Managing Workplace Ethical Dilemmas, Perceptual Ethical Leadership, Accountability, and Management Outcomes: A Critical Review and Future Directions

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The inquiry of ethical dilemmas and moral predicaments continues to be a significant problem for managers in most workplace environments (Brown & Trevino, 2006). Managers oftentimes find themselves in difficult situations where they must make decisions that uphold organizational ethics, policies, and honor their morality (Brown & Trevino, 2006; Trevino, 2018; Verschoor, 2018). Mostly, employee actions put managers in these compromising situations, where they may be required to make some trying ethical decisions. Considering these perspectives, this study discusses a variety of research on employee actions and other factors that may pose ethical dilemmas to managers. The study also investigates research done by other scholars about management ethical dilemmas and tries to establish the research gaps on what researchers might not have not wholly accomplished in the past. The study proposes to take a qualitative approach to investigate what managers have been doing in the past to address the question of what they must do in the future when they encounter real-world ethical quandaries.

Keywords: ethical dilemmas, ethics, management, managers, morality, employees actions, research, organization, policies

INTRODUCTION

Ethics is a fundamental building block of professionalism. Different disciplines subscribe to different ethical codes of conduct; however, the ultimate values of morality must remain paramount in any profession. In the modern world, managers always have problems trying to handle ethical cases at their workplaces. Employees do things that they consider minor issues with no substantial implication, but in the end, they equate to gross violation of ethical codes of conduct (Ferrell, 2016). Since management is of different levels, and work descriptions vary in various professions, workplaces have different moral codes. Therefore, the question of workplace ethics remains an ongoing mystery. A lot depends on a variety of situational specifics, contextual factors, and workplace environments. Many factors within and without the workplace can contribute to ethical dilemmas. Communications, ethical theories, workplace environments, and the perceptions of managers are some of the primary factors that continue to facilitate or exacerbate the recurrence of organizational ethical dilemmas.

The workplace environment has diverse people with various cultural, professional, religious, and economic backgrounds. These people bring diversity together to aid in success of the company; however, there must be something that brings uniformity among these groups of people. Moral uprightness is one of the factors that bring rationale among men. Different cultural affiliations vary on what is right and wrong; therefore, the issue of rules and regulations comes to the surface to resolve the problem of morality. Ethical codes of conduct complete the picture of how people should conduct themselves at the workplace.

With legal and moral guidelines in play, the workplace becomes a harmonious ground where productive work that brings success takes place daily. However, some people may not know what the management expects from them within the company because of the code of right or wrong and what to do in unforeseen times. Even the most straightforward activities can lead to legal implications and ethical misconduct. This situation raises the question of adequate communication of a company's expectations from its workers. Managers must be at the forefront in making known to their subjects what their employer requires of them (Romious, Thompson, & Thompson, 2016). Such an approach communicating the rules, regulations, and ethical codes of conduct of that company to all its employees. Communication alone cannot be enough; therefore, the management must foster the spirit of adherence and compliance among their employees.

There are so many areas in business settings where managers can find themselves in ethical quandaries; however, out of the myriad possible situations, five areas stand out prominently. These areas, which are significant and present substantial ethical dilemmas for managers, include issues of employee safety, human resource issues, corporate resources utilization, customer and client's confidence, and conflicts of interest. Additional areas also present moral quandaries for mangers such as workplace discrimination cases on account of gender, age, ethical affiliations, ethnic background, and religion. The subject of employee termination and hiring of employees, workplace disciplinary issues, as well as employee appraisal, also present cases of ethical dilemmas to managers. These areas, most of which are operational, pose problems to managers daily as they try to balance both company values and policies, and their ethics and morality.

As much as these situations pose ethical dilemmas to managers, the most significant and more troublesome factor is employees' tendency to conduct personal business on company time. In this case, employees get the temptation to carry out personal agendas when they are supposed to be doing company business activities. Another troublesome factor is the issue of employees taking credit for work that they did not do, posing a significant ethical dilemma. The management may not always realize such a case, but it is a question of morality on the person claiming compensation at the expense of other employees. Another factor is the inappropriate harassment of other employees. Harassment could happen either physically, sexually, or psychologically. The question of harassment has its roots in discrimination, and some employees' tendency to look down on others. Lastly, the issue of employees stealing from the job is a problem that gives managers a significant challenge. Stealing from the job may happen intentionally or unintentionally. Ethical dilemmas for mangers arise when employees steal company property without the knowledge that they are doing wrong.

These employee practices have continued to disturb the minds of managers as to what to do when they occur. The worst thing is that they happen so regularly and have a tendency for recurrence. The primary question in this study is what managers should do when faced with these practices that put them in an ethical dilemma, where they do not know the right course of action to take in the event of their occurrence.

Ethical dilemmas arise in the event where two sets of values conflicts with each other and require a person to choose between them. In organizations, managers are ever faced with ethical dilemmas as they run the business of the organization and try to balance their morality and performance objectives with the corporation's regulations and practices. Most of the ethical challenges that organizational leaders face has to do with the morality of their employees. Along the journey of their careers, ethical quandaries may conflict with the ethics of corporate leaders.

A situation arises where a manager faces the challenge to satisfy the customer and other stakeholders' requests, meet organizational business and financial goals and uphold company ethics. Such occurrences are common in workplaces, and they pressurize managers and put them under high tensions. Business managers also encounter the dilemma of arbitrating between two conflicting values in what is known as a

right versus the right ethical dilemma. Such cases where employees' interests collide, and both stand to be correct, are not easy for managers to manage.

The morality of mangers is essential in determining their ethical decisions. Research indicates that leaders' ethicality is dependent on their perceptions and the perception of their employees. Despite how respectable leaders might seem in the eyes of workers, situations always arise in the workplace that pose them with decisional challenges, especially when it is the matter of employee ethics. Managers act as the judges in the workplace, and they decide cases for all company employees. Employee misconducts always present challenges to the managers, especially when the fault happens in controversial or conflicting organizational values.

Since ethics are what people deem as right or wrong based on personal actions, there lacks a standard way to develop a universal code of conduct (Apel, 2017). Hence, the normative approach to ethics applies, where morality is prescriptive upon an individual's perspective. This approach is notable in the workplace ethical theories discussed earlier in this study. As such, decisional dilemmas for managers keep on escalating, and the situation never gets any better.

The most significant challenge that makes managers encounter the decisional dilemmas in cases of employees' ethics is the application of the normative approach. The method does not give a clear definition of the term ethics, and hence, managers always find themselves at crossroads in managing employee ethical issues. However, the empirical approach has a prospect in offering a solution to this nagging problem. Empirical approach preserves all the aspects of the normative method, but also, it seeks to investigate human behavior scientifically to determine their trends and possible courses of action (Werhane, 2019). When managers apply this approach, they will get to understand their employees based on individual values and behaviors; hence, they have a clear ground to base their ethical decisions.

It is also noteworthy to recognize that many organizations have inferior and inefficient communication methods. Some companies still use company handbooks and the traditional notice board to communicate urgent matters to employees. They also use these traditional platforms to communicate organizational policies and company ethics. Many people do not have a reading culture, and it is not possible to tell how many people will read the company handbook to know its policies and ethical requirements. In the event of employee training on moral issues, many companies still use the traditional class setting, where employees gather in a hall to listen to an instructor. Again, this is ineffective because not all people will attend the training sessions. There is no assurance that even those who attend will be attentive to the ethical lessons that the instructor will teach in that session.

Organizations are slack and reluctant to embrace the use of technology in company communication. The use of traditional means is slowly but surely losing its grip on people, since they demonstrate aversions to these methods. People at individual levels express an interest in the use of technology. Most people spend their time using computing devices and the internet. These are technological tools that organizations have failed to use, and therefore, they fail to educate employees on corporate ethics and polices (Mohamad, Nguyen, Melewar & Gambetti, 2018). They also fail in training workers on how to observe ethics and organizational policies. The organizations fail because the communication channels they use are too traditional and they do not seek employees preferences to know suitable and modern methods.

Managers have also had a responsibility in the ethical dilemmas they face in the workplace. The fact that workplace ethical dilemmas are recurrent indicates management failure. Managers tend to procrastinate disciplinary actions for unethical employees, hence tempting that employee to repeat what they did. It is also a factor that encourages other employees to take part in unethical practices with the knowledge that their fellow dishonest employees have never faced punishment. Managers do not have elaborate measures to enforce the ethical guidelines in their organizations. In many cases, companies are not to blame because they have these policies in place; however, organizational management fails in the ethics enforcement process.

Conceptual Analytic Framework of Current Research

This research will incorporate several variables of the study. These are the factors that interact and link to cause erosion of workplace ethics, actual organizational ethical codes, and how managers handle ethical

issues at workplaces. The variables can also work as tools to reduce cases of ethical dilemmas that face managers at the workplace, like in the case of technology and its role in effective communication. The variables will give a direction on the recommendations of how managers should handle real-world ethical quandaries.

The most significant variables in this research will be, first, the organizational management. Managers are the people with the duty to handle ethical issues in the organization. They are the primary variable of consideration, where the research is trying to investigate how they address ethical issues, and how they must deal with real-world ethical quandaries. Secondly, the study will focus on employees and other organizational stakeholders. As much as managers have to uphold ethics in organizations, corporate stakeholders also have a significant role to play in this matter. For instance, employees are the primary stakeholders in corporations, and the company asset that is profoundly affected by organizational ethics. If anything, employees are the people who practice ethical misconduct in many cases.

Thirdly, technology will be a vital variable in this research. Technology plays a significant role in employee training and career development. Today, communication in many companies happens through technological devices and platforms such as computers, mobile phones, and the internet or company network. Social media is a product of technology that is also vital in company communication. Company employees form social media platforms where they discuss several matters. These platforms are, at times, used by employee supervisors to communicate specific organizational issues. Managers can also use these platforms to educate employees on corporate policies and ethics.

Another variable in this research will be corporate policies and corporate code of conduct. As it is, companies make regulations that their workers must follow. Within the policies lies the ethics that the employees must observe in the working environment. Ethics and policies are vital variables in that without them, ethical dilemmas would not exist, and they would not pose challenges to organizational managers. The other variables in this study will undergo evaluation based on their contributions to organizational ethics and how they cause or effect management ethical dilemmas.

Additionally, the study will give focus on other stakeholders, such as customers, clients, and business partners, as the other research variable. This variable is essential for consideration because stakeholders such as clients report ethical misconduct by employees or organizational workers to the management. They would like to associate and partner with corporations whose workers are ethically upright. Lastly, the workplace and the entire corporate environment will also be a variable of consideration in this study. In most cases, the environment poses several challenges to employees, making them break institutional ethics.

Similarly, the same environment poses challenges to managers in solving ethical cases in institutions. It is the same environment that, at times, presents a dilemma to managers in handling ethical cases at the workplace. In an ideal workplace, environmental structures and human relationships work together to foster core values that always transcend self-interest (Menzel, 2019). In such an environment, core values inspire ethics-creating efforts since workers have the inspiration to do what is right, even when the conditions to do so are difficult. Therefore, the environment will pose as a vital variable in this research.

Moreover, this research purposes in exploring why ethical issues keep on recurring in workplaces even though organizational policies and codes of conduct exist. The study will seek to investigate the relationship between the research variables, which are, managers, employees, other stakeholders, technology, and the workplace environment. This research will evaluate these variables and try to establish their effect on decisional challenges that managers face in solving employee ethical issues. The study will also seek to provide solutions or recommendations on what managers should do to solve workplace ethical dilemmas.

The proposed research aims at meeting the following objectives: Determine the ethical dilemmas that managers face in the workplace. This research will investigate in detail the difficulties that managers encounter in making ethical dilemmas. It will try to establish all the predicaments that managers have faced in the past when dealing with ethical issues of their employees. Also, this research intends to investigate how managers perceive the ethical dilemmas that they face in the workplace environment. This study will strive to identify managers' point of view on the issues that they encounter in employee ethical matters. Also, the study will try to establish whether managers find ethical dilemmas as challenges in their work, standard work experience, or what their real takes are on the subject. Next, the research seeks to determine

the contributions that the environment has on employee ethical issues and how it contributes to organizational ethical dilemmas. Also, the research aspires to determine what mangers have been doing in the past to address ethical dilemmas facing them in the workplace environment. This study will seek to establish the practices that managers engage in to resolve these difficulties. Furthermore, the study will evaluate these practices to determine what must happen to alleviate the challenges. Finally, the research aspires to identify what managers must do when faced with organizational management ethical dilemmas. This objective is the primary concern of this study. The research will endeavor to identify ideal practices that managers should engage in when they encounter ethical dilemmas related to employee ethics.

The purpose of this study gives rise to the following research questions, which will guide the entire process of conducting this study. The first research question will ask what are the ethical dilemmas that managers face in the workplace environment? The second question will ask what is the perception of managers on the dilemmas they face when managing employee ethical issues? The third question will ask, how does the workplace environment contribute to employees' ethical misconduct? The fourth question will ask what have managers been doing in the past when they are faced with workplace ethical dilemmas? The final question will ask what should managers do when they are faced with workplace ethical dilemmas?

Background and Literature Review

According to Richardson, Yaapar, and Amir (2016), workplace ethics are the moral guidelines that govern social conduct at the workplace. These values tend towards the dimensions of commercial and organizational activities. Workplace ethics entails investigating how organizations display and promote ethical behavior among their staff. The National Business Ethics Survey (NBES) asserts that businesses experience significant levels of misconduct (ECI, 2013). The survey reports that a substantial amount of workplace misconduct is an issue of continuous behavior, rather than a one-time incident. Research that the study conducted in America in 2013 shows that mangers contribute to about 60% of workplace ethical misconduct. This incident happens because managers are unable to handle ethical issues concerning their employees at the workplace (Ginader, 2018). Therefore, the question of what managers would do when faced with real-world moral quandaries in workplaces arises.

Many researchers who take an interest in workplace ethics and business management have done quite a lot in the past in trying to determine what managers can do when they face workplace ethical dilemmas. Most of these researchers have forwarded evidence of ethical misconduct in workplaces. The issues they point out to have in one way or another posed decisional dilemmas for the managers on what they should do when faced with the question of ethical quandaries.

In a 2018 research named 'survey of workplace ethics,' Verschoor (2018) observed that the pressure to compromise ethics in workplaces continues to grow. However, very minimal efforts go into practice to develop strong values among employees and to resolve the problem of ethical misconduct in many organizations. In this research, Verschoor (2018) focused on strategic finance. He observed that employees in the finance sector continue to develop unfavorable practices that lead to blatant misconduct of public and strategic finance. Despite these occurrences, organizational management, both in public and private sectors, are doing close to nothing to resolve the issue. What happens, in the end, is that workers deteriorate morally, and ethics lack a place at the workplace. His idea and proposal were for business managers to develop strong organizational policies and ethical codes of conduct to govern employees' practices. This study notably observed that misconduct in organizations keeps on recurring. Ethical malpractices reported in previous years are the same ones that still happen in organizations today, a clear indication that managers have not been able to handle this problem for quite a long time.

DeJoy, Dyal & Smith (2018) also had research in which they focused on healthy workplace promotion programs. Researchers in this study observed that these promotion programs continue to grow both in the United States and in many developing countries. These programs continue to raise many ethical issues in workplaces. The programs propagated the ethical problems to do with confidentiality, victimization, coercion, conflicting loyalties, and stigmatization. By the time the researchers were concluding this study, they had established that there were little or no efforts developed by the concerned organizations to resolve these ethical issues. Therefore, they forwarded their proposal on how to counter the challenges. The

management of these programs was to take the primary role in resolving these ethical misconducts. The idea of the research was for managers to have a detailed understanding of the potential ethical issues that come with the healthy workplace promotion programs, develop policies that clearly outline why the programs exist, monitor project communications, and involve employees in full effect in the development and establishment of these programs. The study was sensitive to point out that if these mechanisms were to be employed, openness and honesty on the management part need to take priority.

Another research on ethical quandaries that mangers face was written in an article in the Business and Human Rights Journal by Sison (2018). Sison (2018) had a focus on virtue morality and the natural law that governs human social rights dilemmas in organizations. The gross violation of human rights on corporations, and the lack of corporate management efforts to handle the unethical practices revolving around human rights quandaries are the factors that motivated this research. Sison (2018) observes that the question of violation of human rights at workplaces and the lack of management intervention links to several factors. First, the issue of human rights, the law, and ethical codes pose a significant challenge in resolving the longtime problem. Also, the normative force, which is the responsibility of human rights claims on organizations, contributes to the violation of human rights. The third factor is the extent to which human rights put their expectations on organizational compliance.

Sison (2018) observed that the solution to the problem of ethical misconduct lies in the development of favorable laws. It is the responsibility of corporate management to come up with regulations that protect human rights in workplaces and that ethics remain paramount. However, Sison (2018) asserts that the establishment of favorable laws by managers lies jointly with the natural law of morality. His other observation was that apart from the organizational sector, state laws are necessary to uphold human rights and ethical standards. Corporations at the ground level must strive to establish corporate policies that protect their employees from abuse. For this to happen, Sison (2018) points out that managers must have practical wisdom in management issues. It is a challenge to balance all the factors that take a role in upholding sanity in organizations. Factors such as human rights, organizational policies, state, and federal laws, as well as business ethics, require substantial knowledge to implement. Therefore, the workload lies with corporation management to harmonize all these factors and create a peaceful working environment for their employees.

Trevino (2018) also researched the same subject. His focus was on the ethics of managers and employees in the work environment. The unique aspect of this study is that Trevino holds employees and managers at fault on the erosion of ethics at the workplace. The more business ethics continue to grow intellectually and geographically, the more organizations continue to experience ethical misconduct (Trevino, 2018). His other observation was that responsibilities at the firm have a lot in determining business ethics. Employees must follow and adhere to all organizational policies. On the other hand, it is the responsibility of the managers to make these policies and ensure that workers observe them; yet, most ethical practices are not in organizational policies. Additionally, managers are also supposed to demonstrate moral competence when handling issues in the workplace. It becomes a question of morality erosion when the manger must forfeit his ethics to deal with an employee's ethical problem.

This research by Trevino includes other works by various researchers who have an interest in business ethics. In the end, the burden lies with organizational leadership. The problem that stands out in this research is the conflict to balance personal ethics for the managers and doing what the corporate society expects them to do. In many cases, managers are unable to handle organizational ethical issues because they conflict with their morality. For instance, the question of employee termination compromises with the core value forwarded by Bailey and Burch of not harming people (Bailey & Burch, 2013). To resolve this problem, employees must conduct themselves uprightly to reduce the dilemma for their mangers (Trevino, 2018).

De Cremer & Vandekerckhove (2017) had a study on organizational ethics. In their research, these researchers asserted that organizations have always used the prescriptive approach to counter ethical issues. This approach is grounded and based on ethical theories and philosophies forwarded by scholars of the past. Prescriptive methods are traditional and associated with social factors, yet they find application in the business field (De Cremer & Vandekerckhove, 2017). Managers who work in institutions that employ prescriptive ethical measures always find themselves in conflicting matters since they must handle business ethical cases socially, rather than using a corporate approach. Organizations that are managing unethical

behaviors require an ethics approach that is behavioral business based. De Cremer & Vandekerckhove (2017) observed that it is necessary to have a wide-ranging and in-depth comprehension of the values that many people assign to an ethical issue, and how it, in turn, affects their decisions and actions.

The term prescriptive in this context means to fundamentally have many shortfalls when applied in business ethics. Therefore, De Cremer & Vandekerckhove (2017) propose the need to use the descriptive approach, which has a basis on behavioral science rather than on traditional philosophy. When applied in business ethics, a descriptive approach constitutes what is also known as behavioral business ethics. This study indicated that organizations have a responsibility in the management dilemmas that managers face at the workplace. It is impossible to condemn certain activities in a corporation that uses traditional philosophy to justify actions based on a prescriptive approach. The scientific measure is more applicable in business settings, and hence, they must find use in solving ethical dilemmas that managers encounter in their businesses.

Other Previous Research Experiments of Interest

In 1997, Anderson did a scenario-based experiment that sought to seek causes and effects of cynicism in the workplace, which results from the question of ethical dilemmas (Schraeder & Schraeder, 2017). In this experiment, Anderson used a 2*2*2 MANOVA, which revealed that high executive compensations, poor corporate performance, and harsh layoffs are contributing factors to cynicism in workplaces. The experiment also used regression analysis, which showed that employees do not respond positively to requests to violate organizational ethics. The fact that erosion of corporate ethics happens is a management weakness. Anderson's experiment recommended that research must investigate employee behavior to determine its relationship with corporate ethics and how management can intervene to resolve the problem. This experiment established that the lack of management intervention on employee ethical issues causes company workers to engage in more unethical practices. Besides, management activities influence the behavior of employees. For instance, the subject of unjustified employee termination, or what this research terms as harsh layoffs causes insecurity among employees. This insecurity makes the retained employees regroup and gather in cynics with unethical practices. These groups create ethical dilemmas to managers because they do not know what to do to resolve the issue that has arisen from their actions.

Jones & Kavanagh (1996) also conducted an experiment using the 2*2*2 experimental design. The experiment was testing many ethical factors, but the significant factor for this study was the third factor in that experiment. These two researchers experimented on managerial influences on organizational ethical issues. The investigation sought to establish how mangers can affect personal behavior and intentions of employees in the organization to help them resolve moral ambiguities at the workplace. Many employees look upon their managers for professional as well as moral guidance. If managers in the workplace do not portray ethical competence, their employees will have a wrong moral direction.

Additionally, if managers cannot resolve ethical matters, their employees will perceive them as incapable of handling managerial affairs, hence emulate their weaknesses. This experiment asserted that managers have a significant role in shaping organizational ethics. Employees will always copy what they do; thus, their ability to handle workplace ethical dilemmas earns them respect from employees. Consequently, employees who respect their managers will have lower chances of engaging in ethical irregularities. Hence, ideal practices by the managers make their work easy and reduce the ethical dilemmas they can face at their workplaces.

Relevant Theoretical Frameworks, Considerations, and Perspectives

Research indicates that many organizations have developed ethical standards and policies for their workplace environment. However, application and the enforcement of these policies, in many cases, are either minimal or non-existent. This phenomenon is a clear indication of the puzzles that managers face in trying to implement and enforce ethics in their businesses. Several theories have been forwarded by various scholars that explain business ethics and their underlying factors. To a higher proportion, these theories can explain why it becomes a challenge for the managers to enforce ethics in their workplace.

Deontological Ethics Theory

Immanuel Kant forwarded this theory, and it is also known as ethics of duty. In this theory, Kant says that actions cannot be either right or wrong based on their results, but rather because they are good or evil. Therefore, the law of morality takes the course in this theory, where society defines the dos and the don'ts. If a lousy action yields a good outcome, that action remains wrong and cannot find justification as an ideal action. In the workplace environment, managers may face the difficulty of determining what to do in a situation where an employee is in a deontological position, and their undertakings bring ideal outcomes. This theory has a close relationship to the natural law of morality, where doing the right actions is what constitutes morality.

Utilitarianism Theory

This theory by Jeremy Bentham follows in the belief that ethical uprightness is the capacity to do a greater good to the majority number of people. The moral principle of this theory states that if an action benefits many people but causes harm to a few, that action is ethically valid. However, the approach allows for a warning to be issued to all people before a particular action is taken. Those who get the warning usually benefit from action, while those who do not face the consequences of the actions. Bentham believes that all actions have effects, and not all outcomes are favorable. Nevertheless, if the majority benefit, then there is no question of ethical misconduct. Where this theory finds an application to evaluate business morality, it can cause significant ethical dilemmas because managers have to take actions that seek to benefit many people in the organization even though they affect the minority. Irrespective of how few people get affected by the decision, it cannot find condemnation since the majority have benefitted. Similarly, where an employee's actions have benefits to many people in the company yet be indecent to others, it will remain ethically valid.

Morality Theory

Under this theory, what is right or evil is based on people's internal values. The famous saying that 'one man's meat is another man's poison,' falls under this theory. Societies have a vital role in morality ethics since morals differ significantly with different societal and community affiliations. For instance, an employee would come from a community where using abusive language is morally upright. However, in an organization setting, workers are supposed to use appropriate language that demonstrates respect for all people. Such a situation can pose a significant challenge for a manager to handle ethically. Without well-defined organizational ethics, this theory would assume that anything that employees do in the workplace is morally upright. However, it is not practical to say that everything a person does is ethical. If anything, applying this theory in business ethics would compromise the work environment and create havoc for managers to determine what is right and wrong in the work environment.

Theory of Justice

John Rawls forwarded this theory looking at a political system, but it incorporates economic elements used in business and management. In this theory, Rawls states that the same moral rules govern all people, and they must always adhere to them. This approach to morality seeks to achieve uniformity in society and organizations. According to the Theory of Justice, all organizational employees must follow the policies and regulations that the management establishes.

Similarly, organizational management cannot be above corporate policies just because they made them. Instead, managers are also subject to organizational procedures and the ethics governing their organizations. The Theory of Justice seeks to equate all people in the face of ethics and morality.

Justice Theory is an essential tool that managers can use to practice ethics enforcement in organizations. Its implementation in organizational operations is bound to remove dilemmas in issues that result from unethical conduct in the business. For instance, a manager will not be in a compromised situation when terminating an employee who pawns organizational property. Similarly, the manager will not find it difficult to punish an employee according to the laid out disciplinary codes of the company if they violate

specific business ethical codes. After all, the theory asserts that nobody is above the company law, and justice in the organization must apply to all people.

Consequentialist Theory

While not presently extensive, there is some previous research dedicated to the practice of consequentialism ethics and their role in the business world and business practices. Much of the literature and research tends to sway heavily towards normative ethics in relation to business practices. Consequentialism ethics, on the other hand, seems to have less research put into it other than in theory. Consequentialism states that good or evil of an action is contingent upon its outcomes. If the consequences of an action are functional, they justify the goodness and appropriateness of that action. Therefore, the better the results of an action, the better the action and vice versa. Ethical quandaries arise for managers when employees and business stakeholders take wrong moves in the hope that they will yield an ideal outcome. It is a situation that can cause chaos in the workplace because actions would only undergo evaluation after they have happened out and not before.

Love, Salinas, & Rotman (2020) believed that the current form of consequentialism did not have a usable scale which allowed for it to be reasonably or reliably used by the larger world so they conducted some research and put together survey instruments and operationalized the variable in the form of a questionnaire in order to give consequentialism a reliable new scale for measurement. They believed that consequentialism could not be grouped together with any other ethical practice or decision-making model for it to be measured correctly otherwise it muddles the results. Their proposed scale is flawed though in the fact that it is only applicable to the general population regarding western ways of thinking. Their study in total takes place in six parts. Each study goes to further hone their newer scale for measuring consequentialism more accurately and uniformly. This study shows that the need for a universal understanding of consequentialism ethics is needed in order for it to be used on a large scale. It needs to be capable of being measured reliably and actions need to be able to be weighed and judged universally rather than each company judging their own actions or others' actions differently.

Bageac, Furrer, & Reynaud, (2011) researched the differences in perceptions of business ethics between two groups of management students in France and Romania. This study is important to take into consideration because in order to implement a unified ethical system one needs to understand if it can even be done. Just because business is globalizing and policies are expanding to be more inclusive in the business world does not mean that people and cultures will be able to unanimously use a single form of ethical practice, no matter how lax the framework allows it to be. This study showed that French and Romanian student did value different philosophies in regard to business ethics, but it did also show that gender had no real effect on belief. This study shows that even small distances between different cultures can create large differences in beliefs and moral values which in turn can create difficulties in the attempt to implement a universal consequentialism ethical business practice.

Paik, Lee, & Pak, (2017) looked at ethical decision making between two groups, US managers and Korean managers. They wanted to see if cross-cultural decision-making change over time. It found that they did. So as a culture changes and grows their ethical decision-making priorities also change. This means that there is a possibility for the implementation of consequentialism ethics or any other universal ethical thinking over time rather than all at once. Their study showed that after a long period of time different communities began to influence one another, in this case the US was influencing Korea. Korea was using the US as a benchmark for their financial and ethical thinking. This resulted in more and more Korean managers beginning to use a more US rule utilitarian philosophy. This also brought into focus that cross-cultural influence is generally asymmetrical so one party has more power of influence than the other. It shows that economic development as well as historical background can also heavily influence how much a culture can influence another culture. This has heavy implications to our proposed research idea of creating a universal ethical system for all to use. Even in the event that the system works all may not be willing or ethically inclined to use such a method within their own decision-making process.

Struggle Theory

Struggle Theory applies to organizations when managers must enforce policies and ethical codes of conduct for employees and business stakeholders. It is important to note that workplace ethics do not only affect managers and employees. All business stakeholders, including customers, receive an equal effect on what managers and workers experience in the event of ethics erosion in an organization. The primary interest in the Struggle Theory is for the organization to remain ethical because, without morality, the business will be at the risk of collapse.

In the adoption of the Struggle Theory, the management must realize the fact that they are in a war, and the battle is to conquer pressure and temptations that may erode organizational ethics. Although the approach may seem unethical in that it portrays the use of power, it has proved to be effective in areas where it finds application. The face value of this theory presents a perception of a battle between managers and employees, where management seeks to achieve the victory of the struggle that they begin with the employees. However, an in-depth analysis of the approach reveals that it is a peaceful process that only seeks to develop outstanding ethical qualities in the institution.

Under this theory, prevalent norms cannot consider prevalent norms alone. The management must always establish new policies and conditions for company employees to comply with (Brown & Trevino, 2006). Competent managers must ever anticipate changing trends in the work environment and develop ethical practices associated with the new trends in the industry. For instance, the use of technology in business comes about with many ethical considerations; thus, managers must define the policies for new technologies and the ethical considerations thereof.

Struggle Theory applies to organizations where managers are forced to use excessive power in their institutions. For ethical competence in organizations, managers must be vigilant in the organizational struggle. The organizational struggle is vital because of the pressures and the temptations to violate ethical codes of conduct in the institution (Kaptein, 2017). When organizations experience enormous ethical gaps, it means that they will experience a greater struggle.

Organizational ethics are vital for their success; therefore, all workers must remain ethical. As it is the responsibility of managers to ensure ethicality in the workplace environment, they must always be vigilant in this quest. However, a lot is bound to happen in the organization that gives managers ethical dilemmas. It is not a guarantee that employees will always follow the organizational code of conduct, but this does not mean that managers must be partial. Employee activities that jeopardize the stand of the company must never be allowed to thrive in the workplace environment. In such a scenario where managers must force workers to be ethical, and enforce policies and organizational codes for employees to follow, the Struggle Theory comes to the surface.

In many cases, reports reach the media platform that individual companies are struggling with ethical issues. These cases come to the play because of ethical crises that happen in the institutions. Ethical issues may emanate from employee misconduct, noncompliance, internal legitimacy, recruitment and employee termination, and trading issues. All these practices are potential causes of ethical dilemmas in organizations, and they always lie in the hands of managers. When they arise, the Struggle Theory suggests that managers must employ the struggle strategy to handle ethical misconduct. Here, managers must employ force to ensure that ethics are always maintained in the organization. The approach is compromising because the use of force is unethical when dealing with employees. Employees are a vital asset in any company, and most of the organizational responsibilities lie on their shoulders. It is prudent to treat employees with the utmost respect and foster the spirit of free will and a sense of belonging to the company in them. Using force as it is in the Struggle Theory becomes a question of a dilemma for corporate managers.

Society expects that decent performance and organizational moral standards must be excellent. As such, if organizational ethical performance is not attained, opposing forces arise against the company. These forces that mostly come from stakeholders and competitors pressuring the company to get back to its track, about societal and business world expectations. Managers, being the oversights of ethicality and moral standards in the company, find themselves in tight situations to correct the ethics of the company. In many instances, managers seek to control the internal factors that may be leading to organizational ethics erosion, and their first place to look is the issue of employee conduct in the workplace environment. After they are

confident that employees are upright in their morals and organizational ethics, then they move to other factors like compliance, trade, and other affairs.

After management has established that ethics have failed, they resolve to use force to enforce the same in organizations, which brings the aspect of struggle in the company. Mangers will establish policies that employees will follow. Managers will enforce these policies in the organization with acute and total urgency and demand compliance from all employees (Kaptein, 2017). Mostly, disciplinary measures are established and enforced for employees who violate the new organizational policies. This kind of struggle may cause chaos in the organization because employees might wage resistance. They might perceive that the organization is becoming too much on them, and not realizing the efforts they have put to organizational work in the past. Employee revolts are significantly fatal, because if they are massive, revolts may lead to the closure of organizations for the lack of workforce.

Considering these facts about the Struggle Theory, it is quite dangerous when employed in organizations; however, when investigated from a different perspective, the struggle is very vital in organizations. Organizational ethics is not a question of compromise. Companies must attain and maintain an ideal and excellent ethical standards and morality. Businesses that have reported cases of unethical conduct do not live long enough on the business radar. These businesses disappear from the corporate arena, and new organizations come up. Stakeholders, especially financiers, do like associations with unethicality, so when organizations that they fund lose the grip on morality, stakeholders withdraw their support from such companies. Customers are also sensitive to ethics, and they like doing business with ethical organizations. Customers are always at the ready to withdraw their business ties from their organizations if they become unethical.

Companies cannot afford to lose their moral standards. Managers must work around the clock to ensure that this never happens. This factor facilitates the struggle in the company significantly. Organizational leadership employs force in all the aspects that erode their morals. For instance, they will cut ties and bleach contracts with unethical suppliers, and they will punish or terminate employees who fail to comply with organizational policies, establish new and harsh policies to realize a high degree of company morality, and do many other forceful things that seek to set the organization on a high moral standard.

The Struggle Theory has several implications. The lack of struggle in organizations might lead to the rise of organizational ethical gaps. The business and the social world are infested with people; therefore, imperfections are always bound to happen. It is almost next to impossible to attain legitimacy in all the interests of business stakeholders. The struggle is ethical in businesses, and the lack of struggle is unethical. The struggle must exist in organizations to ensure ethicality by keeping employees and stakeholders in check on account of their morality. It is not correct to say that organizations with much struggle are more ethical than their counterpart organizations with less or no struggle. Management factors, employee, and stakeholder professionalism all go into ensuring organizational ethics. It is incumbent upon managers to know the reasonable corrective measures to take in the event of corporate ethical erosions; thus, the struggle must be employed only when it is necessary. Managers must also know when to stop applying struggle in the pursuit of organizational ethics. When organizations have attained morals, the struggle becomes unnecessary.

Ethical quandaries in the workplace prove to be a significant challenge that faces managers. As a result, managers find themselves in a dilemma which has a strong correlation with Struggle Theory as they try to handle difficulties in the workplace. Augustine, Osagie & Oghenero (2015) conducted a hypothesis test to analyze data that they collect about business ethics. In their research, these scholars wanted to ascertain the validity of certain hypotheses concerning workplace ethics, business ethics, and corporate growth on account of management ethical dilemmas and ethical theories. In testing the hypothesis of the statement that there is no relationship between business growth and employee misconduct, they obtained a correlation value (r) of 0.52, which is equivalent to 52%. This value indicated that there is a close and significant relationship between employee conduct and business growth since it exceeds the value 0.5. The researchers concluded that employees' ethics significantly affect the growth of businesses, where good ethics translate to higher business growth. Therefore, managers must use struggle in their institutions to enforce ethics.

In testing the relationship between the existence of policies in organizations and how it translates to corporate growth, the researchers obtained an (r) value of 56%. The evaluation of this figure demonstrates that the existence of policies that support corporate ethics contributes significantly to corporate growth. Managers must apply the Struggle Theory in their organizations to make new policies, enforce the existing policies, and punish or terminate employees who fail to adhere to them.

The above workplace ethical theories are significant in this study, which seeks to establish what managers must do when they encounter real-world moral quandaries. The approaches address the aspects of morality in the work environment and elsewhere with precise details on what is right and wrong. However, the theories are contradictory in some instances, and they cannot all find an application at the same time. The specifics of the ethical conditions at hand must, therefore, play an essential role in advising managers on the course of action they must take to resolve ethical dilemmas in organizations.

Directions for Future Research

Workplace conditions and the environment are dynamic, and technology is also changing by the day. These two factors are essential variables in this research. Therefore, future research will be necessary to incorporate new and changing variables.

It will be incumbent upon future researchers to put more emphasis on technological and environmental factors that cause ethical dilemmas in the workplace to mangers. Moral codes are also dissimilar for different organizations; therefore, research must look at specific industries and the ethics that they practice. A study that takes a direction of specificity is bound to be more elaborate and significant to address issues on a specific approach other than generalizing matters. Other than talking of organizational ethics, it would be more favorable to talk of ethics in an approach that targets individual industries. For instance, the research could focus on ethical dilemmas in the finance industry, manufacturing industry, marketing, motor vehicle industry, the medical discipline, or many other disciplines. In this case, it would be easy to investigate the issue extensively with a focus on that particular field, hence the possibility of having perfect research findings.

Contributions and Strengths

The contributions of the research are the positive implications that it has on the fields and sectors that it touches. Research contributions always come to the surface in the form of benefits that it presents. This research will contribute to the alleviation of the problems that leaders face when making ethical decisions. The findings of this study will discover use in developing an integrated conceptual model that will illustrate the relationships of the various variables that advise the moral choices that managers make concerning their employees' ethical misconduct.

Within the organizational setting, the study will propose the best practices for managers to counter ethical dilemmas in their management practices and their dealings with corporate employees. The research will introduce the institution of ethics officials in organizations for use in the establishment of corporate ethical standards, an approach that will aid in the alleviation of the conflicts that arise between organizational policies and ethics. It will also shed light for managers on ways that will allow them to make corporate ethical decisions without compromising their morality. Furthermore, the research will help in improving the images and profiles of managers who manage to uphold corporate moral values, hence increasing their qualifications for promotions and prospects to work in more prominent institutions.

Still, within the organization setting, the research will seek to address the subject of employee morality. It will point to the relevance of employees to be morally upright in all their undertakings at the workplace. With employee adherence to all organizational ethics, the corporation will be a haven for morality, and its operations will run smoothly. It will allow for proper time management, as managers will engage in more constructive organizational activities during the time they would be using to solve ethical dilemmas. Additionally, stakeholders will prefer organizations whose working staff are ethically conscientious, hence seek to partner with such institutions, increasing their financial value.

This research will also be significant in the research discipline. It will establish a considerable approach to dealing with ethical matters, and more so, organizational ethical issues at the employee and management

levels. The research will address the problems that other researchers have recommended in the past. In so doing, the study will provide a solution to some of the organizational ethical issues that previous researchers have not been able to solve. It will also make its recommendations on the subject for future researchers to address.

Lastly, this research will prove significant to stakeholders of organizations. The most significant and known organizational stakeholders are customers and clients. This research will allow these business partners to have a favorable time when dealing with institutions. For instance, a customer will not find abuse, mistreatment, or harassment from institutional workers, if organizations will employ the recommendations of the research. Adoption of this research by institutions will help improve the customer and client experience when they transact with their organizations. Other stakeholders like financiers and business partners will also benefit from this study in that they will receive value for their money when organizations do well financially for having ideal ethics.

CONCLUSIONS

The question of ethics in organizations will always be inevitable. Similarly, institutions will continue to have managers and employees, so there is a high likelihood that ethical misconduct cases will arise in the workplace. Managers must have the correct strategies to handle real-world moral quandaries. The normative approach has always seen its use in business ethics; thus, managers and their institutions must incorporate the empirical approach to deal with organizational ethical issues. This approach will ensure that managers handle ethical issues in a way that is beneficial and acceptable to most of the company staff and other members on an ongoing basis. Some theories, such as the Struggle Theory, must also find a place in business ethics. Organizations must realize that they are in a race, competing to be the best in the industry. Financial success comes through several factors, and ethics is one of them. Moral uprightness is vital in companies.

Researchers must also consider the issue of the environment with total concern. Some environments pose difficulties to employees, causing them to engage in unethical behaviors. For instance, low salaries and poor working conditions can cause employees to steal from the company and do personal work within the company time. It would be a question of an ethical dilemma for a manager to terminate an employee who takes from the company to feed his or her hungry family. Organizations must ensure that their employees have a pleasant working environment and the right working conditions. Menzel (2019) asserts that workplaces with suitable structures, friendly workers, and healthy working conditions foster the spirit of doing good among employees.

In dealing with employees, managers must never show partiality. Disciplinary actions must apply where necessary if that is what will help organizations achieve ethical excellence. Also, organizational policies must be in line with corporate ethics to avoid putting managers in a situation where they must choose between policies and ethics. Lastly, organizations must employ the use of technology in communication. Many employees engage in unethical practices because of ignorance. This lack of knowledge can be eradicated through digital employee training programs, where companies train their employees on organizational policies and ethics through digital platforms. These platforms could be the company's mobile applications, company websites, and organization intranets. With precise digital training, employees will stop engaging in unethical behaviors and uphold high degrees of morality and professionalism. This strategy will, without a doubt, give managers an easy time dealing with ethical issues. Ethical dilemmas will also reduce drastically in organizations, alleviating the decisional challenges that managers have been experiencing for many years.

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