



Ethical Leadership Management in the Private Sector of Bangladesh

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Abstract

Ethical Leadership is a tremendous growing interest as public confidence in organizational leaders continues to decline in Bangladesh. Among scholarly communities there is considerable disagreement on the appropriate way to conceptualize, define and study ethical leadership. The main purpose of the study to investigate the probable existence of ethical leadership management in Bangladesh private sector organisation. The study has examine the construction and consequences of ethical leader among all the private organisation. A total 100 questionnaire has been collected from different industry and have used multiple linear regression analysis to understand the situation.

Introduction

Ethical leadership showed a tremendous benefit in past for the both organisation and business. Ethical leadership helps to increase job satisfaction, control compliance issues and decrease misconduct among the employees (Tanner, Brugger, Schie and Lebherz 2010). Nowadays the business world is growing very rapidly. A successful business always depends on ethical leadership and fair managerial approaches which make a company or business push forward towards to the success. For an organizational failure, lack of business ethics has been much responsible besides declining customer loyalty, loss of reputation, and market share. Corporate identity influences by ethical behavior which is the mirror image of a company (D'Amato, Henderson & Florence 2009). Business ethics is a fundamental and very important element to building an organization's picture as it intensely influences the business itself. CSR, Bribery, Corruption, Fraud, Whistle Blowing, Insider Trading, Socially Responsible Investing also include in business ethics is consider as a major term.(Shultz 2015). As it is considering a broad so that business related respondent rarely pay deep attention. Although being an uncommon topic, the successfulness of a business, environmental standard where the business operates and the surrounding society can be heavily affected by it. Ethical leadership is a very important pillar for an organisation to achieving the operational success especially in the country where the case of corruption is higher (Conrad 2013). Bangladesh is a developing country and has a great potential of setting various business organisation and introduce to international market. As economy of Bangladesh is still in a transformation stage, so that the organisation development and the culture is being hampered by ethical values, norms and moralities which is not evaluate yet (Hoque, Khan & Mowla 2013). Though the religion influences acting in the organisational environment but still international standard for codes of ethics has not yet entirely implemented (Ather, Khan & Hoque 2011). As the business is expending very rapidly and



moving toward to the procession of globalization, so the business ethics is consider as an international issues. World Bank (2009) measure business ethics by ten components as influencing factors, where they stated that Bangladesh have an unfavorable position 119th among 180th country in the world. There are many industry in Bangladesh as the private sector has took the top places. Among all the industry Telecommunication Industry has a vital role and successful for rapid growth in economy. Bangladesh face a rapid growth in telecommunication sector as today in present situation approximately 75 million subscribers are using cellular service. The Telecommunication history is broad as it began from 1989 but in present Bangladesh has four cellular service providers: Grameen Phone, Robi, Banglalink and Teletalk. Among them Grameen Phone is the leading the sector telecommunication market following by Robi and Banglalink. Teletalk is the only state-owned mobile operator under the Ministry of Post and Telecommunication came on the market at the beginning of 2005. Next another industry is booming and that is private commercial bank. There are more than fifty commercial banks operating in this small economy. Although over the last thirty years, the country achieved noticeable success regarding the access to banking services, in 1972 population per branch was 57,700 and in the year of 2010, it was 20,162 per branch. The statistics indicates that getting banking services is not a significant problem for the country (Nguyen, Islam & Ali, 2011). Next there are some group of companies (Beximco Group, Pran Group, Bashundhara Group, Jamuna Group) which art dominating in various sector of Bangladesh. A lot of MNC organisation are here to lead the operation.

The purpose of this study is to determine the vulnerability of business ethics in corporate business operations. The problem identify that most of the organisations are not following ethical way to do business. They are not trying to recognize business ethics to the employee which are increasingly demanding for the businesses regardless of their size and value, which embrace their ethical responsibility towards all employees with excessive concentrating on environmentalism. Ethics is describing as one's personal moral principles. In business, ethics define as the morality that what is right or wrong and their principal of conduct how to behave with each other. A person always judged by his ethics and it is also, concern about other person not own interest, desire or self-need. There are some issues for ethics which is considered below:

- Principle shows that how to live a life in fair way.
- Duties and integrity of our life
- Decide and implement the right things and ignore the wrong.
- Differentiate the value of rights and wrongs.

Review of Related Literature

In the present a very important issue is business ethics as not only for the customer but also the employee whom are considered as the key resources of an organisational success. There are two types of ethics they are: Deontological ethics which mean to take decision according to the action that happen and justify based on the right or wrong situation. Another one Teleological only focused on the end result watch closely is it right or wrong beside search for different available alternative. In organisation moral duties of independent companies will fundamentally add to their development and esteem during a time where dishonest practices are on the expansion, as there is an expanded investigation from both legislative and



nongovernmental organizations to prevent corporate drop out in moral practices. In some cases the Brown & King, 1982; Longenecker, McKinney & Moore, 1989; 1995 could not find out any differences between large business venture and small business venture in terms of following ethical perceptions. The central idea of organisational theory is that organisations existing in institutionalized environments must conform to organisational rules, norms, and taken-for-granted assumptions if they are to gain conformity to the law or to the rules. Abiding the rules is again of utmost importance as it facilitates access to resources and thus increases the survival capacities of an organisation (DiMaggio and Powell 1991, Meyerand Rowan 1977). An important point here is that conforming to organisations most often conflicts with principles of efficiency. Therefore, pursuing efficiency by coordination and control and seeking support and legitimacy by conforming to institutions are, as a general rule, mutually exclusive options; when an organization chooses one it automatically gives up the other. However, since even among market driven organisations productive efficiency may have relatively little to do with survival, conforming to institutionalized norms at the cost of efficiency is most often the optimal solution. In some cases the Brown & King, 1982; Longenecker, McKinney & Moore, 1989; 1995 could not find out any differences between large business venture and small business venture in terms of following ethical perceptions. Chrisman and Fry (1982) stated that most common perception relied that there is a huge gap between social responsibility and ethics in corporate organisation.

To understand the study we have to understand the present situation of ethics in a corporate organisation. To start a research on ethic practicing in an organisation the best way to start looking how the organisation itself relate ethics in their operations (Manuel Velasquez 2006). According to Emerson, 2009 to show right path and way for behavior ethics guide moral values. Spence and Van Heekeren (2005) conclude about ethics that it is as an arrangement of prescriptive tenets, excellences, qualities, and rule that educate and guide directly. Moreover ethics particularly mention that it is a division of reasoning managing esteems identified with the idea of people's lead, and business ethics which adjusting the objective of benefits with estimations of people and society (Twomey & Jennings, 2011, p. 40).Corporate organisation owner must follow and understand Standards of business ethics, The Law as Standard, The Standard of Situational & Moral Relativism and The Stakeholder Standards. Ethics influences by some key factors such as: Rules and Regulations, Values, Research, Moral Principle, Ethical Practice, Rules of Conduct (CTRI 2016). According to various philosopher ethics is not concentrate only on oneself morality but also taking action and also behavior got influence by it (BBC 2015). Ethics helps to understand main four pillars which are (1) Identify every person's core values and social values and decide the best and right values which will compatible in a society, (2) Focused one's own vision for future action, (3) Express a person's vision and convince the participators. (4) Ethics helps to show virtue which will explain one's good morality besides practicing principled behavior (Centre for Ethical Leadership 2016). Practicing good ethics in an organisation will help to build higher customer loyalty. Beside that ethics will help to balance positive work environment in to organisation and motivate the employee to enhance their working performance. If an organisation doesn't follow the ethics it will directly affect to the organization's credibility. As most of the organisation public service based, unethical activity news will hampered it reputation and hard to recover. The managers of the biggest companies know that as a



business gets larger, the public the public takes more interest in it because it has a greater impact on the community. The antennae of these managers are tuned to public opinion and they react to it. They seek to maintain a proper image of their company in the public mind. This leads to the assumption of greater social responsibilities. Employees are the main source to run a business. If unethical issues happen some people might lose their concentration which will directly affect to the performance.

Corporate Policy: To follow ethical management in an organisation the most important component consider is corporate policy which is figured as the significant element of ethical landscape. Corporate Policy is describe as the guideline in a written way and communicated thoroughly, which will help to overcome the daily challenges in corporate life and deal with various situations. According to Barth 2003 and Lennick & Kiel, 2005 Policies are a means to create a way to enforce right action. In a company activity, policies initiates dynamically and interactively as the historical and biological process being created out of the give-and-take of company reality. Policy development happens whenever new things are encountered across the organization; it conjointly happens as new things arise relative to different organizations, either as partners or competitors.

Code of Conduct: The code of conduct is a rules that will indicate the good employee behavior which should be maintain in an organisation internal environment. As code of conduct is a part of general company policy, every employee must be received a written copy of company code of conduct which must be reflected by ethical behavior outlines. The code of conduct must be obeyed and the top management should evaluate the employee monthly, half yearly or yearly. As the corporate culture always rely on to the right actions in to the corporate environment, so organization supports the ethical actions (Barth, 2003; Green, 1994; Walton, 1988).



Figure 1: Ethical Management Frame

Personal Moral View: To be an ethical leader a person should be ethical in his own personal life as it will influence moral grounds for justification of the corporate leader's actions and their integration into the ethical landscape, both within the corporate world and in personal life. A personal ethical view will impact on judging employee in an organisation. Patience, honesty, respect each other and morality is influence from personal characteristics which will reflect in to the working environment and will influence other to follow.

Managing People: Managing people is the most important aspect in an organisation to become successful. For an organisation people are the most essential sources as they are playing a vital role in an organisation operations. In an organisation an employee must be coverage in a frame where they will be treated fairly, ethically and respectfully to managing organisation environment (Lennick & Kiel 2005). Ethical management always treat the



employee fairly, respectfully, forthrightly and create awareness about honestly and forthrightly. A leader must follow the ethical behaviour and encourage the employee to be more polite, ethical and be a decision maker. He will guide all the employee as a team member and will also participate in task of team member to fulfil the target. A true ethical leader instead of ordering to do work ethically, he will show how this should be done and follow. Managing people is an important component for the leader as it is all about people's support for the mission and vision of the organization, as well as it will also support for the corporation's leadership because of the openness of the information flows. This loyalty shows up as a concerted effort for the better operational outcomes.

Workforce Environment: An ethical leader must have be concern on environment issues as this will influence an employee health and safety issues. A healthy and safety environment will encourage the employee to do work efficiently and make them confident about the organisation. An ethical leader not only practice fairly treating their employee but also have to be more concern about the working g environment and employee safety. Supervisor must try to reduce employee working stress and encourage them to balance social life with a proper spending quality time with family.

The main purpose of the study is to gain knowledge and insights about the Ethical Leadership following them in private sector of Bangladesh. A research philosophy is the key element of for viewing world of study. Therefore Philosophical assumption helps to determine the research strategy and method for the study.

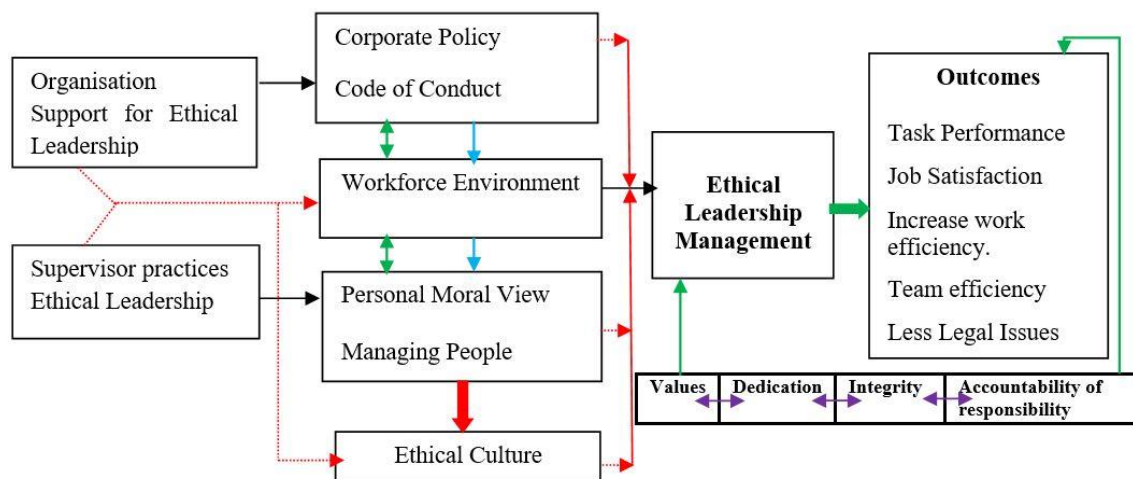


Figure 2: Ethical Leadership Management Framework

H1: There is at least one independent variable has relationship with Ethical Leadership Management in Bangladesh Private sector.

H1: Corporate Policy and Ethical Leadership Management in Bangladesh Private sector have a positive relation.

H1: There is a relationship between Code of Conduct Ethical Leadership Management in Bangladesh Private sector.



H1: Personal Moral View and Ethical Leadership Management in Bangladesh Private sector have relation.

H1: There is a relationship between Managing People and Ethical Leadership Management in Bangladesh Private sector.

H1: Workforce Environment has strong relation with Ethical Leadership Management in Bangladesh Private sector.

For determining the impact of all the variables toward Ethical Leadership Management in Bangladesh Private sector, data had selected based on the indicators of each variables. The variables indicators have been used from online questionnaire of various private organisation. The study is based cross sectional survey which collected data from the various segment of population. A total 100 respondent have been taken from the various private company/organisation and asked around 30 core questions with some demographic enquiry which was based on ethical management components. As per requirement of the proposed study, quantitative research approach is found appropriate since this approach is based on the ethical management testable hypothesis and theory which can be generalized across setting. The approach allows generalization of conclusion and flexibility in the treatment of data, in terms of comparative analysis, statistical analyses and repeatability of data collection in order to verify reliability. A correlation design has been adopted for the study as to understand the appropriate answer regarding to the research question and test the hypothesis correctly. As per demand of the planned study, quantitative analysis approach is found acceptable since, this approach is predicated on the event testable hypothesis and theory which might be generalized across setting. The approach permits generalization of conclusion and adaptability within the treatment of information, in terms of comparative analysis, applied math analyses and repeat-ability of information assortment so as to verify dependability.

Questionnaire and Pilot Test: The survey questionnaire has prepared by consisting close ended question which are rated on a five point scale (from a continuum of Strongly Agree, Agree, Neutral, and Disagree to Strongly Disagree). The values are 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. A pilot test has been done to observe the validity of the survey instrument before finalizing the questionnaire analysis. A random 20 respondent's data has been tested to understand and judge reliability and validity of questions from the questionnaire.

Data Analysis: Data From the field was compiled, Sorted, and coded to have the required quality, accuracy and completeness. A computerized statistical analysis of the data was necessary to describe and interpret the data that was obtained from the questionnaires. The analysis begins with a description of the demographic profile of the respondents, which will give the reader and insight into demographic trends. The Second part of the research analysis is involved both descriptive and inferential statistics. The scale model suggested by David (1971) was used to describe the relationship between the variables are follows:

- a) 0.70 And above- Very strong relationship.
- b) 0.50 to 0.69 – Strong relationships.
- c) 0.30 to 0.49 – Moderate relationships.
- d) 0.10 to 0.29 – Low relationships.



e) 0.01 to 0.09 – very low relationship.

Furthermore, a linear regression analysis was also carried out to determine the extent to which independent variables influence the dependent variable.

Demographic Data Analysis: Demographic Data analysis helps to understand the preliminary findings which may explained by graph. A total 100 respondent has been collected from different private organisation to cover all over the industry of Bangladesh. Among them 64% male respondent and 36% female respondent has been participated in to the survey. This will also indicating that the number of female employee is increasing day by day. In the case of age segment 25-30 years respondent are more active to participate in to the survey and it is also indicating that the organisation are more relying on youth and their innovative idea. According to the survey the income level is good but here the survey is not mentioning that is the salary is satisfactory or not. But the survey showed that among the respondent 40% are getting 36000 and above salary.

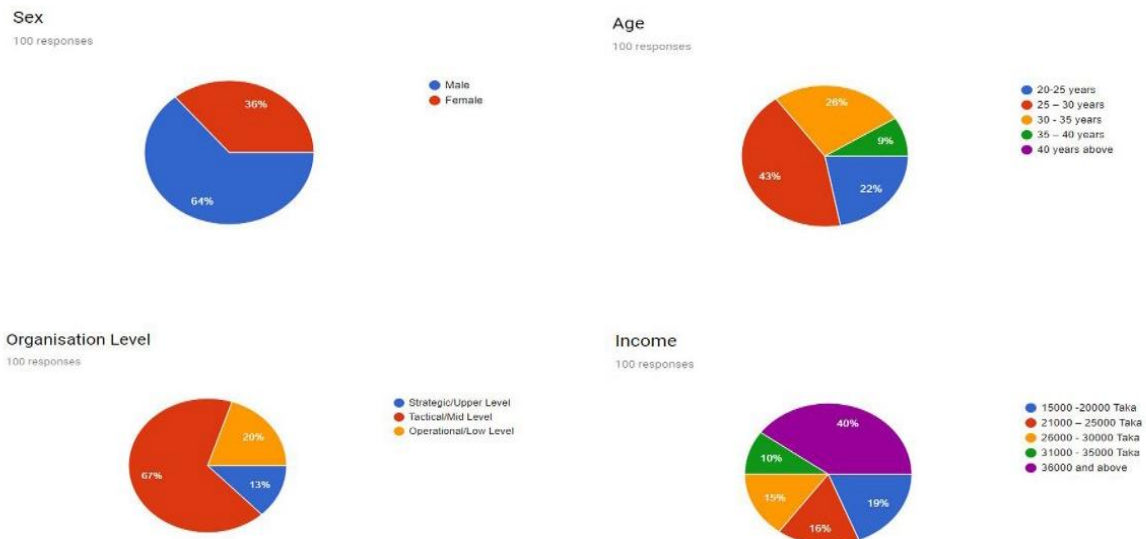


Figure 3: Demographic Information (Sex, Age, Organisation Level and Income)

Reliability Test: The Reliability test commonly used psychometric measure for assessing survey instrument and scale. Internal consistency is measured by calculating statistics known as Cornbache co-efficient alpha. Reliability is concerned with estimates of the degree which is free of random error. Cronbach's Alpha is indicates the reliability of data which indicate in analysis as .955. This result shows that good reliable data.



Case Processing Summary

		N	%
Cases	Valid	100	99.0
	Excluded ^a	1	1.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.955	6

Item Statistics

	Mean	Std. Deviation	N
Ethical Leadership	3.8040	1.01662	100
Corporate Policy	3.7000	1.09231	100
Code of Conduct	3.7700	1.03724	100
Personal Moral View	3.6280	1.05257	100
Managing People	3.7100	1.15553	100
Workforce Environment	3.6560	1.06100	100

Table 1: Reliability Test

Correlations Analysis: To measure relationship between variables correlation analysis is very much important. The strength of the relationship is measured by the value range from -1.00 to 1.00. The value 0 describes no association between variables and 1 is complete positive and -1 indicates complete negative association existing between variables. The recommended power range is $r = .10 - .29$ little, $r = .30 - .49$ medium and $r = .50 - 1.0$ is high relation.

Correlations

		Ethical Leadership	Corporate Policy	Code of Conduct	Personal Moral View	Managing People	Workforce Environment
Ethical Leadership	Pearson Correlation	1	.850**	.855**	.741**	.760**	.701**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
Corporate Policy	Pearson Correlation	.850**	1	.852**	.762**	.775**	.723**
	Sig. (2-tailed)	.000		.000	.000	.000	.000



	N	100	100	100	100	100	100
Code of Conduct	Pearson Correlation	.855**	.852**	1	.751**	.759**	.731**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
Personal Moral View	Pearson Correlation	.741**	.762**	.751**	1	.814**	.829**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
Managing People	Pearson Correlation	.760**	.775**	.759**	.814**	1	.797**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100
Workforce Environment	Pearson Correlation	.701**	.723**	.731**	.829**	.797**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

Table 2: Correlation Test

So the Dependent Variable (Ethical Leadership) have a great relation with the Independent Variable (Corporate Policy, Code of Conduct, Personal Moral View, Managing People and Workforce Environment). Here Ethical Leadership has a shows a positive relation with Corporate Policy around .850 which explain strong impact. Code of Conduct explore a positive relation with Ethical Leadership with .855. The correlation coefficient shows that there is an upward trend of code of conduct to influencing ethical leadership management in an organisation. Next Personal Moral View and Managing People has a positive and strong relationship accordingly .741 and .760. Finally the last Independent Workforce environment also shows a very good relationship with Ethical Leadership Management as .701. All of this variables Sig. = .000.

Multiple Regression: The study examined the relationship between the independent and dependent variables and the study suggested a strong relation between knowledge ($r=.891$, Sig. =.000) Where R shows the Further for confirmation on the multicollinearity problem and independent variable together explain dependent variable. The adjusted R square explained the percentage of variation explained by only the independent variables that actually affect the dependent variable. According to the study, adjusted r squared is .783. Any value of my multiple regression analysis has not been found that is less than .10 (Tolerance) and more than 10 (VIF). Tolerance for Corporate policy was valued at (.228), Code of Conduct at (.238), Personal Moral View at (.230), Managing People at (.249) and Work force



Environment at (.230). VIF for Corporate policy was valued at (4.391), Code of Conduct at (4.195), Personal Moral View at (4.347), Managing People at (4.009) and Work force Environment at (3.838).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.891 ^a	.794	.783	.47397	.794	72.294	5	94	.000

a. Predictors: (Constant), Workforce Environment, Corporate Policy, Managing People, Code of Conduct, Personal Moral View

Table 3: Regression Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.202	5	16.240	72.294	.000 ^b
	Residual	21.117	94	.225		
	Total	102.318	99			

a. Dependent Variable: Ethical Leadership

b. Predictors: (Constant), Workforce Environment, Corporate Policy, Managing People, Code of Conduct, Personal Moral View

Table 4: ANOVA Test

From the above the value of F-stat is found to be 72.294 and is significant as the level of significance is less than 5%. In addition, this indicates that the null hypothesis is rejected and alternative hypothesis is accepted. Hence it was found that Workforce Environment, Corporate Policy, Managing People, Code of Conduct, Personal Moral View has impact on Ethical Leadership Management in Bangladesh Private sector. The study on Beta which is used to compare the involvement of each specific independent variable on the dependent variable. The standardized coefficients part of the analysis shows the contribution of the independent variable. Strong contribution on the depended variable is considered by calculating the maximum value of Beta for each specific variable. Contribution of these variables needs validity through the Sig. value (.000) for each individual variable certified the unique significant contribution on dependent variable. In the analysis Beta value where five of independent variables among six variables have contributed on dependent variable. Code of conduct showed the highest contribution among the three variables (Beta=.414, Sig. = .000). On the other Work Force Environment have negative contribution as (Beta= -.021, Sig. = .823)



Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.446	.189		2.358	.020
Corporate Policy	.336	.091	.361	3.677	.000
Code of Conduct	.406	.094	.414	4.315	.000
Personal Moral View	.070	.094	.072	.739	.462
Managing People	.109	.083	.124	1.318	.191
Workforce Environment	-.020	.088	-.021	-.224	.823

Table 5: Coefficients Test

Findings

From The Analysis it shows that the Ethical Leadership management is properly followed by the supervisor in Bangladesh. Corporate policy, Code of conduct Personal Moral View and Managing People is more affecting to the fair leadership but the supervisor is less concentrating in Work force environment. The study explained that all the components Corporate Policy, Code of Conduct, Personal Moral View, Managing People and Workforce Environment have a good positive relation with the ethical leadership management but among them workforce have the weak contribution (Beta= -.021, Sig. = .823) to the ethical leadership management. This situation will impact to the employee health and safety which will guide to declining task Performance, no Job Satisfaction and decrease work efficiency. On the other hand rest of the component are strictly following by the supervisor/manger. From the figure 2 framework it is clearly stated that all the components are very much important and influenced by each other. So workforce environment is highly needed beside all the other components and must be followed to reach the organisation goal.

Limitations of the Study

There are many limitation have found throughout the process to do research about the Ethical Leadership Management in Bangladesh. The first limitation of the study is the sample size of the research which is not enough with only 100 respondent could manage to do the study. As the study is concentrating on Bangladesh private company or organisation, which consists various industry of Bangladesh. Additionally the Ethical Leadership management is broad enough that is impossible to cover in one research. In the research the shown determinants are not sufficient to identify the accurate ethical leadership situation in Bangladesh Private sector. Also respondent may be bias and may answer the question unethically.

Conclusion

The study had conducted as is the ethical leadership is still existing in Bangladesh to face the new era. Here a model has developed to understand ethical farm, its outcome and the situation of Bangladesh. The study has analysed briefly at the various structural components of the frame of ethical leadership management. The structural components are corporate policy and codes of conduct, Workforce environmental, managing people and personal moral



view. The essay has discussed these categories of ethical management and understand the position of Bangladesh private sector.

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