

Ethical Communication for Better Organization Management

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Abstract: Managing organizational involvement is critical to the success of any organization. Communication is one important thing to support organization success both in improving performance and adaptation to any changes in the existing environment. It is the life blood of any organization and its main purpose is to effect change to influence action. Ethical communication in an organization plays an important role in managing employees and their behaviour, together with relationships contributing effectively towards the formation of pleasant environment within the workplace. It helps build trust between the organization and its general public on management issues as it helps transform organizations for better management if ethical practices is well applied. Through this, employee's dignity, wellbeing and good will is protected. Organizations rely on communication to express their personal and organizational desires for what they need to do and how they should do it. The main principle of ethical communication is honesty and the value of presenting information as true and factual as possible. The information presented to various parties need to be consistent, considering both the short-term and long-term implications of honest communication, by ensuring that it is accepted as one's responsibility. The study will help individuals improve on their behaviour, how they relate and help up-grade the structure of the organization and in achieving organizational goals. Readers will be able to learn on how to relate with each other in an ethical way, see the importance of good interpersonal relationship, organization reputation, thus improved performance.

Keywords: Ethics, Communication, Organizations, Management

I. INTRODUCTION

Ethics is a major concern and discourse in all parts of the society (Seib & Fitzpartick, 2006). Organization management expects a change in more ethical communication within the organization (Barrat, Bahn & Gakere, 2013). Developing strategies for effective communication should be the goal of all management, Barratt and Gakere (2013). It is important to look at the manner and process by which communication, messages and meanings are exchanged between members of an organization (Berger, 2011). Communication can be verbal, non-verbal, or written. Ethical communication is the exchange of information between people in a true and accurate way, complementing the understanding of ethical aspects or what is right and what is wrong. Communication is a dynamic process that takes place all the time and most of the time is spent in communicating. Ethical communication will create good relationship in the organization, enhance performance thus creating good image for the organization. Communication can create satisfaction

for people who do it. Corporate, social and personal satisfaction depends on a person's ability to communicate clearly to others, from his work, from what he wants and from what he believes (Winarso, 2018, May 2).

Ethical communication provides individuals with information and understanding of how to apply and implement ethics in the communication process. for any work to be done successfully, individuals need to communicate with others inside and outside the organization. As a set of principles, it is understood that ethical communication needs to convey and express one's thoughts effectively and concisely, and that the resulting actions or outcomes depend only on how the message is conveyed. Communication is one important thing to support the success of the organization both in improving organizational performance and organizational adaptation to any changes in the existing environment (Winarso, 2018, May 2). Through good communication between individuals and parties directly involved in organizations and outside the organization, organizations can obtain the necessary information in an ethical manner. Good ethical communication is an important tool that organizations use to achieve their goals and objectives. The word communication comes from the Latin word "Communis" (shared). The meaning of this word is general. communication is the process of exchanging thoughts, messages, ideas, messages, emotions and expressing

information through languages, images, signals, sentences and actions. This exchange is done by two or more people, when one person transmits or sends information to another, he or she receives the information and try to make meaning out of it.

Communication is dynamic and constantly changing, it is similar to the river spoken by the Greek philosopher Heraclitus. Heraclitus (2008) noted that from the moment you set foot in the same river until you return it to the water, you cannot set foot in the same river twice. It's not really the same river. Over time, or as individuals change from one organization's event to another, the way they communicate in an organizational environment also changes. Ethical communication is crucial in organizations, and through this, are able to create a better working environment to its employees. The simplest approach with the intention to connect to others is to communicate both verbally or non-verbally. Communication is one crucial issue to aid achievement of the organisation in overall performance and

organizational edition to any modifications within the surroundings (Tubbs & Moss, 2003).

Ethical Communication

Ethics is the value of "what is right or wrong, justice or injustice, good or bad and also the moral principles accepted and justified by the society. This is the process of making the right decision for good reason (Tuffley, 2004). "There are two aspects to ethics, one is about the ability to distinguish between good and evil, and good and inappropriate. The second is to do what is right, it's an effort. Ethics requires action. It's not just about pondering or discussing. "(Wolin, R. (2001) identified six pillars of ethics which are Reliability (integrity, integrity, credibility / adherence to promises, loyalty), respect (dignity, courtesy and dignity, dignity and autonomy, tolerance and acceptance); responsibility (accountability, pursuit of excellence, self-control); impartiality (process, impartiality, justice); caring and citizenship

Ethics determine people's behavior, it plays different roles in different parts of human life. Personal ethics determine individual behavior, and professional ethics determines practitioner's behavior in various professions (Haque & Ahmad, 2016). Ethical communication include honesty, openness, loyalty, fairness, respect, and open communication. Baker and Martinson (2002) introduced the TARES test, which consists of five principles for ethical advocacy: truthfulness, credibility, respect, justice, and social responsibility. According to Wolin, R. (2001), Truthfulness (of the message), Authenticity (of the persuader), Respect (for the recipient), Equity (of the persuasive appeal) and Social Responsibility. It defines the moral goal, establishes ethical boundaries to guide the practice of persuasion, and serves as a set of guiding principles towards moral coherence in expert persuasion and serves as an ethical evaluation tool.

Communication

Communication often involves a new organizational culture that facilitates organizational restructuring and the development of work-related functions and organizational change (Barratt-Pugh et al., 2013; Parfitt, 2014). Organizations are under increasing pressure to improve communication and employee engagement (Altman, Valenzi, and Hodgetts, 2013). Several studies have been conducted on ethical communication and their impact on organizational culture (Barratt Pugh et al., 2013). According to American Management Association-" Communication is interpersonal process of sending and receiving messages through symbols or gesture," a kind of behavior that is the result of transmitting facts, communication is the process of sharing ideas, feelings, thoughts and messages with others.

Organization Ethics

Organizational ethics are necessary for all management issues and organizations are usually expected to reach their goals until they are satisfied. This allows organizations to perform

tasks in the most accepted way and benefit all members (Alfikri, M., Sos, S. and M.Si., 2016). Ethical communication provides individuals with information and understanding of how to implement ethics in the communication process. To perform a professional job, individuals need to communicate with others inside and outside the organization. Therefore, it is important that they have information about ethical communication.

Objectives

1. To examine how ethics affects communication in organization management
2. To identify the importance of effective ethical communication to management in organizations
3. Examine ethical communication on individual employees in organization management

II. METHODOLOGY

Several relevant literatures on the ethical communication in the effective reference services of academic libraries was reviewed and used as the basis for discussion. This study is based on available primary and publicly available secondary data. Interview was carried out and questionnaires were used to get clarity on ethical communication in organizations and how it improved organization performance. Individual employees were able to give views on how ethical communication can influence organization performance positively if well embraced.

All individual behavior is essentially shaped by their personality and experience. Ethical communication becomes important and fundamental in relation to the interaction between individuals within the organization. Communication within the organization becomes important to create a common understanding of the information presented to each other. Communication can create satisfaction for people who do it in an ethical manner.

III. LITERATURE REVIEW

Communication makes the world easier to live in, but is all communication ethical? Consciousness is sharing ideas, feelings, thoughts, and much more than people share. Communication is a transactional process that shares meaning with others. Quoting Ojiambo, Kemoni (2004) argues that communication involves sending and receiving information, signals, or messages by speaking, gesturing, and writing. The commitment of top management is dedicated towards two things, i.e. moral commitment and openness to communication (Alfikri, Sos & M.Si, 2016). Ethics is a philosophical term derived from the Greek word ethos, meaning personality and customs. Ethics is the principle that tells us what to do and what is worth doing. Ethics is a set of rules of conduct. This refers to a broader value-based rule (Sims, 1992; Jansen and von Glinow, 1985; Kubal, Baker, and Coleman, 2006).

Ethics can be distinguished from morality, morality generally relates to the principles of right or wrong behavior, while ethics concerns the standards of behavior that are accepted by the group and justified by society. Alternatively, organizational ethics can be understood as a refinement of existing broader moral principles, including a code of conduct and designed to address the particular dilemma presented by that context Sinclair (1993). The level of moral reasoning is related to the choices of actions advocated and to people's values and attitudes towards controversial public issues. Therefore, it is important to have a basic understanding of the relationship between values and an individual's perception of organizational ethics. It is good to understand more about how people's values determine not only their perception or morality, but also the actions they can take (Finegan, 1994; Nwachukwu and Vitell, 1997). When ethics and accountability are guaranteed in communication, it provides an important communication role for organizations, countries and globally.

Ethical communication plays an important role in the organization in areas of organizational behavior and communication. Organizational leaders migrating from traditional forms of communication influence the organization's goals for productivity. Managers play a key role in motivating performance through employee communication and are forced to consistently implement new communication strategies to keep employees productive. Ethical communication has had a positive impact on the performance of subordinates. Corporate communication has influenced employee participation. Ethical Communication help construct higher relationships, and enhance attitudes and behaviors within the workplace (Dasgupta, Suar, & Singh, 2014).

Code of Ethics in Organizations

It is not surprising that these behavioral traits give managers great potential to maximize their relationships with their employees. However, the basis of all these characteristics is ethical behavior (Brown et al., 2005), of which ethical leaders are particularly concerned with understanding ethical leadership and its positive consequences a true motivation (Stouten et al., 2012). Codes of ethics and codes of conduct are recognized by organizations around the world as a fundamental part of communication. The Code of Ethics is also known as the Code of Conduct, Mission Statement or Value Statement. The Code of Ethics has three purposes: to prevent the exploitation of customers, to serve the public interest, and to maintain integrity and this is communicating ethically (Stouten et al., 2012). Organization's code of conduct should include the following objectives: Expressing the best ethical practices, clarifying specific value systems that briefly outline both decision-making and behavioral rules, applying ethical behavior through leadership and communication, require employee participation, accept and guide ethical behavior with incentives to motivate employees Fisher (2013).

Organizations offer different codes of ethics and conduct and all this is done through communicating ethically.

Ethical Communicating Informs and Affects Management

Ethical leaders live in good faith, keep promises, act consistently, and reflect a high degree of coherence between words and actions (Kalshoven et al., 2011). It is important to incorporate ethical communication into organization daily activities. Ethical communication requires individuals to have integrity, positive outlook on themselves and others and to build credible and intimate relationships. Organizations should prioritize communication at the management level. When communicating, maintain a positive attitude towards others (Osuji et al., 2014). Some managers have a positive attitude towards themselves and a negative attitude towards others influencing organization performance Hussein et al (2014). According to (Hussein et al., 2014) alludes that ethical communication has an impact on employee's relationship and performance. Ethical communication influences the success of internal and external organizations (Zulch, 2014). Leaders need to communicate ethically to build lasting employee relationships (Ayub, Manaf & Hamzah, 2014). Consumers enjoy high quality products and services due to increased involvement through communication.

Ethical Communication in Organizations

Ethics together with communication allows individuals and organizations to build on good relationship and reputation. It is ethical to make sure that the right thing is done within the organization, as this is the only way to see the integrity of an individual. Ethics should be communicated and understood within the organization. Communication approaches such as dialogue allow participants to share ideas and beliefs in a secure environment without judgment or assumptions. Respect is important by ensuring that the source of their ethical beliefs is communicated and respected.

Ethical communication influences the group or directs them to achieve common goals as noted by (Vickery, Keaton, and Bodie, 2015). Leadership in organizations has shifted to ethical communication to help understand issues and improve the performance (McKee et al., 2014). Managers need to embrace communication and understand the value of promoting it for organization success. Ethical communication increases the flexibility needed to choose the right leadership style and maximize communication (AlAsfour & Lettau, 2014). Management is guided by communication which helps describe the leader (Vickery et al., 2015). Dahlstrom (2013) observed that associated with communicate, leaders struggled locating a stability among mission and relational management fashion. Al-Asfour and Lettau (2014) indicated managers endorse growing a powerful way to communicate in order to improve relationships, enhance cohesiveness and maintain organizations reputation.

Ethical Communication affect relationship, performance, engagement, and organizational effectiveness (Braun et al.,

2013). Leaders practicing ethical communication motivate, inspire, and build relationships of trust based on common understanding with employees (Braun et al., 2013). O'Neill, Hodgson, and Mazrouei (2015) ethical communication motivate and engage employees by helping them understand and respond to right and wrong things and organization changes through good communication. Investigating the psychological processes that develop while an employee is engaged in the workplace, communication has a greater impact on employee involvement by meeting the employee's psychological needs related to meaning. Taylor and Kent (2014) suggested that organizations need to develop communication processes to manage employee involvement and feel their presence. Taylor and Kent added a program that includes problem-solving, respect, employee participation in positive feedback mechanisms, and consideration of employee ideas for implementation in everyday processes through interaction.

Ethical communication is a responsibility for socially responsible leaders (Armstrong, Shakespeare Finch & Shochet, 2016). The stakeholders rely on ethical communication to enable them trust and have confidence in the organization (McCann & Sweet, 2014; Othman & Rahman, 2014). Increasing return on investment while increasing profitability is related to ethical communication with the public (Saks & Gruman, 2014). It is important to investigate the underlying intent behind the establishment of ethical communication, whether ethical issues are really a sign of organizational decline or a greater sign of evil, such as, very low morale. Justification helps determine how and why to communicate in organizations.

Ethical Communication and Organization Relationship

Ethics considers the element of understanding the importance of conflict resulting from moral order and the actions taken by those who participate in the processes (Avasthi, Ghosh, Sarkar, and Grover, 2013). Organizations have different experiences on how they relate, and no two organizations share the same stories. Ethics needs to be involved in the discourse of an organization by identifying and communicating ethical behavior. The International Association of Business Communicators (IABC) Code of Ethics for Professional Communicators "acts as a guide for making consistent, responsible, ethical and legal decisions in all communications" (IABC, 2016). These include honesty, accuracy, obedience to law and public order and morals, protection of sensitive information, ideal support for freedom of speech and association, sensitivity to the cultural values and beliefs of others, and to the work of others.

Ethics a Company Norm-in-Action

Have you ever heard the phrase "Your actions speak very loudly"? Ethics is the effect of an individual within an organization. Practice ethics by always doing the right thing, but don't teach anyone how to act ethically. Do it, and do it consistently, ethical communication by ensuring that an

organization uses ethics as one of the indicators of all organizational activities, not just recruiting new employees, pricing products, providing services, and customer choices. Good ethical communication makes management effective as it involves everyone in the organization. Ethical leaders act as role models for ethical behavior, communicate ethical standards, and use communication and enhancement systems that reward ethical (non-ethical) behavior. Conceptualization implicitly involves avoiding harm from employees and acting in their best interests (Stouten et al., 2012). Communication is an important strategy that managers need to use to facilitate relationships (Kang & Sung, 2017).

Ethical Communication as a Strategy for Goal Attainment

Ethical communication influences or directs a group to achieve a common goal (Vickery, Keaton, & Bodie, 2015). Effective ethical communication increases the flexibility required to choose the appropriate communication style (Al-Asfour & Lettau, 2014). Effective communication styles reflect ethical communication that influence performance, engagement, and organizational effectiveness. O'Neill, Hodgson, and Mazrouei (2015) pointed out that good communication motivates and engages employees by allowing them to understand current organizational changes and how they should respond.

Ethical communication connects individuals to an organization, and individual behavior speaks a lot about an organization. Pressure makes personnel increase poor attitudes closer to change (Vakola, 2014), moral leaders can additionally have advantageous effect on personnel's readiness to change.

Ethical communication has an impact on organization reputation because it influences how the public view the organization. Individuals' relationship can enhance goal attainment if only they behave and communicate in an ethical manner. Four dimensions of meaning take place involving communication use of personnel, management conduct and methods of communication, face-to-face communication, and the efficiency of the communication process. Positive employee organization relationships improve and generate excellence from implementing best practices (Men & Stacks, 2014). Taylor and Kent (2014) suggested that to make employees feel engaged, the organization must develop a process to operationalize its employee engagement. Organizational expectations and needs impact engagement where ethical communication is an anchor (Armstrong, Shakespeare-Finch, & Shochet, 2016).

Develop an open-door Policy

Effective ethical communication should be embraced by managers as it can keep communication lines open up and down. Set up communication lines to help make ethical decisions. If you believe there is a safe way, you are more likely to do so, introduce a mechanism that allows employees to provide input and feedback through anonymous hotlines,

suggestion boxes, or one-on-one meetings without feeling that they are endangering their work or relationships. Discuss how a communication approach can help overcome people's concerns about sharing information. Employees are provided with feedback by a manager, employees are able to propose new ideas and are more involved in interaction. Communication assist disseminates ideas, goals, strategies, etc. from supervisors to employees Sang (2016).

The open-door policy encourages managers or other leaders in the organization to have employees participate in

conversations at any time without having to schedule meetings or appointments. Such policies can create open and honest communication within the organization. Open door policies help promote mutual respect and cooperation. The goal is to promote best performance and create an atmosphere where employees can engage managers with peace of mind. Direct communication is the preferred communication behaviour for transformation (Wang, 2014). The leader's hope is to enhance ethical communication to generate engagement (Diebig, Bormann, and Rowold, 2017). Individuals who understand the expectations of the organization strive to meet and exceed performance expectations (Bembenutty, 2012).

Benefits of Ethical Communication in Organizations

Ethics is a social concern, but it is essential for a profession that serves society. Ethics refers to a set of rules that describe behaviors that are accepted in the society (Trevino, Weaver and Brown, 2008). Ethics acts as a guide to moral daily life and helps us assess whether our actions can be justified. Ethics means that society understands the right way of life in our daily lives. It does this by establishing the rules, principles and values that underlie our actions. The terms most directly related to ethics are integrity, truth, loyalty, honesty and justice (Wang, 2014). Communication connects individuals throughout the organization, and ethical communication strengthens that bond. It is the key to success in relationships, at work, as citizens of all nations, and throughout life. Ethical communication raises management to a higher level by connecting the organization with the general public.

Direct communication is desirable to allow transformation in organizations (Wang, 2014). That's why the leader embraces ethical communication and promote engagement (Diebig, Bormann, & Rowold, 2017). It exceeds expectations of performance (Bembenutty, 2012). To be effective, you need to consistently communicate and strengthen your goals. Consiglio, Borgogni, Di Tecco and Schaufeli (2016) suggested employee self-efficacy if the goal is achievable, increased self-confidence to reach goals. Communication to improve engagement and productivity needs to be tailored to the corporate culture at the individual level (Alagaraja & Shuck, 2015). (Kang and Sung 2017) noted ethical communication to improve employee relationships, thereby engaging, innovation and productivity. Employees take over as managers to provide constant communication and guidance, an initiative to proactively perform work at the

expected level of performance. Manager who conveyed the strategy from organizations do this in a motivational way so that employees can understand how to achieve performance (Zerfass & Vietmann, 2016).

Ethical Communication Influences Thinking

Humans share a basic desire to communicate, communication is the process of understanding and sharing meaning. Meaning is divided into what is being said and how it is said and expressed this encourages ethical communication. Communication helps one think about oneself and others to avoid problems that interfere with communication. Without communication, you can lose yourself and lose understanding of others. Communicative competence is central to self-concept, as helping individuals change their behavior and can be a positive challenge. (Sarros, Luca, Densten, and Santora, 2014) discovered that the exchange of communication shapes actions, goals, and culture. In quality relationships, managers provide employees with what they want like responsibility, information and communication exchange, development opportunities, verbal rewards and benefits in exchange for strong communication, loyalty, trust (Ballinger, Schoorman & Lehman, 2009). Discovered by Ballinger, Schoorman and Lehman (2009) On the contrary, where there is no condition of communication, there is a lack of respect and trust.

Successful management requires people to interact and learn in a respectful manner. It is important to learn how to work with and through others, this can only be done through communication. Management's communication contributes to receiving many suggestions for improvement and clarification, which encourages individuals to improve themselves. Suggestions need to be understood to serve as room for improvement. Ethical communication is a skill that applies to almost every area and makes a difference in relationships with others. Ethical communication brings more success in organizational management.

Ethical Communication Represents Individuals and Management

A good first impression is related to the reputation of the organization, everyone wants to project a positive image. Ethical communication requires attention to detail in order to positively reflect the set for success. (Zerfass & Vietmann, 2016) observed that some factors affecting ethical communication are related to the sender of the message, others are the receiver or both a transmitter and a receiver. Employees expect communications to increase productivity and provide managers with the support they need there must be resources to motivate employees (Harris, Murphy, DiPietro, and Line, 2017). Employees need to have skills and support and willingness to perform task successfully. The manager who communicate ethically about goals, allow employees to take ownership of actions and tools to get the job done (Elst, Broeck, Cuyper & Witte, 2014).

Communication Skills Deserved by Organizations

Ethical communication skills is the most desirable skills which carries a lot of information and can impact organization performance. Managers who communicate in the organizations do this in a motivational way so that employees can understand how to attain objectives. Goal (Zerfass & Vietmann, 2016). Communication skills include verbal and written, integrity, strong work ethic, teamwork working well with others, group communication, initiatives and analytical skills. For successful communication and management, it is important to improve your ability to speak and write effectively.

Ethical Principles for Effective Communication

Ethics is at the core of everyday communication, whatever communication an individual need. For communication to be effective, there must be ethical principles that guide communication skills, and it is important to consider the following ethical principles: honest speaking, credibility, loyalty, empathy, respect for others, excellence, commitment to leadership, support for proper leadership, contribution to reputation and morality. Implementation planning is the key process by which ethical ideas are transformed into ethical action (Wang, 2014).

Ethical challenges in Management

In management, ethics guides actions to guide the organization in the right direction. Management faces ethical challenges that impede effective communication to improve progress, such as corruption, undue impact, sexual harassment, and favor. Employees are motivated in different ways, therefore, there is need to understand how to Motivate employees to improve engagement (Dysvik & Kuvaas, 2013). Failure to manage and communicate with employees can lead to irresponsibility.

Success comes with challenges and ethical communication is a solution to the challenges. It provides a stable foundation for building strong relationships in organization management. Failure of ethical communication can adversely affect management and relationships because it indicates lack of respect and doubts the integrity of the person. Through reflection and practice, employees can identify their values and implement them by building up resources for more intuitive ethical action (Arce & Gentile, 2015).

IV. CONCLUSION

Ethics refers to the morals, principles, beliefs, and integrity that govern behavior and is justified and accepted by society. When members of an organization apply these elements, they can build effective conditions and relationships with others, and improve organizational reputation. To be successful in an organization, individuals need to be aware of ethical communication, that include investigating objectives, embracing new ways of understanding ethics, implementing ethics, developing evaluation methods, having open door

policies, holding capacity building, seminars and workshops, hold discussions, events and conduct regular research. Important means of strengthening the implementation of ethical communication in an organization are effective communication, administrative support, an effective working environment, organizational culture, equal opportunities, individual and organizational discipline, appropriate skills and efficiency. To achieve the goals required by an organization, individuals need to focus on ethical communication and apply it. Ethical communication should not be ignored in organizations.

Ethical communication practices build trust between people inside and outside every organization. The success of an organization depends on the trust of those who gain through the practice of ethical communication. Organizations need to implement ethical commitments, properly monitor employee activity, and act exemplary to those engaged in unethical practices. False or misleading information can easily destroy the image of an organization. Justice should be carefully upheld so that everyone can benefit from ethical communication. Organizations can succeed by establishing important values in communication. Ethics within an organization is essential for improvement and goal achievement. Communication is the lifeline of any organization, as long as it is used ethically. Ethical communication helps improve organization management to achieve its desired goals and protect its reputation. Communication is the glue that unites the organization together. Communication helps members of the organization achieve both individual and organizational goals, implement and respond to organizational changes, coordinate activities and virtually interact with all behaviors relevant to the organization. When the effectiveness of organizational communication is less effective than it should, then the organization is not as effective as it should be.

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