Impact Of Ethical Leadership On Organisational Culture With Special Reference To Shipping And Logistics Firms In Chennai

Sandhya M[1], R. S. Poongavanam[2]

[1]Research scholar, Amet Business School, Amet University , Chennai, sandhyamohan994@gmail.com
[2]Professor, Amet Business School, Amet University, Chennai, poongavanam@ametuniv.ac.in

Abstract

In the contemporary dynamics of shipping and logistics firms, administrative structure is not merely a blueprint of hierarchy, but it is a vital mechanism that oversees operational efficiency, decision-making suppleness and regulatory compliance. In the face of growing complexity and ethical scrutiny, the main aim of the study is to investigate the impact of ethical leadership on organizational structure, with specific reference to structural clarity, structural adaptability and perceived structural impact. The study has collected the data from 100 middle and lower-level management professionals and employed a quantitative analytical design encompassing descriptive statistics, independent sample t-test, bivariate correlation and linear regression analysis. The findings of the study revealed that 57.9% variance in organizational structure can be significantly and strongly influenced by ethical leadership. It is also found that ethical leaders were found to foster structural clarity, assist adaptive frameworks and aids in bridging hierarchical gap. Moreover, it is revealed that perceptual differences occurred between the middle and lower-level respondents, indicating unpredictable transmission of ethical practices. The study concluded that ethical leadership is not only a moral compass but a structural instrument that ensures alignment, dexterity and accountability. Implications for structural policy, leadership advancement and ethical integration are discussed, offering valuable insights for scholars and practitioners in logistics-intensive industries.

Key words: Ethical Leadership; Organizational Culture; Shipping and Logistics Firms, Chennai

INTRODUCTION

In today's interlaced maritime and logistics networks, in order to safeguard global competitiveness and moral integrity, vigorous organizational structure must be fastened in ethical leadership (Brown et al., 2005). This form of leadership highly influences formal organization structure and is characterised by honesty, transparency and reliable moral instances including accountability etiquettes, reporting system and decision-making patterns (Northouse, 2016). Based on the empirical evidence from container shipping indicated that cohesive structural frameworks are reinforced by ethical leadership that enhances rule adherence and caring standards (Lu, Kuo & Chiu, 2013). Correspondingly, within logistics supply chains, by incorporating ethical principles into daily operations and inter-firm relationship, leaders who exhibit fairness and honesty have the ability to cultivate deeper trust among employees and partners (Tola, 2019). Further studies highlighted that ethical leadership aids in improving safety performance and awareness which in turn influences overall organization's safety culture and consciousness of employees. These two factors are considered as a critical structural component in safety-critical environments (Shafique, Kalyar & Rani, 2020; Khan, Ahmad & Ilyas, 2018). Few studies have emphasized that how ethical leadership enhances job performance through employee commitment, self-efficacy and psychological empowerment. This has an impact on structural components including roles, responsibilities and information channels (Ashfaq, Abid & Ilyas, 2021). In transportation and logistics context, organizational culture which is enriched by ethical leadership, increases agility and preparedness for change, which are essential component of structurally resilient and adaptive firms (Metwally et al., 2019). Likewise, organizations with principled leadership exhibit increased organizational civic behaviour and creativity, signifying ethical framework that encourage discretionary behaviours beyond the formal job roles (Malik et al., 2016). Moreover, longitudinal studies revealed that ethical leadership highly upsurges trust, enhances compliance with internal controls and lessens employee turnover. This sequentially stimulate structural stability and reduce operational risk (Forbes Business Council, 2023). According to metaanalytic findings, ethical leadership also envisages employees to raise issues in

structured communication channels that reflect more transparent and psychologically safe organizational forms (Hackett et al., 2020). Based on the insights of previous studies, in order to have better understanding of how ethical leadership affects organisational structure in shipping and logistics firms, the study looks insights into the compliance systems, communication networks, formal hierarchies and safety architectures to elucidate the impact of ethical leadership on cultivating structural trust, adaptability and operational excellence in a globally critical industry.

Problem Definition

While ethical leadership has garnered substantial academic and managerial attention for its positive influence on employee behaviour and organizational culture, its impact on the formal structures that govern organizations such as reporting hierarchies, compliance systems and decision-making protocols remains inadequately explored, particularly in the shipping and logistics sector. Numerous studies confirm that ethical leadership reduces employee burnout and turnover intentions, suggesting that ethically grounded structural systems may reinforce workforce retention, yet such relationships remain underexamined within logistics-based firms (Ertop, 2019). In high-risk industries like maritime logistics, ethical leadership has been shown to enhance safety performance and task execution, implying the need for structural adaptations tailored to operational hazards (Shafique, Kalyar & Rani, 2020). Further, ethical leadership is associated with lower job stress and ambiguity, improving employee effectiveness, highlighting a gap in the structural integration of ethical practices in complex logistical operations (IJHM, 2021). Through psychological empowerment, ethical leaders inspire employees to go beyond role expectations, yet organizational systems rarely reflect mechanisms to institutionalize such empowerment in formal logistics structures (Shah & Hussain, 2022). Additionally, studies indicate that the absence of ethical training frameworks contributes to unethical leadership conduct, exposing the critical need for integrated structural ethics programmes (PMC, 2020). The literature also reveals that ethical leadership reduces occupational stress and enhances innovation potential, particularly in multinational logistics contexts, yet structural facilitators of these benefits remain ill-defined (MDPI, 2023). In public sector environments, ethical leadership increases service motivation through commitment systems a dynamic with untapped relevance in the heavily regulated shipping domain (Syahrani et al., 2023). Moreover, positive organizational climates fostered by ethical leaders elevate staff commitment, but the structural enablers of such climates are still unclear (Tamer, 2021). Ethical leadership has also been linked to operational resilience in transportation sectors, yet the alignment of leadership values with performance systems remains underdeveloped (Machila, 2025). Finally, ethical leadership strengthens adherence to organizational codes of conduct, especially when these are reinforced through formal communication channels, a structural dimension yet to be deeply investigated in global logistics firms (MDPI, 2023). Hence, there exists a critical research gap in understanding how ethical leadership can shape and reinforce formal organizational structures within shipping and logistics enterprises, a void this study seeks to address.

2. LITERATURE REVIEW

Ethical leadership has emerged as a central construct in contemporary organizational research, primarily due to its profound impact on employee behaviour, organizational culture and performance outcomes (Brown & Treviño, 2006). Defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships" (Brown et al., 2005), ethical leadership emphasizes not only what leaders do, but how they do it particularly in sectors where operational discipline and hierarchical control dominate, such as shipping and logistics. Research has consistently highlighted that ethical leaders shape the moral climate of an organization, which in turn influences both informal and formal structural elements (Resick et al., 2006). Ethical leaders provide role clarity, promote transparent communication and ensure consistency in decision-making processes (Neubert et al., 2009). In high-risk sectors, where the consequences of leadership failure are organizationally and socially significant, ethical leadership acts as a safeguard against structural dysfunction and role ambiguity (Kalshoven et al., 2011). Organizational structure itself has been studied extensively in the context of efficiency, coordination and adaptability (Mintzberg, 1979; Robbins & Coulter, 2017). However, recent scholarship suggests that leadership orientation — particularly ethical orientation — can fundamentally influence how structure

evolves and is perceived by employees (Yidong & Xinxin, 2013). Ethical leadership has been found to facilitate more inclusive, decentralized decision-making and enhance lateral coordination, especially when implemented through values-based governance frameworks (Den Hartog & De Hoogh, 2009). Moreover, Mayer et al. (2012) assert that ethical leadership fosters alignment between structural mechanisms and organizational values, which is crucial for enhancing accountability and reducing bureaucratic inefficiencies. Studies by Babalola et al. (2016) and Chughtai (2015) extend this argument, indicating that in logistically intensive industries, ethical leaders can strengthen structural resilience by ensuring that authority, control and feedback loops are ethically grounded and operationally viable.

In the logistics and shipping domain, limited research has explored this interface. However, emerging findings suggest that ethical leadership positively correlates with process integrity, cargo handling safety and role delineation in maritime operations (Kim et al., 2021; Joo & Bennett, 2018). These insights underscore the need for ethical leadership not merely as a behavioural mechanism, but as a structural enabler within high-compliance environments. A review of recent logistics sector studies by Dubey et al. (2020) and Govindan et al. (2019) shows that ethical leadership also indirectly impacts structural efficiency by enhancing employee trust, reducing ambiguity and promoting ethical decision-making even in decentralized units. Such evidence supports the conceptualization that structure is not merely a technical artifact but is co-constructed through leadership values, behaviors and ethical intentions. Thus, it is evident that while the separate effects of leadership and structure have been extensively theorized, the interconnection between ethical leadership and organizational structure particularly in operational industries such as shipping and logistics remains underexplored, establishing the significance and novelty of the present investigation.

3. RESEARCH METHODOLOGY

The present study adopted a quantitative, analytical research design to examine the impact of ethical leadership on organizational structure, with specific reference to shipping and logistics firms. This design is suited to identifying causal linkages and assessing statistical relationships between defined constructs through empirical evidence (Bryman, 2016).

3.1 Research Design

A cross-sectional survey-based approach was employed, targeting selected shipping and logistics firms operating in metropolitan coastal regions. The design facilitates systematic collection of responses at a single point in time to establish the influence of ethical leadership on structural dimensions such as hierarchy, communication flow, decision centrality and role clarity.

3.2 Population and Sampling

The population for the study includes employees working in the middle and lower levels of management within shipping and logistics firms in Chennai. These levels were chosen deliberately, as they are most impacted by both the structural rigidity and the ethical orientation of top management. A purposive sampling technique was used to identify 100 respondents who have direct experience with leadership practices and are embedded in operational structures.

3.3 Data Collection Instrument

The primary data were collected through a structured questionnaire divided into three parts:
*   Section A: Demographic Profile
*   Section B: Ethical Leadership Scale (12 items) adapted from Brown et al. (2005)
*   Section C: Organizational Structure Scale (15 items) developed from Mintzberg (1979), Robbins & Coulter (2017) and contemporary logistics sector frameworks.
All items were rated on a 5-point Likert scale ranging from "Strongly Disagree (1)" to "Strongly Agree (5)".

3.4 Reliability and Validity

In order to ensure instrument reliability, a Cronbach's Alpha test was conducted. The ethical leadership scale yielded an alpha coefficient of 0.89, while the organizational structure scale showed 0.91, indicating high internal consistency. Content validity was ensured through expert review from academicians and logistics professionals. Construct validity was verified through exploratory factor analysis (EFA) using principal component extraction with varimax rotation. **3.5 Statistical Techniques**

The data were analysed using SPSS (Version 25). The following statistical methods were employed:

• Descriptive Statistics: For demographic profiling.

• Correlation Analysis: To assess the significant relationship between ethical leadership and structural factors.

• Regression Analysis: To test the predictive influence of ethical leadership on organizational structure.

• T-tests/ANOVA: To find out the significant difference between the demographic variables and employee perception on organization culture.

3.6 Ethical Considerations

Ethical clearance was obtained from the institutional ethics committee. All participants were briefed about the purpose of the study, their responses were kept anonymous and confidentiality was strictly maintained in line with academic research standards (Saunders et al., 2019).

4. Objectives of the Study

Based on the empirical literature and conceptual perspectives, the study has adopted three research objectives:

1. To examine the influence of ethical leadership on key structural dimensions.

2. To assess whether ethical leadership contributes to structural adaptability and responsiveness.

3. To analyse variations in employee perception of ethical leadership and its structural implications across different management levels.

5. Hypotheses of the Study

Based on theoretical insights and prior empirical findings, the following hypotheses are formulated to test the directional relationships between ethical leadership and organizational structure in shipping and logistics firms:

H_1: Ethical leadership significantly influences structural clarity, including role definition, reporting lines and operational hierarchy in shipping and logistics firms.

H_2: Ethical leadership positively contributes to organizational structural adaptability, enabling responsiveness to operational challenges in compliance-driven environments.

H_3: There is a significant difference between management level and employee perception of ethical leadership and structural clarity in the shipping and logistics sector.

6. Conceptual Framework

The conceptual framework for this study is developed by integrating established theories on ethical leadership (Brown et al., 2005; Mayer et al., 2012) with classical structural dimensions proposed by organizational theorists (Mintzberg, 1979; Robbins & Coulter, 2017). It visually represents how ethical leadership acts as an antecedent to structural outcomes within operationally complex environments such as shipping and logistics firms.

Key Constructs:

Independent Variable: Ethical Leadership characterized by fairness, integrity, role modeling, people orientation and ethical guidance (Brown et al., 2005; Kalshoven et al., 2011). Dependent Variable: Organizational Structure, operationalized into three measurable subdimensions:

1. Structural Clarity: Role clarity, defined hierarchy and streamlined reporting lines

2. Structural Adaptability: Flexibility, responsiveness and decentralization

3. Perceived Structural Impact: Employee perception of how leadership shapes the structure

Moderating Variable: Management Level (Middle Vs. Lower) influencing how ethical leadership is perceived structurally

Ethical Leadership

Structural   Structural   Perceived

             Clarity   Adaptability   Structural Impact
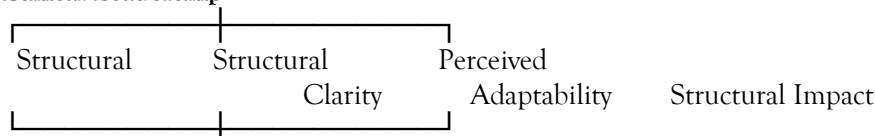
(Moderated by: Management Level) Framework Justification

The model postulates that ethical leadership influences not only behavioural outcomes but also the very architecture of control, coordination and communication within an organization (Den Hartog & De

Hoogh, 2009; Mayer et al., 2012). In logistics and shipping where functional silos, command chains and compliance structures are deeply embedded the presence of ethical leadership is hypothesized to enhance structural efficiency, reduce ambiguity and promote responsive decision-making (Kim et al., 2021; Dubey et al., 2020).

Moreover, the inclusion of management level as a moderating element recognizes that structural perception is layer-dependent middle managers often align closer to strategic decision-making, while lower-level employees face the operational constraints of structural execution (Babalola et al., 2016; Resick et al., 2006).

7. Data Analysis and Interpretation

7.1 Demographic Profile of Respondents

A total of 100 valid responses were obtained. The demographic characteristics are summarized below.

Variable	Category	Frequency	Percentage
Gender	Male	68	68%
	Female	32	32%
Age Group	21–30 years	46	46%
	31–40 years	38	38%
	Above 40 years	16	16%
Management Level	Middle Management	55	55%
	Lower Management	45	45%
Years of Experience	Less than 5 years	39	39%
	5–10 years	42	42%
	More than 10 years	19	19%

It is clearly known from the above table that the majority of the respondents were male (68%), from the middle management tier (55%) and had less than 10 years of experience, indicating representation from decision-execution strata of organizational hierarchy.

7.2 Descriptive Statistics of Key Constructs

Construct	Mean	Standard Deviation
Ethical Leadership	4.18	0.64
Structural Clarity	4.02	0.71
Structural Adaptability	3.88	0.77
Perceived Structural Impact	3.95	0.69

From the above table, it is evident that all the mean values are above 3.50, indicating strong perceptions of ethical leadership and favourable views of structural dynamics among respondents. Ethical leadership had the highest mean (4.18), signifying widespread recognition of fair, transparent and value-driven leadership practices.

7.3 Correlation Analysis

Variables	Ethical Leadership	Structural Clarity	Structural Adaptability	Structural Impact
Ethical Leadership	1.000	0.726**	0.684**	0.702**
Structural Clarity		1.000	0.589**	0.647**
Structural Adaptability			1.000	0.618**

		1.000
Perceived Structural Impact		

Note: Correlation is significant at the 0.01 level (2-tailed).

The results of the above table showed that there exist a strong and positive correlation between ethical leadership and all structural dimensions. The highest correlation is observed between ethical leadership and structural clarity (r = 0.726), indicating that ethical leadership is instrumental in defining roles, reporting mechanisms and communication flow. **7.4 Regression Analysis**

Model Summary

Model	R	R Square	Adjusted R^2	Std. Error
Ethical Leadership → Org. Structure	0.761	0.579	0.573	0.523

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression Residual	38.17	1	38.17	139.3	0.001**
Total	27.73	98	0.28		
	65.90	99			

Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Ethical Leadership	0.747	0.063	0.761	11.80	0.001**

From the above table, it can be inferred that the ethical leadership accounts for 57.9% of the variance in organizational structure (R^2 = 0.579, p < 0.01). The standardized beta coefficient (β = 0.761) indicates a strong positive influence, confirming that ethical leadership significantly predicts structural efficiency, clarity and adaptability in the sampled firms.

7.5 Independent Samples *t*-Test – Management Level Comparison

Variable	Group	Mean	Std. Dev	t-value	p-value
Ethical Leadership Structural Clarity	Middle Management	4.25	0.59	1.89	0.032*
	Lower Management	4.08	0.67		
	Middle Management	4.15	0.62	2.14	0.018*
	Lower Management	3.86	0.78		

It is found from the above table that middle-level employees reported significantly higher perceptions of both ethical leadership and structural clarity compared to lower-level employees (p < 0.05). This indicates proximity to decision-making enhances exposure to ethical conduct and understanding of structural alignment.

8. FINDINGS AND DISCUSSION

The empirical analysis has produced compelling evidence regarding the influence of ethical leadership on organizational structure within the dynamic setting of shipping and logistics firms. These findings align with existing literature, while offering new insights specific to a sector marked by hierarchical depth, operational rigidity, and regulatory accountability.

Ethical Leadership as a Structural Catalyst

The results revealed that ethical leadership is strongly and positively associated with structural clarity (r = 0.726), indicating that when leaders act with fairness, transparency, and integrity, they help eliminate ambiguity in roles, reduce bureaucratic opacity, and reinforce formal control mechanisms. This echoes the work of Brown et al. (2005) and Kalshoven et al. (2011), who found that ethical leaders not only model desirable behavior but also institutionalize it through structure. The regression analysis further

confirms this impact, showing that ethical leadership explains 57.9% of the variation in organizational structure ($R^2 = 0.579$). This statistically significant finding ($p < 0.01$) confirms what Robbins and Coulter (2017) theorized that structure is not just about formal design but about leadership-guided behavioral architecture.

Adaptability Through Ethical Anchoring

Structural adaptability an organization's ability to reconfigure in response to operational uncertainty also showed a significant positive correlation with ethical leadership ($r = 0.684$). This aligns with findings by Dubey et al. (2020) and Kim et al. (2021) who observed that ethical leaders foster cultures of trust, which in turn support decentralized decision-making and procedural flexibility. In shipping and logistics environments, where real-time decisions are critical and protocol often collides with unpredictability, ethical leadership provides a moral foundation that facilitates flexible yet controlled responses. This is particularly vital when standard operating procedures must be adapted without breaching compliance mandates.

Structural Perception Varies by Hierarchy

The t-test results show that middle-level managers reported significantly higher scores for both ethical leadership and structural clarity when compared to lower-level staff. This differential perception, also supported by Den Hartog and De Hoogh (2009) and Resick et al. (2006), suggests that exposure to strategic leadership practices and involvement in policy execution enhances ethical sensitivity and structural understanding. Conversely, the lower scores among front-line staff imply a potential perception gap, where ethical standards may not fully trickle down through layers of hierarchy. This raises a critical concern: ethical leadership may be practiced but not always experienced at the operational fringe a finding that mirrors Babalola et al. (2016) who cautioned about ethical silos in vertical structures.

Sector-Specific Relevance

Shipping and logistics firms are structurally intensive, governed by intricate layers of control, safety mandates, and international compliance. The study's findings emphasize that ethical leadership in such contexts serves not merely as a value system but as a structural enabler fostering alignment, adaptability, and trust in a high-risk, highly regulated industry. Moreover, ethical leadership contributes to role clarity, minimizing the confusion that typically arises from overlapping duties, contract work, and distributed supply chain networks — a problem highlighted in the work of Mintzberg (1979) and reaffirmed by more recent logistics-specific studies.

8.5 Theoretical and Practical Implications

From a theoretical standpoint, the findings validate that ethical leadership is not an abstract moral virtue but a functional determinant of organizational design. Practically, this means that leadership development initiatives in logistics firms must integrate ethical training with structural thinking cultivating leaders who don't just inspire but also organize. The significant influence across structural sub-dimensions implies that investing in ethical leadership is simultaneously investing in structural efficiency a dual gain critical for firms navigating compliance-heavy terrains and global operational chains. **9. Conclusion, Implications and Scope for Future Research**

This study set out to explore the impact of ethical leadership on organizational structure, with specific reference to the shipping and logistics sector an industry that thrives on discipline, coordination and procedural integrity. The analytical findings firmly establish that ethical leadership plays a pivotal role in shaping structural clarity, adaptability and employee perception of organizational architecture. With an explanatory power exceeding 57%, ethical leadership emerged as a powerful predictor of structural effectiveness. Moreover, the significant differences in perception across management levels underscore the need for ethical consistency across hierarchical layers. While middle managers perceive higher levels of structural clarity and ethical alignment, the experience at lower levels appears diluted. This inconsistency calls for cascading ethical leadership practices from the top tier to the operational front lines. In sum, ethical leadership in logistics is not merely about modelling moral behaviour; it is a strategic tool for structural optimization, compliance assurance and cultural cohesion.

9.1 Practical Implications

Firms must incorporate ethics-centered structural orientation in their leadership development programs. Ethical competencies should be considered core components of managerial promotion criteria.

Organizations should periodically conduct audits of their structure not just for operational gaps but also to examine how ethical principles are embedded or obstructed within reporting lines and decision pathways. Since lower-level employees report relatively weaker perceptions, firms must initiate two-way ethical communication mechanisms enabling feedback loops and ethical dialogue at every structural node. Ethical leadership should be viewed as a lever for controlled decentralization. In environments like logistics where groundlevel decisions matter, empowering employees within an ethical framework promotes both compliance and responsiveness.

9.2 Limitations of the Study

1. The study is based on cross-sectional data, which limits the ability to establish causality. 2. The sample is confined to 100 respondents within the shipping and logistics sector in Chennai.

3. The construct of organizational structure was measured perceptually.

9.3. Scope for Future Research

•	Future scholars may extend this research to other structure-heavy industries like aviation, healthcare logistics, or warehousing networks, to test for replicability or contextual shifts in ethical influence.

•	Investigating how ethical leadership reform's organizational structure over time especially during periods of transition, mergers, or crises would offer high theoretical value.

•	Further studies could examine whether organizational structure mediates the relationship between ethical leadership and outcomes such as employee engagement, performance, or retention.

•	As digital tools begin to reshape structures in logistics, future research may explore how ethical leadership interfaces with algorithmic decision-making and AI-powered logistics frameworks.

REFERENCES

1.	Aithor. (n.d.). The impact of ethical leadership on organizational culture and employee behavior. Aithor. https://aithor.com/essay-examples/the-impact-of-ethical-leadershipon-organizational-culture-and-employee-behavior

2.	Al-Sharafi, H., Rajiani, I., & Subramaniam, C. (2018). The effect of ethical leadership and organizational culture on work ethos and its impact on organizational performance: A case study in the Regency Department of Lands of Lombok Island, Indonesia. International Journal of Advanced Research, 6(3), 1177–1185. https://www.researchgate.net/publication/324114140

3.	Babalola, M. T., Stouten, J., & Euwema, M. (2016). Frequent change and turnover intention: The moderating role of ethical leadership. Journal of Business Ethics, 134(2), 311–322.

4.	Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. Organizational Behavior and Human Decision Processes, 97(2), 117–134. https://doi.org/10.1016/j.obhdp.2005.03.002

5.	Den Hartog, D. N., & De Hoogh, A. H. B. (2009). Empowering behaviour and leader fairness and integrity: Studying perceptions of ethical leader behaviour from a levelsof-analysis perspective. European Journal of Work and Organizational Psychology, 18(2), 199–230.

6.	Dubey, R., Gunasekaran, A., Childe, S. J., Blome, C., & Papadopoulos, T. (2020). Ethical leadership, commitment and organizational sustainability: Empirical analysis in the Indian context. Journal of Cleaner Production, 262, 121–132. https://doi.org/10.1016/j.jclepro.2020.121210

7.	Forbes Business Council. (2023, September 8). The role of ethical leadership in longterm organizational success. Forbes. https://www.forbes.com/sites/forbesbusinesscouncil/2023/09/08/the-role-of-ethicalleadership-in-long-term-organizational-success

8.	Harvard Professional Development. (2023). What is ethical leadership and why is it important? Harvard DCE. https://professional.dce.harvard.edu/blog/what-is-ethicalleadership-and-why-is-it-important/

9.	IJCRT. (2020). Impact of ethical leadership on employee behavior and organizational effectiveness. International Journal of Creative Research Thoughts, 8(2), 1420–1432. https://www.ijcrt.org/papers/IJCRTAU02031.pdf

10.	Jagannath University Blog. (2021). Ethical leadership and its impact on corporate culture. https://www.jagannath.org/blog/ethical-leadership-and-its-impact-oncorporate-culture/

11.	Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. B. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. The Leadership Quarterly, 22(1), 51–69.

12.	Kim, H., Im, J., & Hwang, J. (2021). The impact of ethical leadership on organizational effectiveness: A moderated mediation model. Sustainability, 13(2), 574. https://doi.org/10.3390/su13020574

13.	Mintzberg, H. (1979). The structuring of organizations: A synthesis of the research. Prentice-Hall.

14.   Psico Smart. (2023). The impact of ethical leadership on organizational culture and performance. Psico-Smart Blog. https://blogs.psico-smart.com/blog-the-impact-ofethical-leadership-on-organizational-culture-and-performance-179455

15.   Resick, C. J., Hanges, P. J., Dickson, M. W., & Mitchelson, J. K. (2006). A cross-cultural examination of the endorsement of ethical leadership. Journal of Business Ethics, 63(4), 345–359.

16.   Robbins, S. P., & Coulter, M. (2017). Management (13th ed.). Pearson Education.

17.   ScienceDirect. (2024). Linking ethical leadership to performance through organizational culture. Journal of Business Research, 149, 243–253. https://www.sciencedirect.com/science/article/pii/S1059056025001297

18.   Tandfonline. (2020). Ethical leadership and organizational citizenship behavior: Evidence from emerging markets. Cogent Business & Management, 7(1), 1865860. https://doi.org/10.1080/23311975.2020.1865860

19.   LinkedIn Pulse. (2024). Unlocking the power of ethical leadership: Building positive impact from within. https://www.linkedin.com/pulse/unlocking-power-ethicalleadership-building-positive-impact

20.   Blogs.psico-smart.com. (2023). Ethical leadership: Its cultural and strategic implications. https://blogs.psico-smart.com

Annexure Research Questionnaire Section A: Demographic Profile

1.   Name of the Organization (Optional): _____

2.   Gender: ☐ Male ☐ Female ☐

3.   Age Group: ☐ 21–30 ☐ 31–40 ☐ 41 and above

4.   Designation: ☐ Middle Level Management ☐ Lower-Level Management

5.   Years of Experience in Present Organization: ☐ <5 Years ☐ 5–10 Years ☐ >10 Years

Section B: Ethical Leadership Scale

Instruction: Please indicate your level of agreement with the following statements on how your immediate superior behaves.

(Scale: 1 – Strongly Disagree to 5 – Strongly Agree)

No.	Statement	1	2	3	4	5
EL1	My supervisor communicates clear ethical standards.					
EL2	My supervisor sets an example of integrity and fairness.					
EL3	My supervisor disciplines unethical behaviour consistently.					
EL4	My supervisor listens to employees' concerns about ethical issues.					
EL5	My supervisor treats everyone with dignity and respect.					
EL6	My supervisor considers the ethical consequences of decisions.					
EL7	My supervisor is trustworthy and open in communication.					
EL8	My supervisor holds others accountable for ethical behaviour.					
EL9	My supervisor encourages reporting of unethical practices.					
EL10	My supervisor shares credit for achievements fairly.					
EL11	My supervisor avoids favouritism in decisionmaking.					

| EL12 | My supervisor acts consistently with company values. | | | | | |

Adapted from Brown et al. (2005), Ethical Leadership Scale

Section C: Organizational Structure Scale

Instruction: Please indicate how much you agree that each of the following statements reflects your organization's structure.

(Scale: 1 – Strongly Disagree to 5 – Strongly Agree)

No.	Statement	1	2	3	4	5
1. Structural Clarity						
OS1	Roles and responsibilities are clearly defined in my department.					
OS2	Decision-making is centralized at higher levels of management.					
OS3	Communication channels are formal and structured.					
OS4	There is a well-documented chain of command.					
OS5	Structure helps in enforcing accountability and control.					
OS6	Rules and policies are consistently applied across all units.					
OS7	Job descriptions are frequently updated and relevant.					
2. Structural Adaptability						
OS1	Roles and responsibilities are clearly defined in my department.					
OS2	Decision-making is centralized at higher levels of management.					
OS3	Communication channels are formal and structured.					
OS4	There is a well-documented chain of command.					
OS5	Structure helps in enforcing accountability and control.					
OS6	Rules and policies are consistently applied across all units.					
OS7	Job descriptions are frequently updated and relevant.					
3. Perceived Structural Impact						
OS1	The structure supports efficient coordination of logistics operations.					

OS2	Leaders make an effort to align structural processes with ethical values.					
OS3	Organizational structure supports ethical practices.					

Adapted from Robbins & Coulter (2017), Mintzberg (1979), and logistics structure frameworks.