Original Paper

Ethical Leadership Responsibility Dimension in Conflict in the Time of (Corona-Covid-19)

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Abstract

The research proved that an organization can progress robust through integration, corporate performance, corporate governance and corporate social responsibility utilizing natured or nurtured ethical leaders.

To develop leaders and followers, more commitment should be shown by the management. Principles of corporate governance must have formulated equally by all stakeholders. An ethical leadership has to employ organizational culture in mainstreaming corporate performance, corporate governance and corporate social responsibility.

Leadership plays a vital role in enhancement the ethical performance in organizations, but the ways in which leaders' actions intersect with formal moral regulations in shaping behavior have not been subject to research. This article addresses this topic through a qualitative study of the work of the "ethical leadership framework responsibility dimension in Conflict in the Time of (Corona-Covid -19)".

This research used the technique of stratified sampling to choose the respondents which accomplished the questionnaire and linear regression to analyze the generated data. Those were employed to examine the influence of ethical leadership on corporate performance, corporate governance and corporate social responsibility in chosen Lebanese communication public organization.

Keywords

leadership, organization, corporate performance, ethical, Lebanese communication, public organization, corporate governance and corporate social responsibility

1. Introduction

Many business leaders in the public have aroused an increased interest in the ethical implications of leadership (Abdul Qadir et al., 2012, p. 27). To underscore the practical relation of the topic, researchers have often raised the issue of ethical leadership by citing examples of previous business scandals (for example, corporate-caused environmental disasters, and systemic corruption), thus citing notable incidents whose results expanded beyond the participating firms. This appears paradoxical, as the pooled research on these concepts of leadership still emphasizes primarily on the internal ethical implications of the lead-subordinate relationship and does not take into account the broader ethical implications of leadership on society (Ahmed et al., 2013). Some of these papers cite the results of unethical activity on society in their introductory section, but after that continue to explore the positive findings and antecedents of ethical leadership which associate to leader-subordinate interaction.

COVID-19 will bring about many genuine situations of workplace empathy and community. Still, sadly the crisis will inevitably result in flashpoints of personal anger and interpersonal conflict. The pandemic is a painful catalyst that provokes a range of personal emotions, including anxiety and fear about the future and a deep feeling of loss. People may feel anger about job loss, changes in responsibilities and routines, absence of normality, financial uncertainty, self, and loved ones' health, and socializing with family and friends in a pre-COVID-19 manner.

While the sociological study of ethical leadership in particular has allowed an empirical research agenda in this area, it has thus deeply enhanced our knowledge and understanding regarding the ethical implications of leadership (for example (Aguilera et al., 2017, p. 836)), the wide social responsibility of leaders stills not addressed in this literature. Nevertheless, the public response to many of the major corporate scandals and the frequent calls of responsible supervisors in the headlines shows a strong sense that companies are responsible for their influence on society.

1.1 Statement of the Problem

Previous research basically used measures of financial performance as a result of the company's socially oriented activities, leading to inconsistent consequences. Thus, additional empirical proof is needed on the interrelationships between the multiple dimensions of institutional performance. In addition, there is a deficiency of literature regarding the impact of corporate social responsibility on market-oriented performance and product, and the subsequent effects of adopting initiatives (Avey et al., 2015, p. 573). ***Our problem is dividing organizational performance as independent dimensions may be more successful for examining the hierarchical effects of corporate social responsibility on organizational performance?***

2. Review of Literature

2.1 Organizational Performance Responsibility Dimension in Conflict

The antecedent study has utilized economic, financial, rate or stock market measures of market share measures to examine marketing plans' effect on organizational performance. Nevertheless, many empirical researches and theoretical models have shown that successful economic performance can be attained with developing 2 separate aspects of organizational performance: operational and commercial performance (Aguilera et al., 2017; p. 836).

2.1.1 Organizational Influenced Conflict

Table 1. Organizational Conflict Sources

Organizational Conflict Sources	
Bullying and harassment: peers and managers	Lack of real leadership
Changes to appraisals, salaries, and benefits	Scarce resources for job success
Ineffective or no training	Unclear job roles and responsibilities
Inadequate work environment	Unfair management treatment
Insupportable generational culture changes	Unfilled HR requests
Flawed or absence of timely communication	Weak and prolonged decision-making
Lack of equal opportunities	Workload performance pressures

At the1st level of product management, operational performance is a key indicator that includes elements related to improving efficiency in procedures (for example, the company's ability to innovate, and flexibility of procedures). Therefore, operating performance reflects the construction effectiveness of operating and production systems in terms of flexibility, cost, quality, and speed -etc. At the 2nd level, organizational performance requires adopting other measurements, such as the company's ability to improve and manage and improve its communications with customers, suppliers, the local society and community. So, the business performance of a firm is defined as the effectiveness of its business function. It shows the company's ability to satisfy customer needs, and align its business behavior and offerings with societal values in mind. Eventually, economic and financial performance is a reflection of all the financial consequences of the company's economic activities. As the most traditionally used variable, economic performance shows metrics depended on a company's profit after duty, market share, sales growth and economic consequences (Margolis et al., 2013, p. 48).

This article suggests that corporate social responsibility initiatives may have important positive consequences for their actions that contribute to enhancing operational efficiency. This improves relationships with stakeholders by establishing responsible views towards environment and society.

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Lastly, operating and business performance can enhance a company's economic advantages (Ahmad et al., 2013, p. 267).

2.2 Ethical Leadership Responsibility Dimension in Conflict

Depending on the multifaceted corporate social responsibility model, the concept of economic responsibility associates to the participation of the company to achieve maximum advantages for the work and its stakeholders [46]. Furthermore, the company's legal responsibility is related to participation in a code of ethics that "embody norms, standards or ethical anticipations that reverse an interest in what shareholders consider to be fair or just" (p. 41). Legal responsibility depends on the concepts of utilitarianism and corporate social government (Greguras et al., 2014, p. 143).

2.2.1 Workplace Conflict Essentials

Quickly identifying and resolving workplace conflicts is a continual challenge for commercial and public sector executives. Pre-COVID-19, workplace conflict was inevitable and an anticipated condition with the constant introduction of new technologies, processing complexities, governmental regulations, and different employee generational behaviors. Wherever two or more people come together, there is the potential for unavoidable stressful situations that predictably lead to conflict! On balance, two people are not likely to agree on everything, all the time.

Fundamentally, ethical responsibility associates to the company's participation in social morality at a level that goes beyond legal responsibility. The highest ranking for corporate social responsibility initiatives, charitable responsibility may be optional and determine exemplary corporate citizenship (Grobler et al., 2018, p. 1).

We cannot ignore the environmental dimension of CSR although it is not involved in Carroll's CSR form. Environmental responsibility returns to the optional activities of a company that illustrate the formation of environmental concerns in dealing with numerous stakeholders (for example, government, non-profit organizations, consumers ---etc.) and in operations of business.

The multi-dimensional corporate social responsibility model is a useful tool since it encompasses various aspects and degrees of activities, and supplies a comprehensive evaluation of actions. Also the model was used to examine issues of corporate social responsibility in the restaurant industry, as the study did not evaluate the direct impact on the performance of a public organization, in spite of the important impact reported in different contexts. (Ahmad et al., 2013, p. 267).

2.3 Ethical Leadership and Work Engagement

Participation in action is a positive, motivational psychological state related to work and characterized by vitality, dedication and comprehension (Cropanzano et al., 2015, p. 874). Emotionally engaged employees will donate themselves to the institution and to fully engage in their job with great energy. Engaged employees exceed satisfied workers (Aguilera et al., 2017, p. 836), they are really stimulated and work hard since they love work not because they are forced to work. Furthermore, they show creative behaviors at work. By integrating employees and their management, performance will increase in organizations not only at the level of individual and team level but also at the enterprise and business

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unit levels (Dovonan, 2013, p. 3). In a nutshell, business engagement outcomes are of critical importance to the enterprises' competitive advantage, as high work productivity, low turnover rates, job satisfaction, customer satisfaction, profitability standards and loyalty.

2.4 Ethical Leadership Responsibility Dimension in Conflict

Khan (1990) announced that an organization's members would be related to their work and after that would work and convey themselves emotionally, physically and cognitively by their performance. The most utilized definition of work engagement is for Schaufeli, Sal nova, (Bhattacharya et al., 2018, p. 49) which is a positive, motivational, work-related psychological state that is energetic, dedicated, and comprehensible. Work participation is positively related with a form of physical, perceptual, and emotional expression of employees about their organization and work. "Depending on this definition, formed a concept about aspects of participation, as follows:"

Figure 1. Ethical Leadership Responsibility Dimension in Conflict

Source: Bhattacharya, C. 2018

2.5 Vigor

Vigor is the flow of energy and mental strength at work, the courage to put in every effort to complete the work, and facing difficulties. Also it means a spirit to apply efforts to work, to try to continue being active at work and keep going in facing difficulties and hard missions.

2.5.1 Dedication

Dedication is a strong feeling for the work, a sense of importance, pride, enthusiasm, challenge and inspiration.

2.6 Absorption

Absorption is characterized by total focus and deep concern for work as time passes quickly. Usually an individual with a high level of assimilation feels interested in their job, engaged in their job and it is hard to walk away from their work. There are many elements that influence job participation which are

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associated to the institution, working (Grobler et al., 2018, p. 1) conditions, job characteristics, and it is the suitability of the personal organization and the right person for the job.

As human beings, we are so unique from each other with different needs and behaviors that it is impressive we do not have more disagreements. Each person has a different set of values and beliefs that influences her or his views and actions. Each individual also possesses different sets of goals, wants, and needs. In the workplace, each employee may have other notions and insights on resolving problems and making decisions. Too often, people believe that there has to be a winner in a conflict. In these situations, they do not try to find a consensus and harmony with their colleagues. (Grobler et al., 2018, p. 1)

Conflict is a condition that makes people feel threatened because another person or persons confront their thoughts, judgments, or perspectives. At the center of all conflict-inspired threat is fear. Commonly, fear sets in motion two individual responses:

- Aggressively try to resolve the dispute or,
- Avoid the conflict, hoping that it will resolve itself or go away.

2.6.1 Moderating Conflict Role of Ethical leadership—CSR Fit

Corporate social responsibility communicates the core values of the organization which can rise self-esteem, employee morale and satisfy higher order requirements and values with the organization, which then leads to social behaviors and attitudes towards the organization. Consequently, corporate social responsibility increases organizational results as organizational recognition, job satisfaction and organizational commitment (Ahmed et al., 2013).

Comprised of five phases, as shown in the below graphic.

Figure 2. Moderating Conflict Role of Ethical Leadership—CSR Fit

Depending on exchange, social exchange theory regards social behaviors as a consequence of the exchange process. This theory proposes that individuals have a tendency to be interdependent and dependent on the actions of every entity (Angus Leppan et al., 2010, p. 189). In social exchange, one side voluntarily supplies a benefit to the other party, citing an obligation to reciprocate by offering many

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benefits in return [32]. Reciprocity rule can be used in corporate social responsibility because it can involve voluntary actions by an organization to give profits to stakeholders (Bello, 2012, p. 228).

Nevertheless, it is worth noting that the effects of corporate social responsibility were studied from an employee's perspective depended on employee perceptions. Precedent research indicated that employee participation in corporate social responsibility plays a critical role in corporate social responsibility activities and should be different from perceptions of corporate social responsibility (Chong, 2018, p. 1). Corporate social responsibility perceptions return to the employee's personal assessments and explanation of an organization's CSR activities that can differ from the organization's real CSR practices since the perceptions are of a subjective nature [13].

Contrarily, participation in corporate social responsibility can be defined as a participatory behavior. Employee participation in corporate social responsibility mostly happens in the form of corporate volunteer programs where employees infuse their skills and time in community service (Aguilera et al., 2017, p. 836).

The descriptions of the five Cycle of Anger phases follow in the below table.

Table 2. Cycle of Anger Phases

Phase	Description
1. Trigger	The Trigger Phase occurs when an individual perceives a threat or loss, and his or her physiological system prepares to meet and respond to the condition.
2. Escalation	In the Escalation Phase, there is the increasing appearance of the anger response. At this time, the body prepares for a crisis after perceiving the trigger. This preparation is mainly physical and exhibited through symptoms such as rapid breathing, increased heart rate, and raised blood pressure. There is less chance of calming down in this phase, as the body prepares for fight or flight.
3. Crisis	In the Crisis Phase, a person's anger reaction reaches its highest, and the body is on full alert, prepared to act in response to the trigger. During this phase, logic and rationality are concerns because the anger instinct takes over.
4. Recovery	The Recovery Phase occurs when the anger has been spent or controlled, with a steady return to a normal and adaptive state. In this stage, reasoning, and awareness of one's self returns.
5. Post Crisis	The Post-Crisis (Depression) Phase is when the body enters a short period where the heart rate slips below normal to regain its balance. Awareness and energy return to allow the individual to assess going through the anger cycle. The outcome may include a feeling of guilt, regret, or emotional depression.

Job satisfaction is an enjoyable emotional state that is caused by evaluating one's job practices. A variable job satisfaction supplies the most favorable outcomes for the impact of corporate social responsibility on employee views. Job satisfaction rises when employees realize that their organizations are involving in ethical practices as corporate social responsibility activities. Organizational ethics associates to the organization's embracement of ethical standards and desirable business practices. In this aspect, an organization's corporate social responsibility exercises can help employees to realize that their

organizations are ethical. Furthermore, job satisfaction shows the extent to meet the workplace needs of the employee, and can provide the participation of corporate social responsibility ideally advantages can meet these needs .Therefore, participation in CSR can aid employees to see their organization such as having ethical values, that will satisfy their needs and lead to increased employee satisfaction with their jobs (Bello, 2012, p. 228).

3. Methodology

Research methodology process is the essential part of our project, that it includes the collecting data for the project purposes of leadership styles and employee's productivity, in order to make a research contains conclusion and recommendation, following the research goals and questions. (Taylor & Bogdan, 1984).

3.1 Research Design

A survey is a method of collecting data in which employees are asked to answer a number of questions (usually in the form of a questionnaire). The reliability of a survey's results depends on whether the sample of people from which the information has been collected is free from bias and sufficiently large (Encarta, 2009).

3.1.1 Population and Sample of the Study

The researcher used a sample of 60 respondents drawn from the population of 102 permanent employees in Blom Bank and Jammal Trust Bank in Tripoli Branch table

3.2 Shows the Total. (Blom Bank and Jammal Trust Bank, 2016)

Table 3. Number of BLOM Bank and Jammal Trust Bank Branches related with Quantitative

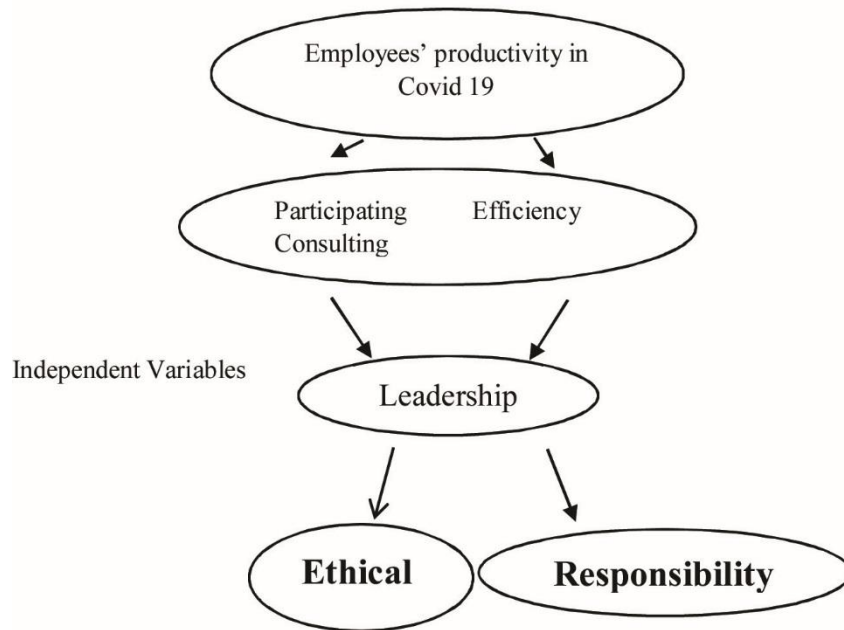| Blom Bank and Jammal Trust Bank Branches	Number of employees
Blom Bank-El Tal	30
Jammal Trust Bank-Tripoli	30
TOTAL	60 (quantitative Methods)

Source: Blom Bank and Jammal Trust Bank, 2016

3.3 Research Model

This figure used to test the hypotheses pertaining to employees' productivity, and leadership styles; Ethical and responsibility.

Dependent variables

Figure 3. The Relation between the Leadership Styles

3.4 Research Hypotheses

H01: There is no relationship between employees' productivity and the leadership styles (Ethical and responsibility).

H02: There is no relationship between employees' efficiency and leadership style (Ethical and responsibility).

4. Results

4.1 Data Analysis and Findings

4.1.1 Frequencies

Table 4. Gender Composition of Respondents

		Gender			
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	25	41.7	41.7	41.7
	Female	35	58.3	58.3	100.0
	Total	60	100.0	100.0	

The table no 6 determines the descriptive statistics of the respondents about their gender composition from the total number of 60 respondents, 41.7 (41.7%) are male and 58.3 (58.3%) are female. So it conducted that most of the respondents are female.

-Regression Analyses

Table 5. Regression Analyses

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276a	.076	.009	.99542128

a. Predictors: (Constant), Productivity, Consulting, Participation, Efficiency

The model itself represents R (.276), R square represents (.076), adjusted R square equal (.009)

Table 6. ANOVA

			ANOVA			
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.503	4	1.126	1.136	.349b
	Residual	54.497	55	.991		
	Total	59.000	59			

a. Dependent Variable: Type of Leadership

b. b. Predictors: (Constant), Productivity, Consulting, Participation, Efficiency

ANOVA results of the employee's productivity are shown in table above in terms of employees loyalty scale. According to the results of the analysis, (F=1.136 at .349) degree of freedom.

Table 7. Coefficients

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	7.811E-18	.129		.000	1.000
	Efficiency	.052	.133	.052	.391	.697
	Consulting	.017	.131	.017	.133	.894
	Productivity	.014	.133	.014	.107	.915
	Participation	-.281	.132	-.281	-2.125	.038

a. Independent Variables: Type of Leadership

The above results, based on moderated regression analysis, suggest that there's a correlation between employee's participating, consulting and efficiency and the leadership style both the responsibility and Ethical.

Table 8. T-test

Hypothesis	T-test	Result
H01	.107	Accepted
H02	.391	Accepted

5. Proposal

According to our Results, There is also strong evidence that a clearly stated mission is important in predicting success in innovation.

Figure 4. A Model of Team Innovation in Covid 19 by Mariam Roumieh

In a major research study, we found that a clearly stated mission predicted success at each stage of the innovation process, that is, at conception, planning, execution and termination.

A- The Ethical Leadership Framework Conflict for Local Government in Lebanon

The appearance of an ethical framework Conflict for politicians in local government in Lebanon reflects international trends, with concerns about behavior and reducing trust in public institutions translated into ethical codes, value statements, and other regulatory mechanisms to regulate behavior (Pharr et al., 2013). Labor government 1997-2010 sought to address public concerns about "corruption" in political life in addition to high-profile corruption scandals in a few local councils. One of his basic interventions has been to substantially strengthen local government behavior regulation arrangements Under the Local Government Act 2000, all Lebanese local authorities were required to embrace a code of conduct to

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regulate the behavior of selected members (also known as councilors); create a registry of member interests, create a standards committee to advise on the Code, monitor its work, and promote high standards of behavior (Grant et al., 2018, p. 898).

B- Employee Trust

Strategies for developing trust are significant elements in successful companies. Webster's Dictionary 1985 defined trust as tacit belief trust, confidence, and moral responsibility; to be confident or trust in and to have an implicit belief in. Trust is one of the most important variables affecting organizational performance. So, trust is a prerequisite for participation (Aguilera et al., 2017, p. 836).

All experiences of anger usually display a condition of helplessness and have the following elements in common.

Figure 5. Experiences of Anger

Anger provides energy and motivation for challenging activities and work tasks. Anger, not unlike pain, may serve as an indication that something is amiss with our attempts to relate to our environment. (Angus Leppan et al., 2010; p. 189).

C- Employee Engagement

The concept of employee participation firstly appeared in an article in the Academic Journal of Management, "The Psychological Conditions of Personal Participation and Disengagement at Work," simultaneous recruitment and expression of a person's "favorite self" in task behaviors which reinforce connections to personal presence, work and others and full-on active performances (Palazzo, 2016, p. 71). Over the course of many years, the various methods that define employee engagement have been built in part from different philosophies through which employee engagement is recognized.

6. Conclusion

6.1 The Importance of the Ethical Leadership Responsibility to a Conflict at Organization

Existing research has indicated that the long-term sustainability of the organization depends on obtaining the cooperation of several stakeholders. According to stakeholder theory, stakeholders are groups or members who may influence or be affected by the goal or achievement of the organization. The main

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premise of this theory is that the foundation of organizations relies on their ability to incorporate stakeholder anticipations and needs into their business strategy since stakeholders provide the resources and returns essential to the successful work and continuity of the organizations. Consequently, it is necessary to find a suitable balance between stakeholder interests and activities needed for directing the organization (Margolis et al., 2013, p. 48).

Workplace conflict is a state of discord caused by the actual or perceived opposition of needs, values, and interests between people working together. Conflict significantly impacts organizational dynamics and collective results. As business units and teams are required to work closely with each other, these environments, by nature, tend to produce misunderstandings and disagreements. Every organization is distinctive, with varying thresholds for conflict and resolution approaches.

They are associated to lack of resources, division of jobs and tasks, strength of relationships, differentiation and roles of organization in society. All types of organizations face every day conflicts which are depended on various reasons of external and internal institution. Here we will explain what is the meaning of dispute in the institution, process of conflict and the possible methods for managing conflicts. We will study the relation between conflict level and its effect on the performance of organization. Institutions are living systems made up of interacting units, each with their own specified functions, are interconnected, and are supposed to work in a structured environment with obviously identified resources; if this is not the case, conflict will arise.

It is clear that employees are important stakeholders in an organization. Because they can be influenced and affected activities of their organization, employees have a significant role in the failure or success of their organization. From this perspective, Collier and Esteban concentrated the reliance of organizations on employee response and engagement with corporate social responsibility for the effective implementation of CSR contributions of a company's resource that aims to develop societal well-being and involves a great range of potential practices and activities Companies initiate diverse CSR activities to satisfy stakeholders' anticipation through different corporate social responsibility practices.

Therefore, the influence of corporate social responsibility was studied from various dimensions and perspectives. From an employee perspective, researches have present that corporate social responsibility affects employee behaviors and attitudes. Extant literature proposed that corporate social responsibility affects positively workplace behaviors and attitudes as job satisfaction, organizational identification, trust, commitment, compassion---etc (Angus Leppan et al., 2010, p. 189).

This research has many restrictions. First, the research considered customers and employees as answers, because they are not resistant to alignment specifically with regard to examining ethical leaders, so, the finding should be interpreted with awareness

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