

Impact of Ethical Culture on Ethical Practices Among Managers and Supervisors in Bangladesh Textile Industry

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Abstract: The textile sector and other high-risk industries need managers and supervisors to preserve ethical standards because they must ensure fair wages and working conditions for all employees. Managers must also ensure that all employees receive proper treatment at work. The ethical obligations related to occupational health and safety regulations do not receive proper attention in Bangladesh's textile sector and many times go neglected. The protective measures required to safeguard workers receive inadequate attention from many managers who thus expose their employees to risk. The research focuses on ethical culture and managerial behavior within the textile industry sector. The research team used an intercept survey to gather data from 385 managers and supervisors who work at five factories in Dhaka and Narayanganj. The research study used SmartPLS 4 as a structural equation modeling tool to analyze the relationship between ethical culture and decision-making patterns. The results show that there is a positive correlation between ethical culture and ethical behavior. Those managers who follow ethical standards make better decisions that lead to better workplace practices. These results highlight the need for strong ethical commitments, thorough policies, and strict regulatory actions to develop a long-term ethical work culture. The study also reveals that managing ethical culture can provide managers with better reasons to focus on workplace safety. When organizational operations incorporate ethical principles as part of their daily routine, the organization becomes more transparent as well as fair and responsible. The research offers immediate practical implications while establishing a future research foundation to enhance ethical decision-making in Bangladesh's textile sector. By establishing ethical standards and maintaining managerial accountability organizations can create lasting sustainability which benefits their employees and the industry as a whole.

Keywords: Ethical Culture, Ethical Practice, Ethical Responsibilities, Ethical Behavior, Textile Industry.

Type: Research paper



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1. Introduction

Workplace ethical standards form a central business responsibility in present-day organizations. The workplace responsibility includes protecting staff members from dangers as well as paying them justly while maintaining their human dignity. The physical along emotional well-being of workers deserve protection which makes enforcing occupational health and safety laws mandatory for both business leaders and managers.

Workplace safety needs improvements in Bangladesh mainly affecting textile factory workers among others. Despite better regulations and safety protections, the number of incidents remains high demonstrating that some leaders and managers are not properly enforcing vital workplace safety practices (Akhter et al., 2019). The failure to maintain ethical responsibility levels poses two seriously damaging effects: it threatens worker safety levels and it creates adverse international perceptions about Bangladesh. Multiple safety violations in textile factories demonstrate that the Bangladesh industrial sector puts profits before worker health and well-being (Akhter et al., 2019). Foreign investors lose confidence while first-world countries avoid conducting trade through Bangladesh as a result of this negative perception which endangers future investments (Roberts-Islam, 2020).

Research currently available demonstrates an insufficient understanding of the manner ethical work culture influences managerial operational choices and office practices. The investigation probes managers' and leaders' processes of adopting ethical principles while implementing them at organizational levels. Research by Auzoult et al. (2021), Alharthi and Islam (2020), Hiekkataipale and Lamsa (2017), Johari et al. (2020), Khusnah and Soewarno (2022), Oti (2020), Sturm et al. (2023) and Turyakira (2018) has investigated ethical leadership and workplace ethics but has failed to ascertain direct relationships between ethical culture and managerial decision-making and behavioral patterns.

Internal ethical frameworks developed by organizations generate two benefits for organizations according to research conducted by Paralta et al (2023): reduced workplace misconduct as well as improved employee morale and better well-being. Modern business needs to demonstrate responsible corporate citizenship by keeping their operations aligned with ethical practices and social responsibility standards. Workplaces run by ethical companies produce better conditions that generate high productivity for social advancement and economic stability. Managers together with leaders need to embed ethical culture within their day-to-day operations as a way to avoid unethical conduct and maintain enduring business achievement.

The textile industry strongly depends on ethical responsibility as a fundamental management concept (Khan, 2018) yet the Bangladeshi textile sector lacks scholarly investigation about corporate culture and social responsibility alongside leadership ethics (Khan, 2018; Ahmad et al., 2015). The studies neglect fundamental aspects of ethical reasoning when they overlook the sustaining role of managers and supervisors who enforce ethical standards at factory sites.

Research investigations about ethical practices and leadership within the Bangladesh management field remain scarce to date. The study by Khan (2018) examined how corporate cultural elements together with leadership approaches

impact workplace management practices between Bangladesh and the UK in the RMG (Ready-Made Garments) sector. The investigation emphasized ethical leadership yet failed to study additional essential elements which include both ethical culture and workplace practices. Future research must be conducted to build greater awareness about ethical principles among managers and their leaders because they need better education on applying ethical standards to their decisions.

Businesses throughout the textile industry in Bangladesh show the need for better comprehension of ethical culture principles among managerial personnel. This study aims to fill the existing knowledge gap by enhancing the awareness and implementation of ethical practices among managers, thus promoting responsible leadership that will ultimately benefit the industry's reputation and long-term sustainability.

This paper is organized as follows: Section 2 presents the literature review, followed by the methodology in Section 3. Section 4 presents the findings, while Section 5 concludes.

2. Literature Review

2.1. Ethical Culture

Theoretically, ethical culture can be described as the reliable and psychologically meaningful shared conceptions of ethical rules and practices within an organization (Manal et al., 2021). The concept of ethical culture was first outlined and extensively researched by Victor and Cullen (1987; 1988). The researchers identified five main types of climates to characterize the variable of ethical culture.

Organizations develop distinct ethical climates that shape how employees and leaders approach decision-making. These climates influence whether ethical choices are made based on self-interest, collective well-being, established rules, or external regulations.

An instrumental climate is one where ethical decisions are primarily driven by self-interest, whether at the individual or organizational level. In this type of environment, ethical considerations often take a backseat to profitability or personal gain, sometimes overlooking the potential harm these decisions may cause to others.

In comparison, a caring climate takes into account the needs of others in making ethical decisions. Employees at such businesses often feel more appreciated, because ethical decision-making is based on fairness, compassion, and making choices that serve the most people. This kind of climate is usually preferred by employees who are looking to work in a reliable and supportive place.

In an independent climate, employees feel free to make judgment calls based on their own values, even when their personal values are out of step with the organization's broader norms. But in these types of workplaces, employees have the freedom to align with their moral compass rather than the company policy. One of the outcomes of the decentralized process is the high integrity of the members at different levels — overcome with personal responsibility — but this openness can lead to ethical discrepancy at individual, department, and executive levels.

In a rules climate, there will be a high level of adherence to the organization's policies and procedures. While making ethical decisions, we will rely on rules established clearly and transparently and we expect everyone in the organization to adhere to the rules and guidelines obtained upon using a new technology. Such a climate gives stability and certainty to employees and provides that each of them operates within a common ethical framework. However, it can also leave scant room for contextual decision-making or moral flexibility.

Similarly, a law and code climate relies on external legal and professional standards rather than internal policies. Here, ethical decisions are made by following established laws and regulatory guidelines, ensuring that actions remain within the boundaries of legal and professional expectations (Maloof, 2018). Unlike a rules-based climate, which enforces company-specific policies, a law and code climate requires strict compliance with broader industry and governmental regulations.

Beyond these five ethical climates, an organization's overall ethical culture is shaped by leadership behavior, employee attitudes, and the company's commitment to ethical principles. Ethical culture plays a key role in reinforcing moral reasoning in decision-making, helping leaders maintain consistency in upholding ethical values across the organization (Oti, 2020). When an organization fosters a strong ethical culture, it naturally encourages ethical leadership, as managers and supervisors set an example for their teams by demonstrating integrity, fairness, and responsibility.

Ultimately, a well-established ethical culture creates a workplace where employees feel empowered to make ethical decisions, not just because policies or laws require them to, but because they genuinely believe in upholding integrity and fairness. Organizations that prioritize ethical culture don't just reduce misconduct—they also build trust, transparency, and long-term sustainability within their industries.

2.2. Ethical Culture and Ethical Practices

Many studies have explored the linkage between ethical culture and ethical practices, providing diverse arguments about their relationship. For instance, it is observed that an ethical culture can encourage ethical practices. Therefore, if an organization aims to foster an ethical culture, its leaders must practice ethical conduct and adopt ethically responsible behaviors, thereby enhancing the organization's ethical perception.

Auzoult et al. (2021) maintain that ethical culture affects ethical behavior which needs to become a fundamental social standard. The study team analyzed French employees across professional fields to underline the significance of using social standards for supervisors, organizations, and customers. Establishing this method leads to diminishing unethical conduct which results in fostering ethics throughout organizations.

An organization's reputation together with its success depends heavily on the establishment of corporate ethics. The findings of Johari et al. (2020) prove that workplaces with reinforced ethical values deliver high performance and gain strong stakeholder trust. According to Johari et al.'s Malaysian study of public sector officers it became clear that organizations that maintain established ethical principles gain better success ratings and stakeholders consider such organizations more responsible. The researchers discovered that a robust ethical

organizational system directly affected both leader decision-making processes and general business ethical judgments.

Based on their examination Hiekkataipale and Lamsa (2017) show ethics plays a vital role in executive decision-making. Alignment between ethical values and organizational culture delivers benefits to leadership by enabling better ethical decision-making and fostering work environment equality according to research on Finland's higher education sector. The research demonstrates that businesses establishing ethical guidelines establish work environments where destructive behavior progressively becomes part of the organizational identity instead of mandatory compliance protocols.

Keeping ethical guidelines uncomplicated does not offer a simple solution. The paper by Oti (2020) details the difficulties that organizations experience while promoting ethical conduct throughout Nigerian workplaces. The investigation discovered that ethical principles demonstrate substantial organizational variations because organizations react to internal cultural characteristics as well as social environment forces. To maintain consistent ethical practices organizations must go beyond creating policies because leaders need to establish active ethical guideline enforcement throughout organizational levels according to Oti.

Ethical clarity holds special significance for developing country-based small and medium-sized enterprises (SMEs). Ethical policies create a transparent environment that minimizes misconduct activities for both staff members and executive officials according to Turyakira (2018). Leaders ship ethical guidelines through proactive enforcement to establish an environment where ethics becomes a true organizational value. The adoption of ethical policies by employees depends on continuous leadership support because inconsistent leadership behavior results in policy dismissal.

The practice of ethical leadership generates both compliance with ethics rules and lasting business achievement. According to Alharthi and Islam (2020), leadership at the highest levels should establish ethical conduct as conventional rather than mandatory by showcasing dependable examples in their operations. The researchers demonstrate that ethical leadership fights unacceptable behavior and generates a trustworthy environment that contributes to sustained corporate progress.

The practice of ethics serves two purposes preventing unethical actions but more importantly, it guides employee choices. Strong ethical cultures perform more than enforcing rules because they shape employee perception of ethical challenges and guide their decisions about what is right and wrong in actual workplace situations according to Khusnah and Soewarno (2022). Ethical awareness grows over time in organizational settings because workplaces that continuously drive moral values development surpass the use of regulations as reported by Sturm et al. (2023).

An ethical workplace culture creates two parallel benefits by stopping misconduct at work but also providing enhanced well-being to workers. According to Paralta et al. (2023), strong ethical company commitments lead to equal workplace environments and generate both socially beneficial corporate reputations and fair working conditions. A business emphasis on ethical conduct acts as a dual force that minimizes unethical actions while building work cultures that generate significant advantages for staff and the entire community. For

leaders, this means that ethical integrity shouldn't just be a policy—it should be a core part of their organization's identity.

An increasing body of literature has confirmed that ethical culture significantly impacts an organization's ethical practices. Thus, based on this argument, the following hypothesis is asserted:

H1: There is a significant relationship between ethical culture and ethical practices.

The research framework establishes a connection between ethical culture and ethical practices, as depicted in Figure 1. Through a comprehensive review of existing literature, this study identifies a gap, specifically the absence of a comprehensive study within the Bangladeshi Textile industry context. As a result, this research serves as a valuable addition to the current body of knowledge and industry practices. It suggests that ethical culture can positively influence ethical practices in the Textile Industry, which can be beneficial for managers and leaders to represent themselves as ethically responsible. In essence, this study addresses a critical research gap and underscores the importance of enhancing ethical practices within the Textile Industry in Bangladesh.

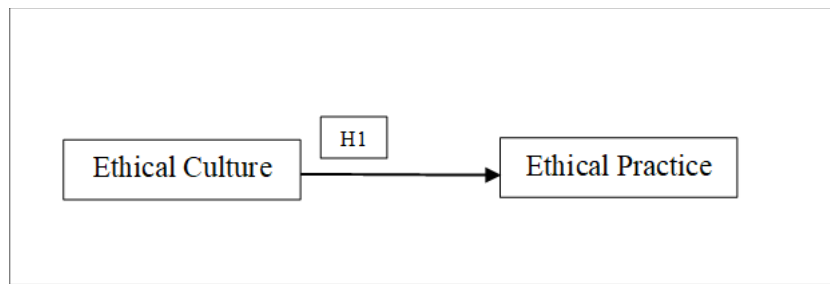


Figure 1: Research framework

3. Methodology

3.1. Sample and Procedure

Using a quantitative method within the positivist paradigm, this study sought to offer a unique contribution to the field by examining the generality of its results. Data were collected through a cross-sectional survey, and participants were chosen using non-probability convenience sampling and the Intercept Survey approach.

The survey questionnaires were distributed in person to gather data. A total of 385 surveys were collected from participants at five Bangladeshi factories included in the study's sampling frame: Murad Apparels Limited, Barnali Collections Limited, Pack & Trim Collection, Sonia & Sweaters Limited, and Pretty Composite Textiles. To ensure a smooth sampling process, the researcher personally distributed the questionnaires and assisted participants with any questions they had. The questionnaire was designed to be straightforward for respondents to complete, although a small number of respondents chose not to answer every question. Out of 400 questionnaires distributed, 385 received responses, resulting in a 96.25% response rate. Therefore, it can be concluded that the response rate was adequate.

Data analysis was conducted using SmartPLS4. The choice of partial least squares structural equation modeling (PLS-SEM) was made due to its ability to

estimate complex path models that include latent variables and their interactions. Moreover, PLS-SEM is less susceptible to model errors and non-normality in data, making it more dependable and flexible than other SEM methods. PLS-SEM also offers the advantage of handling multicollinearity or highly correlated data (Hair et al., 2016).

3.2. Measures

The study evaluates how ethical culture relates to ethical practices. Analysis of ethical culture, ethical practices, and demographic information in textile factories takes place through an evaluation with 21 questionnaire items (ethical culture (9 items), ethical practices (7 items), and demographic profile (5 items) in textile factories)). The survey questionnaire incorporates monitoring of tested items from existing academic research and received official validation.

Ethical Climate Questionnaire (ECQ) functioned as the assessment tool for ethical culture evaluation. The Cronbach's Alpha value of 0.777 demonstrates this scale is reliable as it surpasses the recommended threshold. Participants used a 5-point Likert-type scale that ran from "Strongly Disagree = 1" through to "Strongly Agree = 5" to provide their answers. The Moral Potency scale served as the tool for assessing ethical business conduct. The scale reliability is confirmed by a Cronbach's Alpha score of 0.741. Survey participants expressed their perceptions using a five-point Likert scale exactly as they did with the ECQ measurement scale and the seven-item instrument assessed ethical practices.

4. Findings and Discussion

Overall, the respondents had a positive opinion of item 2 for ethical culture, with a mean (M) of 3.6042 and a standard deviation (SD) of 0.70267. This indicates that respondents believe ethical culture helps guide them according to their values and moral beliefs. Conversely, their perception of item 7 was lower, with a mean of 3.4286 and a standard deviation of 0.89587. Additionally, the respondents substantially perceived item 6 for ethical practice positively, with a mean of 3.4365 and a standard deviation of 0.71545, suggesting that ethical practice aids them in determining the appropriate actions when facing ethical dilemmas. In contrast, they had a lower perception of item 4, with a mean of 3.2593 and a standard deviation of 0.76840.

4.1. Hypothesis Testing and Results Analysis

The study evaluated multicollinearity through tolerance values together with the variance inflation factor (VIF). The research of Sekaran and Bougie (2019) states that VIF values should remain below 10 yet tolerance values need to exceed 0.10. Table 1 results indicate the absence of multicollinearity problems.

The study performed a PLS-SEM analysis using SmartPLS 4 as its main research tool. Within PLS-SEM research exists two fundamental stages which are named measurement model and structural model.' The assessment process during the measurement model stage ensures that measurement validity and reliability are checked. The structural model phase allowed us to validate research hypotheses while analyzing relationships that originated from the measurement model assessment (Hair et al., 2016).

The evaluation of reflective measurement requires an analysis of indicators as the starting point. Our assessment included the measurement of internal consistency reliability together with the assessment of convergent and discriminant validity for the reflective measurement model. The outer loadings of our items were analyzed to determine suitability and we followed a 0.70 cutoff (Hair et al., 2016). We retained low-loaded items ranging from 0.40 to 0.70 when they enhanced CR and AVE measurements. The analysis kept those items that produced outer loadings higher than 0.6. The study team eliminated items CUL3 and CUL4 since their outer loadings fell below 0.6. According to the Fornell-Larcker method, we computed the composite reliability index (CR) to check internal consistency (Fornell & Larcker, 1981). Good consistency exists when CR values reach or exceed 0.7.

We executed tests for convergent validity as well as discriminant validity to determine construct validity. Hair et al. (2014) state that Average Variance Extracted (AVE) functions as the primary measure for determining convergent validity. The evaluation of convergent validity through factor loadings and composite reliability (CR) along with average variance extracted (AVE) is displayed in Table 2. The factor loadings for CUL1 to CUL9 Ethical Culture items ranged from 0.648 to 0.828, while their average variance extracted (AVE) reached 0.556 and composite reliability (CR) amounted to 0.897. All factor loadings from Ethical Practice items (PRAC1 to PRAC7) ranged from 0.709 to 0.801 and generated an AVE of 0.570 while producing a CR of 0.902.

The test of discriminant validity identifies how different two constructs remain relative to each other. The Fornell-Larcker criterion determined discriminant validity by examining the relationship between construct correlations versus the square root of AVE for each latent variable as described in Hair et al. (2016). The analysis of Table 3 confirmed the square root of AVE values exceeded 0.793 for Ethical Culture and 0.837 for Ethical Practice. The established values for Ethical Culture and Ethical Practice exceeded their respective correlations with other constructs thus demonstrating discriminant validity.

The last step of PLS analysis required us to construct a structural model that represented hypothetical construct relations. The structural model underwent evaluation through assessment of R² values and effect size (f²) as well as predictive relevance (Q²).

The coefficient of determination score (R²) was used to evaluate the model's prediction accuracy. Besides, R Square statistics are also used to calculate the variance in the endogenous variable that the exogenous variables represent. Cohen (1988) states that the total effect of exogenous constructions on endogenous constructs can be calculated using a general rule of thumb. Furthermore, it should be mentioned that R² values of 0.02, 0.13, and 0.26, for instance, correspond to low, moderate, and high effects. According to this study's analysis, the model has high explanatory power because its R² value of 0.752 is greater than 0.26, indicating a significant mode. Usually, the Q² value was utilized to evaluate the predictive power of the model after the blindfolding operation, model parameter estimation, prediction, and comparison with the baseline value. In addition, if the Q² value is greater than zero, the model is thought to have outstanding prediction accuracy (Hair et al., 2016). Since the Q² values for ethical practice (Q² = 0.748) are greater than zero, it can be concluded that the model has sufficient predictive power.

The R-Square changes, sometimes referred to as the F-Square, vary when an external variable is eliminated from the model. The threshold value in this study's evaluation is based on Cohen's (1988) f^2 values of 0.35, 0.15, and 0.02. These values represent large, medium, and small impact sizes, respectively, and explain how exogenous constructions affect endogenous constructs in terms of R^2 . Therefore, it can be concluded that ethical culture (3.028) has a large effect in producing the R^2 for ethical practice.

The significance testing for the direct relationships between the variables was described in Table 4. In this study, the first hypothesis (H1) examined the relationship between ethical practice and ethical culture. The analysis showed that the original sample value was 0.867, with a sample mean of 0.868 and a standard deviation of 0.013. Most notably, the P-value obtained from the analysis was 0.000, indicating a significance level below 0.05. As a result, it was determined that Hypothesis 1 was supported, indicating a significant relationship between ethical practice and ethical culture.

Table 1: Collinearity statistics of variables

Variables	Tolerance	VIF
Ethical Culture	0.156	6.430
Ethical Training	0.210	4.756

Dependent Variable: Ethical Practice

Table 2: Test of internal consistency and convergent validity

Construct	Item	Loading	Average Variance Extracted (AVE)	Composite Reliability (CR)
Ethical Culture	CUL1	0.731	0.556	0.897
	CUL2	0.764		
	CUL5	0.828		
	CUL6	0.648		
	CUL7	0.753		
	CUL8	0.751		
	CUL9	0.731		
Ethical Practice	PRAC1	0.770	0.570	0.902
	PRAC2	0.709		
	PRAC3	0.770		
	PRAC4	0.728		
	PRAC5	0.709		
	PRAC6	0.789		
	PRAC7	0.801		

Table 3: Measurement model discriminant validity (Fornell-Larcker)

Construct	CUL	PRAC
Ethical Culture	0.793	
Ethical Practice	0.675	0.837

Table 4: Structural model: Test of significance for direct relationships

Hypothesis	Relationship	Std Beta	Std Error	t-value	P Values	Decision
H1	Ethical Culture -> Ethical Practice	0.867	0.013	67.317	0.000	Supported

4.2. Discussion

This study provides strong empirical evidence of the direct link between an organization's ethical culture and the ethical behavior of managers and supervisors in the textile industry. The findings reveal a clear and statistically significant correlation, demonstrating that when a strong ethical culture is in place, those in leadership positions are far more likely to uphold ethical standards in their decision-making.

These findings are consistent with an increasing number of studies in the literature including Auzoult et al. (2021), Johari et al. (2020), Hiekkataipale and Lamsa (2017), and Oti (2020). Over the years various researchers in different cultural and socioeconomic contexts found that ethical culture impacts the way managers and supervisors behave professionally.

One finding from the particularly interesting study is that when organizations promote an independent ethical culture — one where the individuals themselves do not follow orders but rather what they believe is right, the leaders make value-based choices. The method not only boosts their ethical enforcement capabilities but also appears to increase their job happiness and sense of purpose in policing integrity in textile manufacturing factories. It also creates a circle of trust and sincerity, supporting the credibility of leadership.

Studies have indicated that ethical leaders in senior management enhance the performance of an organization (Alharthi & Islam, 2020). The current study emphasizes the need for the manager and supervisor, locally or internationally, to establish ethical expectations, maintain compliance with those expectations, and build a culture of ethical decision-making.

Maintaining an ethical workplace, though, takes more than executive buy-in — it takes constant principled decision-making and a persistent effort to minimize unethical actions. Previous study findings also indicate that organizations with strong ethical cultures help their employees classify behavior in the workplace clearly into ethical and unethical actions (Khusnah & Soewarno, 2022). Additionally, ethics isn't solely about compliance with rules; it should entail creating a workplace culture where moral reasoning is at the heart of every process (Sturm et al. 2023). This indicates that the concerned managers/supervisors in the textile industry do consider legal and ethical factors for decision-making and thereby adopt the ethical leadership style.

Ethical leadership also contributes to creating responsible business practices. According to Paralta et al. (2023), organizations that integrate ethical values into their internal policies not only reduce misconduct but also foster healthier working conditions while allowing businesses to positively impact society. The results of this study reveal that managers and supervisors in the textile industry proactively focus on ethics not just to comply, but because they wish to ensure customer trust, public perception of their companies, and long-term sustainability.

When organizations follow ethical codes along with structured policy frameworks they achieve better control of unethical activities among employees

and executives. The literature shows small and medium-sized enterprises (SMEs) need precise ethical guidelines to stop ethical breakdowns that protect workplace integrity (Turyakira, 2018).

Research findings demonstrate managers and supervisors are required to take their responsibility seriously to maintain both professional compliance and legal standards. The textile industry can ensure ethical values persist as major characteristics because managers and supervisors dedicate themselves to maintaining ethical principles. Leaders who commit to ethical practice advocacy create workplaces free from deceit along with advancing ethics in international business operations through their ongoing support.

5. Conclusion

This study provides strong evidence that the ethical culture of an organization impacts the ethical behavior of managers and supervisors, especially in the textile industry of Bangladesh. The statistical results show that the two variables are significantly and positively correlated with each other which is in line with the previous works of Auzoult et al. (2021), Johari et al. (2020), Hiekkataipale and Lamsa (2017) and Oti (2020) research. Different industrial sectors and cultural contexts show the findings of the studies lead to the same conclusion ethical leadership plays an important role in workplace integrity and professional behavior.

This study's most interesting finding is that those managers and supervisors who make decisions based on moral principles and ethical values feel more job satisfaction and professional fulfillment. This causes ethical leadership to strengthen workplace culture which in return motivates leaders to strengthen ethical leadership.

The research highlights the importance of professional and legal structures to support ethical decision-making as well as to prevent wrongdoing. As Alharthi & Islam (2020), Khusnah & Soewarno (2022), and Sturm et al. (2023) found, when there is an ingrained ethical culture, not only does dishonesty diminish, but the general well-being of employees also improves, and the larger context of the organization becomes more robust.

Given the unique challenges and ethical dilemmas often encountered in the textile industry, the proactive role of managers and supervisors in promoting ethical behavior becomes even more critical. This research suggests that leaders who actively prioritize ethics not only create safer workplaces but also foster a culture of trust and responsibility among their teams. Their commitment to ethical standards is key to mitigating workplace risks and ensuring long-term organizational success.

In conclusion, cultivating a strong ethical culture is not just a best practice—it's a necessity for encouraging ethical leadership and fostering a responsible work environment. The findings of this study provide clear empirical support for the idea that ethical values drive positive organizational outcomes, including higher job satisfaction, stronger leadership credibility, and a safer, more principled workplace. Looking ahead, further research could explore how ethical cultures shape business practices across different industries and cultural landscapes. Longitudinal studies and qualitative methods, in particular, could

offer deeper insights into how ethical frameworks evolve over time and their lasting impact on workplace behavior.

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