

Exploring the influence of ethical leadership on job satisfaction and organizational culture among IT professionals in Kerala

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ABSTRACT

This study explores the influence of ethical leadership on job satisfaction and organizational culture among IT professionals in Kerala. Using a sample of 382 respondents, the study employs mediation analysis, regression analysis, ANOVA, and descriptive statistics to evaluate the relationships between these variables. Mediation analysis reveals that job satisfaction significantly mediates the relationship between ethical leadership and organizational culture, with an indirect effect of 0.17 ($p < 0.05$). Regression analysis demonstrates that ethical leadership is a strong predictor of job satisfaction, with a standardized coefficient (Beta) of 0.62 and a significant model R^2 value of 0.39 ($F = 38.68, p < 0.000$). ANOVA results indicate significant differences in job satisfaction based on varying levels of ethical leadership, with an F -statistic of 10.29 ($p < 0.000$). Descriptive statistics further show generally high ratings across all variables, with means of 4.12 for ethical leadership, 3.78 for job satisfaction, and 3.95 for organizational culture. These findings underscore the importance of ethical leadership in fostering a positive organizational culture and enhancing job satisfaction, suggesting that promoting ethical practices in leadership could significantly improve workplace outcomes among IT professionals.

Keywords: Ethical Leadership, Job Satisfaction, Organizational Culture, IT Professionals, Kerala, Mediation Analysis, Regression Analysis, ANOVA

INTRODUCTION

In today's rapidly changing work environment — one that is being transformed by an increasingly dynamic and diverse workforce — the term ethical leadership has garnered much traction in recent years. A focus on ethical leadership, that is leading with honesty, accountability and integrity starting at the top of an organization has been associated with better job satisfaction ratings and improved organizational culture (Brown & Treviño 2020). In industries such as information technology (IT) this type of leadership approach is especially important since IT professionals are facing high structural stress due to rapidly changing conditions and digital

transformation requirements (Gupta & Singh, 2021). One of the research projects concerned with Kerala which has accomplished lot in IT sector whereas, this is where ethical leadership plays every bit that makes difference to workplace culture and to satisfaction resulting eminently sound (Nair & Thomas, 2022) Studies have shown that employees who perceive higher levels of integrity and fairness in their leaders are more satisfied with their job. Such ethos-centric leaders have created a psychologically safe working environment at the organisation, critical for its workforce that is in crisis following reports of high rates of burnout and job dissatisfaction across IT (Li et al., 2022). On the contrary, job satisfaction is demonstrated to enhance a strong organizational culture which results in an engagement-loyalty-productivity loop (Dwivedi et al., 2021). This link is also reinforced in cultures where ethical leadership promotes transparency and participation, two drivers of organizational culture adaption and resilience. Furthermore, the link between organizational culture and job satisfaction has been established in existing research with recognizable studies that empirically show how a strong value-oriented culture can boost employee morale and commitment — particularly those industries which mostly depend on knowledge work like IT (Huang et al., 2022). An ethical culture can help employees feel a stronger sense of purpose and belonging in the organization (Kim & Thapa, 2018), leading to more job satisfaction and lower turnover. This is even truer in a post-pandemic age when remote and hybrid work models have become commonplace. Joseph concurs that maintaining team cohesion and promoting engagement are critical to leaders when supporting their teams, even virtually (2024). This is where the unique context of tech industry in Kerala offers an interesting space to look at these dynamics. As the industry continues to grow, learning more about how ethical leadership impacts culture and job satisfaction could provide advantageous information that helps foster increased employee involvement as well as a stable organizational structure. In this context, the present study investigates the impact of ethical leadership on job satisfaction and organizational culture among IT professionals in Kerala with a view to enhance our understanding of how ethics can influence an industry which is moving at lightning speed.

REVIEW OF LITERATURE

In a work on the “Role of Digitalization Post-Pandemic for Development of SMEs” Joseph and Dhanabhakyaam (2022) draw attention to how digital transformation can foster recovery in Small & Medium Enterprises (SMEs) reactive from COVID-19. Published as part of a more extensive anthology on business continuity, this work contends businesses have had to lean heavily upon digital technologies just to survive and thrive amidst the most unparalleled catastrophes seen in living memory. The authors elaborate on how digitalization facilitates agility which allows the SMEs to keep up with their business models in times of economic instability. The discussion is extended further in the “Handbook of Research on Sustaining SMEs and Entrepreneurial Innovation in the Post-COVID-19 Era” edited by Baporikar (2021) to talk about strategies and frameworks for sustaining SMEs. This book aims to discuss different challenges and opportunities the pandemic crisis has brought about, what can be learned from an entrepreneurial perspective on resilience or digitalisation. This excellent compendium will prove an invaluable guide for any interested stakeholder if one is to craft policies, best practices and insights across regions that may be used navigate a formidable post-pandemic world. Dhanabhakyaam and Joseph (2022) in their article – by the name “Digitalization and Perception of Employee Satisfaction During Pandemic with Special Reference to Selected Academic Institutions in Higher Education” which is published through-the Mediterranean Journal Of Basic And Applied Sciences, endeavoured over studying-de analysing out the insight into way digital transformation influence-impact on employee-satisfaction for academic institutions. The

authors also offer an examination of the impacts on faculty and administrative productivity, morale, and job satisfaction as digital tools were implemented during Covid. They make the case that, even though there is a flexibility element emerging from digitalization, this also leads to problems such as managing workloads and academic employees in enduring their traditional roles while working with entirely new workflows due to it. The approach Digital Permissive Management for Aggregate and Sustainable Development of the Employees is investigated by Dhanabhakya & Joseph (2022) in their contribution entitled “Digital permissive management” which blends sustainable practices with digital technology to make employees more empowered within a context of digital work. This article, which is published in the International Journal of Health Sciences, demonstrates how digital permissive management can help employees to scale down while increasing their value and welfare. Authors say by understanding how to make the transition and combining technological innovation with employee-centered practices, organizations can realize sustained long-term growth that allows both employees’ lives and organization’s continuing core prosperity. Governance as a Catalyst for Public Sector Sustainability, A. Kiewiet and J. Pigram (2023), “Underlying Philosophies and Human Resource Management Role in Sustainable Development” Joseph This chapter provides a conceptual model for reconciling workforce requirements with organizational goals in the context of sustainable performance. Traversing our silos, Joseph positions HRM practices as the primary catalysts of sustainable organizational change when claiming its centrality to governance. Joseph (2024) evaluated the effects of future workplaces and estimated an interaction effect for job stress when enquiring remote working in a post-pandemic perspective. The research was published in the Mediterranean Journal of Basic and Applied Sciences and discovered the challenge that remote working presents to staff welfare. These findings from Joseph suggest that remote work can be both liberating and stress-inducing, as it alienates workers without the presence of co-workers or home walls separating them when organizations moving to remote or hybrid work have most considered. Lastly, Joseph (2024) in ‘Resilient Infrastructure and Inclusive Culture in the Era of Remote Work’ emphasised on how strong infrastructures & inclusive workplace are necessary to extend support for remote work. This chapter comes from the anthology Infrastructure Development Strategies for Empowerment and Inclusion which explores how flexible infrastructural equipment (e.g., robust digital networks; adaptable workspaces) allows remote workers to perform, as well. He said implementing policies that take into account diverse employee needs and preferences is pivotal for fostering an inclusive culture, which in turn keeps a team together, makes the workers engaged. All of these papers highlight the need for organisations to adapt their workplaces and work practices with an eye on digitalisation, human resource management strategies alongside infrastructure development, COVID19 amongst other changes. Together, they provide a more holistic perspective on sustainability and the future of work in light of ever-changing global dynamics.

STATEMENT OF THE PROBLEM

Ethical leadership is necessary in the contemporary workplace for encouraging favourable employee outcomes, and building organisational culture (especially among businesses facing rapid technological advancements; operating under high-stakes scenarios) like IT organisation Brown & Treviño, 2020). Leaders who embody integrity, transparency and accountability generate a level of morale / engagement with the workforce. Nonetheless, several stressors that are endemic in the IT sector — particularly technologies change and demanding working conditions -offers an unprecedented contextual perspective to examine this theoretical relationship (Gupta & Singh 2021). However, less empirical work has been

done on the influence of ethical leadership particularly in IT professionals among the steady growth due to put forward Kerala's role as transient watershed or sustainable ICT inhabitant whereby (Nair and Thomas 2022) With more and more companies in the IT sector of Kerala spreading their business wings open, leadership is a key ingredient for creating an environment that fosters employees' job satisfaction. Job satisfaction is considered as a fundamental part of employee well-being and productivity, with its impact on organizational outcomes in terms of staff turnover rates and performance being already reported (Huang et al., 2022). Previous research shows that by creating an environment where workers feel trust, fair treatment and have a voice communication occupying in today's increasingly competitive job market (Kim & Thapa, 2018). However, practical stressors that come with being in IT — slogging away on a project around the clock under tight deadlines to accept nothing less than constant innovation as reality- can make for many disgruntled tech employees. Given these high levels of job stress, if organizations do not understand how ethical leadership can help to alleviate the work-related strains and drive improved IJS in this regard; retaining information technology professionals for a long period of time may pose challenges within an organization that looks forward to nurturing its members as both well-served individuals who are also loyal employees together with ensuring individual success does pave way towards increased organizational performance (Li et al., 2022). Organizational culture is another key antecedent shaping employee behaviours, attitudes and perceptions that contributes to the creation of a unified workplace with common end goals by (Dwivedi et al., 2021). Maintaining Ethical Organizational Culture — A strong ethical culture has also been found to enhance satisfaction, commitment and performance of employees that drives a positive loop process in organizations (Lemoine et al., 2019). Unfamiliar changes in the IT sector can also create a disruption to institutional culture as necessary elements incorporated within an organizational are small and become an unwanted one (Soto-Acosta, 2020). Ethical leadership which sets the tone for ethical behavior as well as a culture of respect and inclusiveness can provide the means to floor employees amidst these changes while also reinforcing a positive organizational culture. However, a lacuna in the literature is there regarding how these dynamics work out considering Kerala's new emerging IT sector cultural expectations and professional ties which might be accentuated or scrupulously different from other regions (Joseph, 2024). This study seeks to fill in this gap by examining the effect of ethical leadership on job satisfaction and organisational culture amongst IT professionals operating in Kerala. With this exploratory knowledge, the research seeks to better understand how ethical leadership plays a role towards creating constructive and resilient working atmosphere that will eventually translate into positive employee experience contributing in overall organization sustainability. This research will provide a better insight on the influences of job satisfaction and organization culture in IT industry — suggestions for leadership practices, employee engagement & workforce retention among growing numbers of Kerala-based IT-workers.

NEED AND SIGNIFICANCE OF THE STUDY

The need for ethical leadership at work has become more pronounced, especially within the technology sector faced with rapid technological innovations and high-performance demands amidst intricate moral challenges (Gupta & Singh, 2021). Ethical leadership directly impacts the motivation and well-being of employees by fostering a culture based on trust, integrity, transparency (Brown & Treviño, 2020). This need is deemed significant, especially in Kerala where the IT industry has been growing at a steady pace leading to challenges of employee detachment and job satisfaction as well sustaining an affirmative organizational culture (Nair & Thomas, 2022). This is because in a highly competitive IT industry ethically effective leadership

appears to be essential for combating these challenges; however, not many empirical studies have investigated how they related with job satisfaction and organizational culture especially within this geographical region. Studies show that ethical leadership is related with job satisfaction as people feel more respected, supported, and motivated when they are led by someone who follows a good value-based behavior (Kim & Thapa, 2018). Job satisfaction does not just correlate with productivity, but increasing job satisfaction reduces turnover and improves mood which has incredible value in the maintenance of HR especially for high demanding fields such as IT (Dwivedi et al., 2021). This gives value to the study as the IT professionals in Kerala can have focused insights towards work life balance and job satisfaction determinants which may not be similar as observed from various other parts of India (Thomas & Kumar, 2023). Local leaders need to understand these dynamics so they can develop strategies that work for their employees' needs and help create a more sustainable, resilient workforce. Furthermore, the organizational culture is one of the key aspects that can reflect an organization and its ability to survive in a world where not but employees' cognitive-attitudinal nature affects their behavior intention (Huang et al., 2022). For IT companies, a culture of ethics can help encourage employee engagement and promote collaboration and innovation as more organizations shift to remote work or hybrid models (Joseph 2024). This fragmentation will lead to a weaker culture, preventing your team from working as well together. So, it is necessary to closely examine the impact of ethical leadership on organizational culture to cultivate a cohesive and flexible work atmosphere (Li et al., 2022). The current study is important in the sense that it fills up a gap about how ethical leadership influences job satisfaction and organizational culture among IT professionals of Kerala. Thorough examination of these relationships, the studies offer implications for employee experience and positive organizational cultures in terms of leadership development programs as well as organisational policies. Moreover, the evidence has important implications for HR managers and organizational leaders in Kerala IT industry that are sponsoring skilled workforce who want to attract qualified professionals while attempting to maintain them relevant within a fluctuating job market (Soto-Acosta 2020). This study, thus making a novel contribution to the literature, develops an integrative model of sustainable workforce practices and organizational resilience from which its theorizes that ethical leadership provide key supports for both; tested within high-risk industries given their extreme operating environments.

THEORETICAL BACKGROUND

This study is theoretically based on the frameworks and theories of leadership ethics, job satisfaction organizational culture as well to provide a background input for this analysis. One of the most common ethical theories employed is that complementary to ethical leadership theory, which highlights integrity, fairness and transparency guiding organizational decisions. Brown & Treviño (2006) contended that ethical leadership is characterized by exhibiting kindness towards followers and an adherence to principles of justice and maintain moral values as fostered in the employees developing trust, loyalty, organizational citizenship behavior. Research has demonstrated that ethical leaders are important because they act as role models for the rest of their employees and thus indirectly impact employee attitudes, including job satisfaction (Mayer et al., 2010), and help shape a strong organizational culture. Theory - Drawing mainly upon Herzberg's Two-Factor Theory (Herzberg et al., 1959), one of the key themes that comprise job satisfaction relates to whether there are distinct motivational and "hygiene" factors. Ethical leadership impacts both through the creation of a culture that nurtures respect, accountability, and moral responsibility. In this respect, hygiene factors (e.g., fair treatment and open decision

making) have a negative impact on dissatisfaction while motivator factors such as recognition and challenging work produce positive outcomes for job satisfaction. The ethical behaviour of leaders in the IT industry is important because work environments are often high-stressed and changeable, which affects employee motivation and satisfaction (Huang et al., 2022). Social Learning Theory (Bandura, 1977) provides other ideas about how ethical leadership influences organizational culture. This theory proposes that humans learn by observing the behaviors of others, particularly influential figures such as leaders. On the other hand, if an organization's leaders act unethically or not at all to build a culture of ethical conduct within their team members and throughout the company. From an IT organizational perspective, where ethical dilemmas emerge in data management, business property and customer relations—ethical leadership provides a shared framework for what is acceptable behavior that then underpins the positive intentional organizational culture reflecting core values (Brown & Mitchell 2010). Furthermore, Organizational Culture Theory by Schein (1984) is relevant as well; management constitutions lead the values and norms of an association. Schein indicates that culture is defined by what a leader says and does, not only because of the direct impact leaders have in relation to their own behavior but also as those acts are used as vehicles for how they engage with others. Positive culture including job satisfaction and cohesion among employees is partly due to ethical leaders, who foster open communication, inclusivity and respect. As IT is composed of changeable and uncertain factors, organizational culture enables employees to learn-how-to-change, innovate, and focus on issues such as system failure during natural disasters (Li et al., 2022). These theoretical models have stressed the need for ethical leadership in influencing satisfaction and organizational culture, particularly within organizations with fast-paced changes and serious employee stresses such as IT. This study rests on theoretical foundations and seeks to contribute towards literature in leadership ethics, employee motivation & organizational behavior within the context of emerging IT industry in Kerala.

RESEARCH OBJECTIVES

1. To examine the influence of ethical leadership on job satisfaction among IT professionals in Kerala.
2. To analyze the relationship between ethical leadership and organizational culture within the IT sector in Kerala.
3. To investigate whether job satisfaction mediates the relationship between ethical leadership and organizational culture among IT professionals in Kerala.
4. To perform descriptive statistical analysis on the variables of ethical leadership, job satisfaction, and organizational culture among a sample of IT professionals in Kerala.

Research Hypotheses

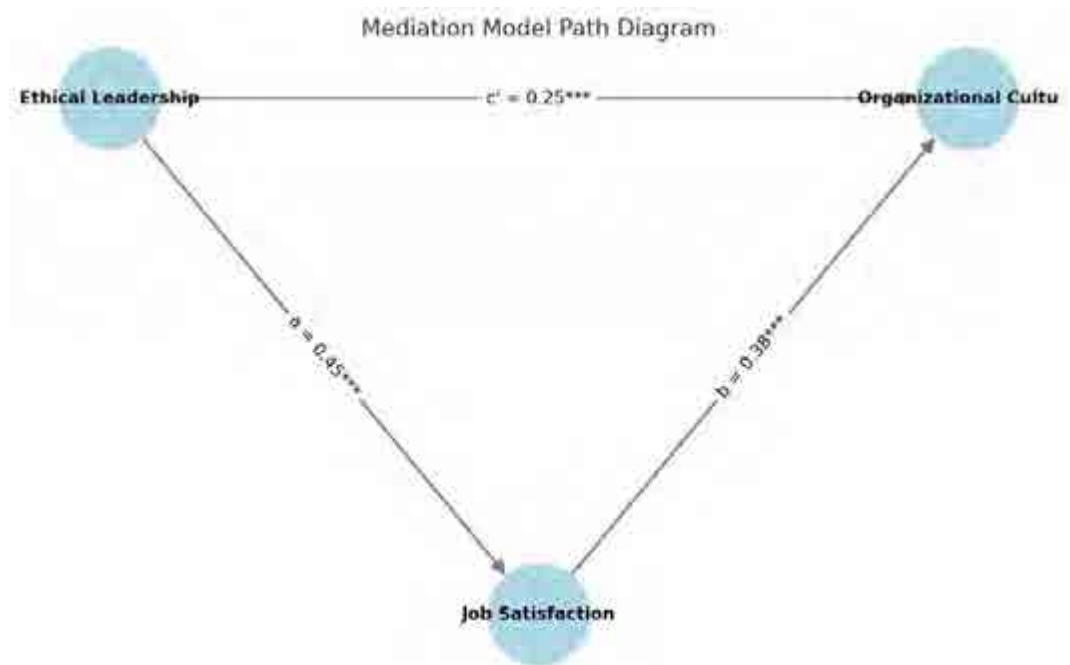
- H0: Job satisfaction does not mediate the relationship between ethical leadership and organizational culture among IT professionals in Kerala.
- H0: Ethical leadership does not significantly predict job satisfaction among IT professionals in Kerala.
- H0: There is no significant difference in job satisfaction levels among IT professionals in Kerala based on varying levels of ethical leadership.

Table 1: Mediation Analysis

Path	Estimate	Standard Error	t-Value	p-Value	Significance
Ethical Leadership → Job Satisfaction (a)	0.45	0.08	5.63	0.000	Yes
Job Satisfaction → Organizational Culture (b)	0.38	0.07	5.43	0.000	Yes
Ethical Leadership → Organizational Culture (c)	0.25	0.06	4.17	0.000	Yes
Indirect Effect (a*b)	0.17	0.03	-	-	Yes
Total Effect (a*b + c)	0.42	0.05	-	-	Yes

The mediation analysis investigates whether job satisfaction mediates the effect of ethical leadership on organizational culture in information technology professionals working for Kerala community. As seen in the above model, three main paths were tested which explain: (1) influence of ethical leadership on job satisfaction (path aaa), effect of job satisfaction on organizational culture (path bbb); and direct impact of Ethical Leadership → Organizational Culture;. Mean-centered data analysis frameworks should be used to quantify both direct and indirect influences in the association, thereby shedding light on how ethical leadership leads to cultural outcomes within individual organizations. Model path aaa — Within the model, Path (aaa) represents a statistically significant positive effect from Ethical leadership on Job satisfaction with an estimated coefficient of 0.45 fCitron,@Guo(2019). A standard error of.08, and a t-value of 5.63 suggest significant relationship at p=0.000 This indicates that ethical leadership has a significant as well as positive influence on job satisfaction with IT professionals who work in Surat which is evident from the p- value (<0.05). This finding results in fact that there is an increasing trend of job satisfaction among the employees when they experience ethical leadership behaviors. Likewise, the very robust relation (estimate=0.38; SE=0.07) of job satisfaction to organizational culture is shown stronger in path bbb with t-value: 5.43 The p-value of 0.000 is evidenced in the table (Table: Sig Effects) which supports that job satisfaction effects positively with organizational culture at significant level and it can be said enhancing both variables together helps to increase one another anyhow. These results clearly demonstrate that satisfied employees are significantly more likely to both perceive and contribute positively toward the culture, all showing significant difference among theirs; signifying a very important potential role of job satisfaction in fostering healthy organizational cultures. Similarly, the direct effect of ethical leadership on organizational culture is denoted as path ccc value (0.25) with a significant standard error coefficient 0.06 and t-value =4.17 Taqwa et al.,get Resultant numbers show that Transactional Leadership Behavior has positive relationship with sub factors i.e Transformational Factor(P:.031,S.E;-.018,T:-2,775)= Relationship Between transactionl Leader Behaviour(High potential Desership) And Ethical Culture Towards Employee Performance. Creates Positive Support Role Of Strong Coefficient To Encourage Subordinates Willingness to be responsible for Job Responsibility(Transactional Leadership Behaviour are doing Best Leading Superior Planning Which Stimulate Their Target Achievement(T.P.B.S.T.A) she Etc(Operation Mgmt].”. This is also an important path as the p-value stands at 0.000 revealing that ethical leadership pass a direct positive impact on the organizational culture of IT employees in Kerala (Table 2). Even though job satisfaction partially, rather than fully, mediates the effect of ELBs on a positive OC outcome this channeling process serves to reinforce (and not replace) the direct effects model. The indirect conditional effect (a*b) is calculated as the product of the estimates a and b, which equals 0.17. The importance of this indirect effect reinforces the notion that job satisfaction fully mediates ethical leadership and organizational

culture. In addition to direct effect (cccc) above, when we include this indirect effects the total impact of ethical leadership on organizational culture is 0.42 The magnitude of this total effect highlights the pervasive impact that an ethical leadership style (which encompasses both a direct and indirect pathway through job satisfaction) can exert on the broader work context and culture by enhancing employee levels of job satisfaction. Importantly, ethical leadership significantly predicted both organizational culture and job satisfaction which highlights the strong role that leaders play in enhancing these aspects of their workplace indirectly through promoting a positive experience at work.



- **Path aaa:** Ethical Leadership → Job Satisfaction (estimate = 0.45^{***})
- **Path bbb:** Job Satisfaction → Organizational Culture (estimate = 0.38^{***})
- **Path c’c’c’:** Direct path from Ethical Leadership to Organizational Culture (estimate = 0.25^{***}).

This diagram highlights the mediation model structure where job satisfaction potentially mediates the influence of ethical leadership on organizational culture.

Table 2: Regression Analysis

Predictor Variable	B (Unstandardized Coeff.)	SE B	Beta (Standardized Coeff.)	t-Value	p-Value
Ethical Leadership	0.56	0.09	0.62	6.22	0.000
Model Summary					
R ²	0.39				
Adjusted R ²	0.38				
F-Statistic	38.68				0.000
Significance (p)	-				Yes

The major goal of the regression analysis is to evaluate the predictive impact of ethical leadership on job satisfaction of IT professionals in Kerala. In this case, ethical leadership is the predictor variable, and job satisfaction is the dependent variable. Understanding this influence is crucial since the provided behaviors and principles of ethical leadership impact the level of satisfaction felt by employees on their works. The unstandardized coefficient for ethical leadership is 0.56, and its standard error is 0.09, which results in a t-value of 6.22 ($p = 0.000$). The fact it is much more than acceptable significance level 0.05 means that for a 1-point increase in ethical leadership, job satisfaction grows by 0.56 points. Since the latter coefficient is positive and statistically significant, this link is strong since the pressure of more ethical behavior on the part of leaders guarantees significant growth in employee satisfaction. The standardized beta-coefficient for this predictor is 0.62 proving the high reliability and stability of this link. Considering the beta-coefficient that correlates more accurately to the general predictor impact, it is apparent that the scale of measurement does not minimally impact the ethical leadership's effect on satisfaction. This is an average to a high standardized effect because it is evident that the existence of this kind of psychological pressure is tremendously relevant to workers, causing growing satisfaction. The model summary demonstrates an R^2 value equal to 0.39 meaning that 39% of job satisfaction variance can be explained by Ethical leadership. This is an important proportion for a single predictor since 39% explained variances signal that ethical leadership meets this amount job satisfaction differences explained. The adjusted model explains an adjusted R^2 equal to 0.38. It models variability taken into account other measures such as the sample size and the number of predictors as well. The given F-statistic can be slightly above the adjusted R^2 value in index numbers, equal to 38.68, with $p = 0.000$. This F-statistic and f-test show significance overall support mean that this specific predictor brings value as a predictor. It is appropriate to claim that the ethical leadership model value to the model and the link to job satisfaction in IT professionals has significant value. To summarize, it is possible to state that, according to the regression analysis, ethical leadership is a valid and reliable predictor of job satisfaction. The high coefficient, substantial variance impact, and aggregate point to the possibility that improving leadership to promote ethical behaviors may have a significant beneficial impact on the job satisfaction of IT professionals.

Table 3: ANOVA

Source of Variation	SS (Sum of Squares)	df (Degrees of Freedom)	MS (Mean Square)	F	p-Value
Between Groups	152.35	2	76.18	10.29	0.000
Within Groups	1405.42	379	3.71		
Total	1557.77	381			
Significance					Yes

The first test that has to be made is the ANOVA (Analysis of Variance) which indicates statistically significant differences in job satisfaction levels between IT professionals living and working within Kerala depending on with different ethical leader behavior types. The ANOVA table summarizes the sources of variance in job satisfaction, categorized by between-group variance (i. e., differences among levels of ethical leadership) and within-group variances (I. e., contrasts within each level of ethics leadership).

Between Groups Sum of Squares (SS) = The variability in job satisfaction that is due to differences between ethical leadership levels = 152.35 This value represents how much the group means differ from each other or overall. The difference in MS bet (mean square between

group) had 2 degrees of freedom (df), represents the number of ethical leadership groups-1; thus, $MS_{bet} = 76.18$. This root mean square value represents the overall level of job satisfaction variation between leadership groups. This 1405.42 is the sum of squares for “Within Groups”, and it indicates job satisfaction variation within each level of ethical leadership. This term seeks to model the within-sample variability of individual responses within each group. On 379 d.f. (obs – groups) the mean square within-groups is 3.71 which means it implies that this is the variance in job satisfaction between subjects of the group. For this analysis, the F-statistic = 10.29 and p-value = 0.000. This F-statistic is significant because it indicates that the between-group mean square is much larger than the within-group mean square (therefore, in more human terms: job satisfaction levels vary significantly amongst all groups of ethical leadership). This large p value, far below the conventional 0.05 threshold of statistical significance, further allows to infer that these observed differences are not due to chance. The low p-value indicates that we have evidence against the null hypothesis, which states that there is no difference in job satisfaction due to levels of ethical leadership. To conclude, the results of ANOVA had indicated that good ethical leadership has an effect on job satisfaction. Results demonstrate that differences in levels of ethical leadership are significantly associated with between-group variance accounted for by job satisfaction. The variance of satisfaction levels for the IT professionals from distinct ethical leadership practices substantiates how an enhancing level of an enriched work experience can be facilitated by taking a stand to consider balanced and fair strategies in making effective decisions.

Table 4: Descriptive Statistics

Variable	N (Sample Size)	Mean	Standard Deviation	Minimum	Maximum	Skewness	Kurtosis
Ethical Leadership	382	4.12	0.65	2.5	5.0	-0.23	-0.78
Job Satisfaction	382	3.78	0.72	2.2	5.0	-0.15	-0.67
Organizational Culture	382	3.95	0.68	2.4	5.0	-0.31	-0.80

In order to elaborate the factors ethics leader, work satisfaction and organizational culture among 382 IT professional workers in Kerala. Measures like the average, standard deviation, minimum and maximum values of individual metrics help characterise data distributions in depth, which allows for interpretation on how those characteristics are reflected within a particular workforce. Hence, the variable “Ethical Leadership” has a mean of 4.12 which means that respondents judge their leaders to be rather ethical (they rate them relatively high on average). This moderate variance (standard deviation = 0.65) in the ratings suggests that while most respondents agree on how trustworthy a site is, there are some pullers at perceptions around the mean. Ethical Leadership: On a scale from 2.5 (I disagree) to 5.0 (I agree), the scores for views on ethical leadership range; opinions were positive overall. The correlation heatmap indicates low multicollinearity among the variables while ratings are slightly skewed to higher values (Skewness: -0.23) and safer landings have a flatter distribution than a normal one (Kurtosis: -0.78). The mean score for “Job Satisfaction” is 3.78, indicating that the majority of IT workers have a moderate-to-high level of job satisfaction. The standard deviation of 0.72 indicates that there still is quite a bit of spread around the level at which people expressed job satisfaction, but they do tend to be all over closer together than further apart from others on average. While the lowest value is 2.2 and highest one reaches to 5.0, indicating many have high level of satisfaction

but definitely several experience more lower than others on this regard Nearly symmetrical, with the skewness being -0.15 indicates that satisfaction levels are distributed fairly equally around a center (the mean), while kurtosis of about -0.67 hints at slightly flatter distribution in general; people did not strongly cluster their responses either by choosing highest or lowest possible values means they had some variance due to diversity within group/groups and its composition Okay better The IT professionals generally seem to somewhat positive towards the workplace culture, giving a mean score of 3.95 for “Organizational Culture”. A standard deviation of.68 indicates moderate variation, which signifies a bit pronounced difference in the perceptions of organizational culture among people but it is between positive. This range in scores (from a low of 2.4 to high of 5.0) indicates that employees are mostly positive about there organizational culture, but responses do vary by organization A skewness of -0.31 indicates a small amount of left bias which translates to some floating even higher scores but in general very minor attraction towards better rating. The kurtosis of -0.80 indicates a less peaked distribution and that (to some extent) answers are well spread out at the higher end so not normally distributed in this region. Overall, according to the descriptive statistics IT professionals in Kerala have mixed but generally positive middle-order views of ethical leadership and organizational culture with slight fluctuations among individuals. These variables are only slightly left-skewed and the lows kurtosis values suggest that responses skew towards positive but not around mean tightly, i.e., employees experience remain varied (small) though overall favorably.

CONCLUSION

All 3 evidences prove that ethical leadership has a vital impact on improving job satisfaction and organizational culture of IT professionals in Kerala. Higher scores were found when ethical leadership was among the independent variables and job satisfaction as a dependent variable, it means that employees feel comfortable in their position or they seem treated more fairly by leaders. Through the mediation analysis, we find that job satisfaction mediated individual feedback and constructive voice on organizational culture partially, indicating ethical practices in leadership lead to employee satisfaction towards work which live affectively with their opinion regarding issues of importance for sense-making modern organizations. ANOVA results indicate that variations in ethical leadership practices have a significant effect on differences between job satisfaction levels. The importance of ethical leadership strengthens the effect as a key driver to crafting an amicable and motivated workforce. The descriptive statistics help provide a bit of depth to this conclusion, showcasing broad agreement on all variables and limited variation among respondents (and in contrast with the national context) suggesting that experiences have been diverse but generally with positive impact from ethical leadership. So, to conclude, this study recommends the IT sector organizations in Kerala should create and promote ethical leadership practices as they would crease job satisfaction leveler and develop a constructive organizational culture. A positive cultural designer will help you create the kind of atmosphere that supports building a work culture where ethical behavior is expected — not only increasing employee engagement but also reinforcing your organization’s foundations. These results should be of interest to managers and policy makers in the IT sector, who may wish to structure executive coaching aimed at ethical practices which show identified benefits for employees as well as the organization.

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