the organizations of the country brought about enhanced employee satisfaction rate and morale.

Any relationships especially those at the workplace require that there be trust in order to provide the necessary platform on which the workers can have the confidence of the employer. Mekonnen and Tesfaye reviewed on the trust-engagement relationship in 2021 Ethiopian public organizations. Belief in leaders was positively related to commitment where employees willing to fall in line with organizational goals and invest in positions as well as increase on their levels of engagement.

By taking the ownership of decision making, Accountable leaders create confidence and ensure commitment of followers. In his study, Bekele & Teferi (2023) revealed that accountability has a significant influence on EE in Ethiopian Public Organizations.

Communications is a key of ethical leadership and play a major role on engagement. Another study by Nduwayezu and his team in Rwanda was about communication practices but more specifically about how; Rwandan leaders should ensure that all their communication or lack of it was clear, constructive and empathetic in fostering an inclusive organizational work environment. In Ethiopia Alemayehu and Hagos, (2022) found that this was due to practices that improve organizational communication and provide the employees with the opportunity to offer their insights, thus building their confidence.

Organizational commitment by the workforce is the level of interest employees have in their workplace. According to research, the involved worker produces better output, contributes towards product improvements and makes commitment to the organization a priority. Molla and Ayalew (2019) in Ethiopia also found that the employee engagement significantly explains the level of

executing institutional goals through resource constraint public sector environments. Similarly, Oduor and Kabiru (2021) have noticed the same phenomena in Kenya where the application of ethical leadership caused the employees to be more committed that is why it has no increasing the turnover and increasing the efficiency.

III. RESEARCH METHODOLOGY

1. Introduction

This chapter presents the methods and procedures employed in carrying out this research. It is also specifying study area, research design, source of data, data gathering tools, sample size, sampling technique, method of data analysis, validity and reliability and ethical considerations.

2. Research Methodology

Qualitative research is an approach that enables researchers to explore in detail social and organizational characteristics and individual behaviors and their meanings. To obtain this information, qualitative researchers depend on primary, face-to-face data collection through observations and in-depth interviews. Qualitative research can be carried out through case studies, interviews with people who have relevant experiences, and observations in the places where study participants live, work, shop, and engage in leisure time activities. Frequently, researchers write that their coding categories “emerged” from the data. With the set of categories in hand, the researcher combs through the interview transcripts and applies a category (sometimes more than one) to everything that was said (Packer, 2011). Qualitative inquiry focuses in depth on relatively small sample and usually selected purposefully. Study information rich case yields insight and in-depth understanding. Critical case sampling will be used because respondents or informants will be selected based on the information’s the yields in relations to the study cases. Sample size is to interview 5-10. Sampling techniques will be purposive sampling. Select information rich cases strategically and purposefully; specific type and number of cases will be selected depending on study purpose and resources (Patton, 2002). Qualitative researcher believes that there can be no such thing as a ‘relationship free’ interview. The process of constructing and using qualitative research interviews can be split into four steps: • defining the research question; • creating the interview guide; • recruiting participants; • carrying out the interview (Symon, 2004).

3. Purpose of the Study

The purpose of this study is to explore the link between ethical leadership practices and employee engagement. The aim is to develop practical knowledge practices that enhance ethical leadership and employee engagements. This study employed qualitative research method to achieve this goal.



4. Population Of the Study

The target population of the study was senior employee and team leaders or process owner responsible for engaging their employees were selected from Batu town public service.

5. Sampling Technique

The study employed Convenience and purposive sampling technique. Convenience sampling allows easy access to participants (Creswell, 2005), and purposive sampling involves careful selection of respondents who meet specific criteria relevant to the research (Phillips, 2014).

6. Sample Size

This qualitative research methodology was conducted in-depth interviews with 7 respondents from various organizations, with the aim of uncovering the relationship between ethical leadership and employee engagement. Sampling was purposively done to ensure comprehensive representation of various job levels and departments. Written In-depth interviews question was developed and conducted in a way it encourages respondents to reflect in their own pace. The focus of the interviews was on respondents' experiences and perceptions regarding ethical leadership in the workplace and their impact on employee engagement.

7. Data Collection Method

The primary tool for data collection was semi-structured interview, guided by self-designed questionnaires. Data were collected through written interview questionnaires of employee from the selected employees in Batu town administrations, which have working in the public service. The study focused on employee they can understand the importance of research on the role of ethical leadership on the engagements of the employee. The researcher chose to gather data at the respondents' pace by having them react in writing because it was difficult to get their agreement for recorded voice and face-to-face two-way contacts. Written interview questions and semi-structured interviews were the primary method of data collection. Interviews will explore participants' perceptions and experiences with ethical leadership and employee engagement. Respondents will be encouraged to share concrete examples and insights. Written responses from respondents were translated from Afan Oromo to English and analyzed using NVivo-15 software for thematic coding and cross-referencing.

Written interviews can be effective and may even encourage respondents to provide more thoughtful and reflective answers. Here's how to proceed:

Prepare Clear and Engaging Questions: Ensure the questions are open-ended to allow detailed responses. Avoid complex or ambiguous language that could confuse respondents. Use follow-up or probing questions to encourage deeper insights. 2. Format the Interview

Document: Begin with a brief introduction explaining the purpose of the research and ensuring confidentiality. Include instructions for completing the written interview (e.g., how to return it, expected length of answers, and deadlines). List the questions clearly, using numbering or bullet points for ease of navigation. 3. Delivery Methods: Printed Questionnaires: Distribute hard copies if the respondents have limited internet access. 4. Build Rapport and Provide Support: Assure respondents of anonymity and data security and Offer assistance in case they have questions about the process or need clarification. 5. Advantages of Written Interviews: Flexibility: Respondents can complete the interview at their own pace and Reduced Pressure: Participants may feel more comfortable sharing sensitive information in writing. Documented Responses: Answers are automatically in text form, saving time on transcription. 6. Limitations to Address: Misinterpretation: Written questions lack the opportunity for real-time clarification. Lower Engagement: Some participants may not provide as detailed responses compared to spoken interviews. Time-Consuming: Written responses might take longer to collect compared to face-to-face interviews.

8. Procedure for Data Collection

- Participants were selected randomly and based on personal relationships.
- After securing willingness from respondents in mutual agreement the time were scheduled.
- The researcher is planned a three –six days scheduled to collect the written interview completed by the respondents-minute interview with each participant.
- Members' identities will be hidden through the use of pseudonyms.
- The researcher collected demographic data on age, gender, education, qualification of respondents and years of experience in the public sectors and employees in the selected public sectors.

9. Data Analysis

Qualitative approaches were employed, which will prompt the respondents to give real life experience, examples and ideas on ethical leadership as well as the engagement of employees. Interview translated were coded, cross-checked using the available NVivo-15 analysis tools. When conducting a data analysis, the study was adhere to the seven-step process as described by Colaizzi(1978). Measures of credibility were applied to crucial assertions that will be emphasized and documented with participants as a way of ensuring dependability in the results (Laverty, 2003). Patterning will then involve the determination of general patterns, specific patterns, potential themes, and sub themes so that there can be a rich analysis of the data.

10. Ethical Considerations Ethical Issues in Data Collection

As researchers anticipate data collection, they need to respect the participants and the sites for research. Many



ethical issues arise during this stage of the research. One issue to anticipated about confidentiality is that some participants may not want to have their identity remain confidential. By permitting this, the researcher allows the participants to retain ownership of their voices and exert their independence in making decisions (Creswell, 2002).

Ethical Issues in Data Analysis and Interpretation

When the researcher analyzes and interprets qualitative data, issues emerge that call for good ethical decisions. In anticipating a research study, the researcher was considered the following: How will the study protect the anonymity of individuals, roles, and incidents in the project? For example, in survey research, investigators disassociate names from responses during the coding and recording process. In qualitative research, inquirers use aliases or pseudonyms for individuals and places, to protect identities (Creswell, 2002).

11. Validity and Reliability

Testing and Checking Validity and Reliability in Qualitative Research

In qualitative research, validity and reliability focus on ensuring the trustworthiness and credibility of findings. These principles are adapted to reflect the subjective and interpretive nature of qualitative studies (Creswell & Poth, 2018).

Validity in Qualitative Research

Validity in qualitative research refers to the accuracy and truthfulness of findings in representing the phenomena under study. Key strategies include: Triangulation: Using multiple data sources, methods, or theories to cross-validate findings. This approach enhances the depth and breadth of understanding (Denzin, 2012).

Reliability in Qualitative Research

Reliability in qualitative research is about dependability and consistency in data collection and analysis processes. Strategies include: Code-Recode Strategy: Reanalyzing data multiple times to ensure consistent coding and interpretations (Miles et al., 2014). Iterative Analysis: Revisiting data throughout the research process to refine interpretations and ensure alignment with emerging themes (Merriam & Tisdell, 2016).

IV. DATA ANALYSIS, RESULTS AND SUMMARY OF MAJOR FINDINGS

1. Demographic Information

Significant trends are revealed by the data, which shows balanced representation across a number of categories, including age, gender, work experience, and educational attainment. Only two participants are female, but the majority of participants—five out of seven—are male. The age distribution reveals a concentration of four members in the 26–35 age range, suggesting a young but seasoned workforce. The majority of respondents had at least a bachelor's or master's degree, according to the educational

level, indicating that they are a well-educated group. Work experience indicates a varied mix, with three participants clearly concentrated in the 6–10 year range, which represents professionals in their early to mid-career stages. Although the lower presence in some categories (such as women and older age groups) suggests possible gaps in inclusivity, these results are consistent with a demography that is generally positioned for growth and innovation.

Table 1.1: Descriptive Frequency and Percentage Results

| Variable | Category | Frequency |
|-------------------|-------------|-----------|
| Gender | Male | 5 |
| | Female | 2 |
| | Total | 7 |
| Age | 18–25 years | 1 |
| | 26–35 years | 4 |
| | 36–45 years | 2 |
| | Total | 7 |
| Educational Level | BA/BSc | 4 |
| | MA/MSc | 3 |
| | Total | 7 |
| Work Experience | 0–5 years | 1 |
| | 6–10 years | 3 |
| | 10–15 years | 2 |
| | >16 years | 1 |
| | Total | 7 |

A young, educated, mostly male workforce with mid-level experience is revealed by this research, indicating a target demographic for efforts aimed at leadership development or skill improvement. It is advised that inclusive hiring practices or professional development plans specifically designed for female professionals be used to alleviate the gender gap. Additionally, by luring and keeping seasoned workers over 45, companies might consider age diversity opportunities while designing customized development pathways for younger individuals. Organizational and individual growth could be maximized by establishing mentorship programs between various experience levels and providing ongoing support for educational advancement.

2. Major Results

Ethical Leadership Practices

Ethical leadership received moderate effectiveness scores from respondents but they observed leaders implementing ethical practices more frequently at campaign time. There is no steady pattern to how leaders show ethical behavior each day. Transparent decision-making, adherence to ethical practices, and integrating ethics into operational procedures were consistently noted. Leaders who act as role models by demonstrating competence, reliability, and respect positively influence employee commitment and involvement. Equal opportunities for training, promotions, and workload distribution were identified as factors that boost motivation and engagement. Transparent and truthful communication



from leaders enhances trust and engagement. Fair practices, including equality and adherence to workplace rules, contribute to a positive work environment. Trust in leadership, especially through fulfilling promises and safeguarding confidentiality, significantly impacts employee dedication and productivity. Leadership accountability, including monitoring and follow-up, positively affects employee performance and engagement. Effective communication, including timely updates and recognition of efforts, increases job satisfaction and motivation. Based on Afsar et al. (2020) findings ethical leadership makes employees more engaged by fostering trust and motivating passion at work. Source data shows that when leaders apply ethical values randomly the workforce becomes less engaged long-term. The study by Chughtai et al. (2022) reveals how daily ethical leadership builds engagement levels if leaders follow regular training to maintain consistency.

Transparency and Decision-Making: Although healthcare organizations became more transparent about their choices they only discuss ethical challenges minimally. According to Ali et al. (2021) organizations achieve better results when they make decisions in an open way because employees trust and participate more. The findings remain valid because employees need more chances to talk about ethical dilemmas to help build an inclusive workplace setting.

Fairness in Workload Distribution

Workers stay motivated when they think their team shares the same workload equally. Newman et al. (2020) found that organizations that treat employees fairly create higher employee connections to their work. Their research validates the importance of creating formal systems to correct these problems as this study detects.

Trust in Leadership:

Leaders develop engaged employees by showing ethical behavior and being transparent but this trust decreases when the leaders fail to support employees during crises and stimulate innovation. According to Miao et al. (2022) people engage better and do their job more effectively when they have faith in their leaders, especially when the work environment remains stable. When leaders fail to adjust their leadership style during crises it damages the trust they have built.

3. Major Findings

Ethical Leadership: Organizations commitment to ethics engenders engagement better than doing it unevenly, and every mixed behavior weakens the effects. Chughtai et al. (2022) found that ethical leaders earn more trust from employees and greater workplace engagement than any other leader who doesn't do research. Team leaders must consistently stick with ethical procedures to engage their teams; any irregular behavior weakens their operational results.

Role Modeling: Leaders create better engagement when they show good behavior but these actions usually happen in brief moments which impact the results over time. Ali et al. (2021) revealed that consistent employee modeling builds engaging work environments which validates this study's discovery. Leaders promote engagement through their behavior at work but these actions usually remain limited to short-term events which do not create sustained results.

Fairness: Proper distribution of workloads and feedback helps create engagement yet many employees feel unfairly treated. In their study, Newman et al. (2020) found that mentioning fairness to team members makes them engage more despite unequal distribution of tasks. Even with consistent assessments and workload sharing both students and faculty experience unfair treatment that affects engagement levels.

Integrity: When employees see ethical behavior they trust their leaders more and work harder according to Miao et al. (2022). Justice: Abiding by justice principles consistently helps organizations achieve better employee engagement (Newman et al., 2020).

4. Word Frequency Results



Figure 1 Word Cloud

The word cloud brings to the forefront themes like employee engagement, ethical leadership, and workplace practices that are closely intertwined in establishing a favorable organizational culture. Keywords like "engagement," "employee," and "leaders" appear more prominently, indicating the weight of contributions from both employees and leaders to create a productive work culture. Terms like "trust," "fairness," "integrity," and "accountability" are important because they establish the basis for leadership effectiveness and decision-making. By emphasizing "opportunities," "dedication," and "motivation," there is a feeling of obligation for leaders to inspire staff and enable employees to develop, thereby encouraging job satisfaction and engagement. In addition, "feedback," "communication," and "transparency" mean that honestly and openly communicating within the organization is crucial for solving concerns raised. In particular, the repeated mentions of "decisions" and "justice" stress the great expectations of leaders to make choices related to organization values that match with fairness and impartiality. Words like "equal opportunity"



and "assuring fairness" are the touchstones for inclusivity and equality.

That will certainly build trust and maintain high morale. In totality, these insights reflect the critical influence of ethical leadership practices on a positive and engaged working environment.

IV. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Lack of communication prevents employee connection and produces poor work results. An ethical leader builds improved employee engagement through natural behavior. Organizations depend on leadership to spark employee engagement. Proper application and moral discussions would reveal full worker participation potential. Good ethical leadership builds trust with employees who support it provided leaders uphold ethical standards throughout their actions. The incentives systems drive worker motivation but technical problems stop the program from doing its best work. The performance of managers guides team members as they work according to company values while coaching sessions keep them on track. Leadership accountability systems do their job to build engagement but must improve how they work together Ethical leadership is fundamental in promoting employee engagement, with transparency, integrity, and accountability being the core attributes that foster trust and motivation. Leadership behaviors, including acting as role models and encouraging participation, directly influence employee commitment and performance. A fair and just workplace environment where opportunities and resources are equally distributed is crucial for maintaining high levels of engagement. Effective communication, particularly when coupled with timely recognition of employee efforts, significantly boosts morale and job satisfaction. The unreliable deployment of fairness measures within the organization weakens its total employee commitment levels. According to Afsar et al (2020) ongoing ethical leadership makes employees trust each other more and get along better. Ali et al in their 2021 study demonstrated that ongoing leadership example enhances workers' good citizenship actions at work. Leaders need to combine fair behavior with open communication and encourage business improvement as suggested by Chughtai et al. (2022).

2. Recommendations

Leadership Training: Teach staff members' ways to choose ethically and say what is real during training sessions that support fair work schedules. Studies from 2022 show companies should run formal leadership training to increase ethical standards and build employee trust. **Equity Mechanisms:** Establish clear work standards that help employees do their part fairly so every team member can advance their career path. Employees understand better workplace standards when Chughtai et

al. (2022) establish clear work rules which boost their involvement.

Ethical Dialogue Forums: When leaders and staff talk about ethical concerns plus organizational updates they better understand organization activities. According to Afsar et al. (2020) dialogue enables companywide employee participation while guaranteeing equal workplace opportunities. Newman et al. (2020) recommend making workspaces where staff feel safe sharing their novel thoughts. Build assessment systems that show employees their work strengths and weaknesses objectively (Ali et al., 2021).

Limitations and Implications for Future Research

The statistics may not accurately reflect systemic leadership practices across departments because it is based on individual judgments. The responses' generalizability to other contexts is limited because they are context-specific to the public sector. Examine how ethical leadership behaviors and participation in various corporate contexts are influenced by cultural influences. Examine how fairness and long-term employee retention are related. Examine how creativity is affected by honesty and trust in public sector organizations.

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