

Leadership Style and Organizational Culture on Unethical Work Behaviour among Employees

Authors : Ojo Adeshina Akinwumi

Abstract : This study investigated leadership style and organizational culture as predictors of unethical work behaviour among employees in corporate organizations. This study adopted an expo facto research design. Two Hundred and Seventy-Four (274) employees (149 males, 125 females) sampled from the organization participated in the study. Their ages ranged from 19 to 65, with a mean of 36.36 years and a standard deviation of 10.43. Unethical Work Behaviour was measured using Unethical Work Behaviour Scale (UWBC), Organizational Culture was measured using Organizational Culture Scale, (and OCS and Leadership Styles were measured using Multifactor Leadership Questionnaire (LSMLQ). Two hypotheses were formulated and tested using Pearson Product Moment Correlation and Multiple Regressions Analysis. Results indicated that leadership styles had no significant relationship with unethical work behaviour ($r(274) = .09; > 0.05$). However, organizational culture had a significant relationship with unethical work behaviour ($r(274) = .15; p < 0.05$). Lastly, leadership style and organizational culture jointly predicted unethical work behaviour among employees. [$F(2, 273) = 3.65, p < 0.05$]. Findings from this study were discussed in line with existing literature. It was also recommended that leadership styles and organizational culture should be improved upon in order to reduce unethical work behaviour by employees.

Keywords : leadership style, organizational culture, unethical work behavior, employees in corporate organisations in Nigeria

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