Ethical Practices and Organizational Sustainability: A Three Dimensional Approach

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Abstract

Ethical practices as viewed on the three ethics approaches can drive leader and employee involvement in sustainability-related behaviors. This study sought to determine the ethical practices of employees and leaders of a state university in the province of Laguna Philippines as well as the institution's sustainability. Descriptive research was conducted through a survey administered to sixty-six (66) faculty members. The study also investigated if there are differences in the ethical practices of the leaders and employees when grouped according to profile factors as well as looked into the relationship between ethical practices and organization sustainability. The study revealed that the leaders and employees highly put into action the ethical practices in relation to Kantian, Virtue, and Care Ethics. Moreover, the level of sustainability exercised by the institution in terms of its contribution to society and the environment is perceived to be highly practiced. Furthermore, it was concluded that there is no significant difference in the ethical practices of the leaders as perceived by the faculty members. A significant relationship between ethical practices and organizational sustainability was established. As such, continuous review of the ethical code of conduct and laying down of procedures in carrying out ethical issues are emphasized by the results.

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1. Introduction

Business ethics is one of the most often deliberated subjects in the present corporate and business environment, as well as in educational and academic field (Brown et al., 2005). It has been discussed in various degrees alongside the adaption of business organizations with the increasing globalization, advance technology and talent management. On the other hand, businesses that lean towards performing in accordance with ethical standards, morals and values have recognized the relevance and significance that ethical procedures and policies are communicated and practiced throughout the organization, while in concurrence to becoming a priority of the leaders of the organization. Since leaders are considered to be the most influential sector in any organization affecting the organizational culture, they are the ones expected to be role models of principles and values according to the objectives, mission, and vision shared with the employees.

Institutions of higher education strive for world-class status. It is not by self-declaration that a university attains world-class rank; rather, elite status is granted on the basis of international acknowledgment (Salmi, 2009). This desire for academic excellence encompasses faculty and instruction, curriculum, physical environment, equipment and facilities, student assistance, and administration. To accomplish this objective, every member of an organization must collaborate. Therefore, an ethical mindset is one of the prerequisites for achieving this great goal.

An organization must institutionalize an ethical mindset. In accordance with the presented notion, Martin and Meezan (2003) argued that clients and employees are more loyal to firms perceived as ethical. This can result in increased profitability for firms in the private sector and improved public trust for organizations in the public sector. Organizations are placing a greater emphasis on ethics because it makes sound commercial sense. In so doing, remarkable organizational performance could be achieved which could further contribute to its sustainability. Hence, this study aims to determine the ethical practices of the employees and leaders of a state university in the province of Laguna which would be a basis for designing organization sustainability. Significant differences in the ethical practices of the leaders and employees would also be investigated as well correlation between ethical practices and organizational sustainability would be determined.

2. Literature Review

2.1. Ethical Dimensions

Ethical practice is the utilization of ethical values in organizational conduct. It applies in all aspects of organizational conduct, including corporate governance, employment practices, stakeholder relations, accounting practices, and issues of product and corporate responsibility. It is about the discretionary decisions that organizations and the people who work for them make, and transparency with all stakeholders about those decisions (cipd.asia, 2021). Organizations that have a propensity for acting in accordance with ethical standards, morals, and values have realized the significance of having ethical procedures and policies communicated to and followed by all members of the organization, while also becoming a top priority for the management of the organization (Brimmer, 2007). With the support of the organization's administration, these principles must be shown and put into reality. On the other hand, Paliwal (2006) stated that organizations ought to provide a thorough training program to prepare the employees for the policies, practices, and expectations in order to increase employee "ethical awareness" and to "define criteria for ethical decision-making within the organization". He further added that, besides the responsibilities that the organization has towards its employees, it is of utmost importance that the employees support their organization, are trustworthy and loyal. Internal and external stakeholders must be taken into account when establishing the ethics program's rules and procedures because they affect and are affected by the company in addition to the employees and the administration.

Meeting current demands without compromising the capacity of future generations to satisfy their own needs was the original definition of sustainability (Commission on Environment and Development, 1987). The ability to meet the requirements of the present without jeopardizing the ability to meet the needs of future generations is a key concern for organizations. In essence, sustainability is about providing for current needs without sacrificing the ability of future generations to provide for their own needs. Vargas-Hernandez (2021) posited hat organizational sustainability values must have to be inculcated at all levels in the system of the organization to engage the initiatives while performing the tasks. Workforce diversity initiatives contributing to recruit, develop, and retain talent respond to sustainability challenges with economic, social, and environmental awareness. Organizational values must be consistent

with sustainability in the workplace supported by the leadership of top management in charge of designing and implementing the organizational sustainability strategy for sustainable organizational practices.

Ethical theories explicitly describe ways of thinking and doing that people naturally employ to address common ethical issues. This section discusses the three ethical theories used in this study.

2.1.1. Kantian Ethics Theory

Immanuel Kant, a German philosopher, created a deontological ethical theory known as Kantian ethics, which holds that an action must be chosen and performed out of a sense of moral obligation to be truly good (Camilar-Serrano, 2016). In addition, Becker (2019) explained that, according to Kantian ethics, every individual has the right to be valued as an end in and of herself and to be equipped with reason. From this, further fundamental rights follow, including the right to freedom, which includes the (i) right to privacy and self-determination and recognizes that everyone has his own property, no one is owned by anyone else, and this includes a right to privacy and self-determination; (ii) the right to be treated fairly and without discrimination because we are all rational beings who are equal in our own right; (iii) the right to be treated with respect, who are persons to be recognized as rational beings. This involves the freedom from interference with our ability to choose, decide, and direct ourselves. Kant's theory of morality has not become irrelevant to business ethics, according to Donaldson et al. (2002) as they described Kantian ethics in commercial organizations. However, it is possible that his insistence on the objectivity of the moral purpose is more than just a roadblock that needs to be climbed. Maybe focusing on things other than profits, like providing employees with meaningful work, fostering a democratic workplace, and maintaining a non-coercive relationship with all stakeholders, will improve the bottom line.

2.1.2 Virtue Ethics Theory

Virtue ethics is referenced as early as the ancient Greek thinkers and is justifiably the oldest type of ethical theory in Western Philosophy. Aristotle was the first one who theorized virtue ethics with his systematic explanation written down in his famous work Nichomachean Ethics. Aristotle believed that as people develop good character traits, they are better able to regulate their emotions and their reason. When presented with morally challenging judgments,

this aids people in making them. Persons come first in virtue ethics. It considers the moral fiber or goodness of the individual performing an action (Camilar-Serrano, 2016). According to virtue ethics, an action is judged as good or correct based on whether it is what a virtuous agent would do in the current situation given (Constantinescu & Kaptein, 2021). Therefore, rather than focusing on how they are manifested in human behaviors, greater attention is paid to how qualities decide and are inwardly expressed in human character (Jackson, 2018). According to virtue ethics, every person has a fundamental right to prosper and develop his or her potential toward personal perfection (Becker, 2019).

2.1.3 Ethics of Care

Care ethics emphasizes the interdependence of every person. It takes into account the fact that some groups of people and communities are weaker than others, and that strong groups should show greater concern for the weaker group based on how their decisions would affect them. Care ethics advocates for the maintenance of interdependence and shared efforts and benefits rather than promoting dependency among individuals (Camilar-Serrano, 2016). The importance of caring relationships, the various ties of mutuality, the idea that caring both establishes and transforms who we are as people, the requirement that genuine caring results in actions that address actual needs are some of the key themes in the ethics of care. Given all these facts that care ethics, as a normative theory, it has significant consequences for individuals and relationships, and how we might foster caring values in others (Reamer, 2016). According to Carmeli et al. (2017), employee engagement in sustainability-related behaviors might be influenced by ethics of caring. By expanding on the moral theorizing of care, these theoretical advancements and empirical discoveries aimed to aid in a better understanding of the micro-foundations of organizational sustainability.

2.2. Dimensions of Sustainability

2.2.1 Societal Sustainability

Kahn (1995) defined social sustainability as a mechanism that ensures economic growth by reducing poverty. The ideas of equity sharing, cultural identity, participation, and institutional stability are typically included. This definition is supplemented with a list of corresponding principles, which include equity of access to key services, equity between generations, a system of relations that values disparate cultures, and political participation of citizens particularly at a

local level. McKenzie (2004) identifies several attempts to define social sustainability and concludes that it generally is, "a positive condition within communities, and a process within communities that can achieve that condition." Poor nations are able to reject the idea that environmental degradation cannot be stopped through to social sustainability. A setting that promotes resource allocation efficiency can stabilize society. A system of social organization with the objectives of reducing poverty and preserving cultural values and norms is known as social sustainability (Ruttan, 1991).

2.2.2. Environmental Sustainability

Environmental sustainability is the responsibility to conserve natural resources and protect global ecosystems to support health and wellbeing, now and in the future (Sphera's Editorial Team, 2020). According to Morelli (2011), environmental sustainability is a state of equilibrium, adaptability, and interconnection that enables human civilization to achieve its demands without depleting the capacity of the ecosystems that support it or by causing a decline in biological diversity.

3. Methodology

The objective of the research is to identify traits, frequencies, trends, and classifications, descriptive research is the method of choice. Quantitative design was used wherein each respondent was asked with the same questions, which enables a fair analysis of the complete data sample. The data is provided in a numeric format and can be analyzed quantitatively using statistical techniques.

The population of the study were the teaching employees of a state university in the province of Laguna totaling two hundred seventy-one (271). Using a convenience sampling, sixty-six (66) faculty members were able to respond to the survey administered through a Google form because the respondents were still in a work from home set-up. The survey was conducted through a researcher-administered questionnaire which consists of the profile of the respondents, ethical practices of the leaders and employees as categorized into Kantian, Virtue and Ethics of Care and level of sustainability. This was chosen because this theory outlines a person-centered ethical framework where human existence and ability are centered on a moral philosophy that establishes standards and directs how people understand moral behavior. In addition, a reliability

test using Cronbach-alpha on the survey statements was conducted and resulted with the scores shown in table 1.

Table 1

Cronbach-Alpha

Indicator	Number of Items	Cronbach-alpha	Interpretation
Ethical Practices of Employees			
Kantian	7	0.735	Acceptable
Virtue	5	0.829	Good
Care	5	0.781	Acceptable
Ethical Practices of Leaders			
Kantian	5	0.930	Excellent
Virtue	5	0.927	Excellent
Care	10	0.953	Excellent
Sustainability			
Societal	6	0.935	Excellent
Environmental	3	0.847	Good

Ethical practices and sustainability were summarized and described using weighted mean. Kruskal Wallis was utilized in determining significant differences on ethical practices and sustainability. Lastly, Spearman-rho correlation coefficient was computed to determine significant relationships of the variables.

4. Findings and Discussion

Table 2

Ethical Practices of the Leaders in terms of Kantian Ethics

Indicators	Mean	SD	Interpretation
1. Our officials lead in the attainment of the University's vision and mission with utmost integrity, honesty and professionalism.	3.80	0.47	Highly Practiced
2. Our officials treat each employee equally, fairly and respectfully.	3.56	0.65	Highly Practiced
3. Our officials practice due process in evaluating, promoting and terminating employees.	3.50	0.66	Highly Practiced
4. Our officials make reasonable decisions and have reasonable requests for employees.	3.58	0.60	Highly Practiced
5. Our leaders are transparent about deliberations and decisions, and empower employees to contribute to, or participate in, decision-making as far as it is feasible.	3.52	0.66	Highly Practiced
Composite Mean	**3.59**	**0.54**	**Highly Practiced**

As per the Kantian ethical code, the state university perceives that its faculty members and officials highly practice moral principles with regards to their responsibilities in the institution. It could be observed on Table 1 that the officials of the said higher learning institution exceedingly practices their function to lead in the attainment of the University's vision and mission with utmost integrity, honesty, and professionalism (M=3.80, SD=0.47). And although the lowest average (M=3.50, SD=0.66) computed in relation to the other indicators, the officials are observed to remarkably practice due process in evaluating, promoting and terminating employees.

It implies that the leaders of the university exceptionally practice actions in the institution as though their actions form part of the universal law, applicable to everyone in a similar situation and these actions are both the means as well as the ends of these actions. According to the National Association of Secondary School Principals (2022), school leaders should be a role model for teachers and students and must maintain standards of exemplary professional conduct.

Table 3

Ethical Practices of the Leaders in terms of Virtue Ethics

Indicators	Mean	SD	Interpretation
1. Our officials assume responsibility for the Institution and the area they oversee, and respond to others, such as higher-level management, stakeholders, or the public, if something goes wrong.	3.64	0.57	Highly Practiced
2. Our officials at all times show professional courtesy, helpfulness and sympathy towards teachers and other personnel.	3.61	0.57	Highly Practiced
3. Our officials do not accept bribes.	3.61	0.67	Highly Practiced
4. Our officials encourage and attend to the professional growth of all teachers under them such as recommending them for promotion, giving them due recognition for meritorious performance, and allowing them to participate in conferences and training programs.	3.70	0.49	Highly Practiced
5. Our officials provide regular feedback to the employee on performance.	3.52	0.63	Highly Practiced
Composite Mean	3.61	0.52	**Highly Practiced**

The officials of the respondent university are deemed to also highly practice ethical ways in relation to virtue ethics (M=3.61, SD=0.52). Specifically, the leaders eminently practice encouraging and attending to the professional growth of all teachers under them such as recommending them for promotion, giving them due recognition for meritorious performance, and allowing them to participate in conferences and training programs (M=3.70, SD=0.49).

Provision of regular feedback on employee performance got the lowest score (M=3.52, SD=0.63) albeit it is interpreted as being highly practiced by the officials of the said institution.

The result shows that the university has a good leadership as it manifests on the assessments of the respondents. According to Wittmer and O'Brien (2014), the good qualities of the leader is that they should show excellence in providing a vision and building trust that will motivate others to achieve a common purpose. Moreover, "Trust, along with shared cultural assumptions, is the strongest glue binding people together in groups" (Bennis et al. 2008, p. 26), and leaders have the responsibility of binding and motivating members of the group or organization.

Table 4

Ethical Practices of the Leaders in terms of Ethics of Care

Indicators	Mean	SD	Interpretation
1. Our officials conduct programs to promote the personal and emotional wellbeing of the employees.	3.61	0.60	Highly Practiced
2. Our officials objectively evaluate extension services proposal for the community and ensure provision of sufficient funds.	3.65	0.51	Highly Practiced
3. Our officials listen to reasonable concerns and insights of stakeholders such as students and employees and consider them in their decision making.	3.61	0.62	Highly Practiced
4. Our officials provide programs that promote health and safety of students and employees especially during this pandemic.	3.71	0.52	Highly Practiced
5. Our officials provide incentives and interventions to motivate employees who have contributed ideas, suggestions, inventions, discoveries, superior accomplishments and other personal efforts.	3.56	0.61	Highly Practiced
6. Our leaders provide equal opportunities to age, gender and others.	3.62	0.60	Highly Practiced
7. Our leaders encourage knowledge and information sharing like re-echo seminars etc.	3.67	0.56	Highly Practiced
8. Our leaders provide social benefits like insurance, leave with pay to administrative members and regular employee	3.56	0.58	Highly Practiced
9. Our leaders provide a friendly and pleasant working environment.	3.58	0.55	Highly Practiced
10. Our officials implement effective mechanisms to fight bullying, discrimination and all forms of harassment.	3.62	0.54	Highly Practiced
Composite Mean	**3.62**	**0.48**	**Highly Practiced**

Looking at the perspective of the care ethics, the officials of the state university are perceived to be exceptional in their ethical practices (M=3.62, SD=0.48). They highly observe each of the ethical practices identified in relation to ethics of care. It is noteworthy to mention that the faculty members deem that the officials evidently provide programs that promote health and safety of students and employees especially during this pandemic (M=3.71, SD=0.52). This

may be due to the continued support provided by the school administration to faculty members during the pandemic such as provision of internet allowance as well as compliance to national and local health protocols and standards. Provision of incentives and interventions to motivate employees who have contributed ideas, suggestions, inventions, discoveries, superior accomplishments and other personal efforts (M=3.56, SD=0.61) as well as provision of social benefits like insurance, leave with pay to administrative members and regular employee are perceived to be highly practiced (M=3.56, SD=0.58) even if both practices garnered the lowest average as compared with the others.

It can be implied that the officials of the concerned institution have a caring leadership. Ciulla (2009) stated that the job of a leader includes caring for others, or taking responsibility for them but while we want leaders who have feelings of care for other human beings, a sense of duty is also important in times of crisis. This is manifested on the programs conducted by university officials during the COVID-19 pandemic.

Table 5

Ethical Practices of the Employees in terms of Kantian Ethics

	Mean	SD	Interpretation
1. I execute instruction in accordance with the targeted goals of timeliness and quality.	3.76	0.43	Highly Practiced
2. I accomplish complete research paper every year.	2.33	0.99	Slightly Practiced
3. I observe strictly the official time in order to promote efficiency and has avoided any disciplinary actions as consequence of non-observance	3.67	0.59	Highly Practiced
4. I attend the program of activities hosted by the institution.	3.80	0.43	Highly Practiced
5. I observe regular and timely submission of requirements, such as grades, accomplishment reports and other pertinent reports.	3.71	0.45	Highly Practiced
6. I observe proper wearing of uniform and I.D at all times.	3.62	0.67	Highly Practiced
7. I regularly participate and attend flag raising and flag lowering as scheduled.	3.83	0.51	Highly Practiced
Composite Mean	**3.53**	**0.38**	**Highly Practiced**

In the case of the faculty members of the state university, on the viewpoint of Kantian ethics, they are perceived to notably put into action ethical practices in relation to their function as employees of the institution (M=3.53, SD=0.38). It is considerable to mention that the faculty members regularly participate and attend flag raising and flag lowering as scheduled (M=3.83, SD=0.51) and consistently attend the program of activities hosted by the institution (M=3.80,

SD=0.43). It signifies that the employees perform their duties well in terms of the attendance to the various school's activities. However, it is remarkable to mention that the faculty members do not perform satisfactorily on the ethical practice of accomplishing complete research paper every year (M=2.33, SD=0.99).

It implies that an employee will experience a sense of belonging in a business when they are allowed greater freedom, which will inspire them to perform better. Becker (2019) posited that the responsibility of the employee to perform well, which means to do the job as agreed upon. Kantian ethics emphasizes the significance of morally motivated behavior so that corporations can establish a positive working environment (Boje, 2008).

Table 6

Ethical Practices of the Employees in terms of Virtue Ethics

Indicators	Mean	SD	Interpretation
1. I respect and follow orders from my superiors.	3.88	0.33	Highly Practiced
2. I accept individual difference in my workplace.	3.85	0.36	Highly Practiced
3. I get along with my co – workers with different values and beliefs.	3.82	0.39	Highly Practiced
4. I take responsibility in all my decisions regarding my job and own up to my mistake.	3.86	0.34	Highly Practiced
5. I am entrusted by my superior with designations outside of my regular functions.	3.61	0.60	Highly Practiced
Composite Mean	**3.80**	**0.32**	**Highly Practiced**

In terms of virtue ethics, the faculty members of the institution perceived to evidently put into action ethical practices (M=3.80, SD=0.32). Respecting and following orders from their superiors recorded the highest mean (M=3.88, SD=0.33) although the other indicators do not fall behind as taking responsibility in all decisions regarding their jobs and owning up to their mistakes (M=3.86, SD=0.34) and accepting individual differences in the workplace (M=3.85, SD=0.36) immediately follow. It implies that in spite that being entrusted by superior with designations outside of regular functions got the lowest mean (M=3.61, SD=-.60), it was still deemed to be highly practiced by the respondents.

According to Younkins (2012), virtues play a crucial role in enabling a person to act to acquire values. Virtuous employees frequently do their tasks competently and in line with the company's aims. Additionally, Meglich (2015) stressed the crucial role that human resource

(HR) functions have in helping organizations and their people act honorably and cultivate true "virtue," as HR may set an example for others to follow by modeling honorable behavior. HR procedures have the power to motivate workers in ways that produce positive results.

Table 7

Ethical Practices of the Employees in terms of Ethics of Care

Indicators	Mean	SD	Interpretation
1. I regularly participate in various extension programs of our College.	3.21	1.01	Practiced
2. I attend to the academic needs of students even outside class hours.	3.70	0.52	Highly Practiced
3. I inform my students with the school policies and course guidelines.	3.91	0.34	Highly Practiced
4. I help the school keep the people in the community informed about the school's work and accomplishments as well as its needs and problems.	3.62	0.57	Highly Practiced
5. I extend my support to my co-teachers and co-employees when my expertise is called for.	3.77	0.45	Highly Practiced
Composite Mean	**3.64**	**0.41**	**Highly Practiced**

Table 7 shows that the faculty members of the university remarkably practice actions in accordance with ethics of care (M=3.64, SD=0.41). The mean for informing students with the school policies and course guidelines is noticeably high (M=3.91, SD=0.34). The rest of the ethical practices are highly acted upon by the respondents except for regularly participating in various extension programs of their College (M=3.21, SD=1.01). Some of the faculty members do not consistently participate in these programs since the respondents consist of part-time instructors who are not required to join.

It implies that **c**are ethics upholds the proper use of emotion to obtain and apply moral insight, continuing the sentimentalist heritage of moral thought. Careful workers put their sub-virtues and skills into practice. An ethic of care, as described by Hamington and Sander-Staudt (2011), is motivated by memories of receiving care as well as one's ideal self, and it is based on the desire to provide for the dependent and vulnerable, including oneself. Various scholars have recognized the following as sub-virtues: respect, attention, completion, and responsiveness (Noddings 1984; Tronto 1994; Held 2006; Engster 2007 as cited by Hamington & Sander-Staudt, 2011).

Table 8

Level of Societal Sustainability

	Mean	SD	Interpretation
1. The university promotes development of spirited, transparent, upright, disciplined, efficient, noble, trustworthy and skillful students.	3.73	0.48	Highly Practiced
2. There is a provision for technological innovation that promotes sustainable utilization of resources, collaboration and partnership.	3.74	0.44	Highly Practiced
3. Intensive programs/activities of extension programs and initiatives intended to community stakeholders.	3.74	0.47	Highly Practiced
4. Continuous improvement program through accreditation and certification.	3.83	0.37	Highly Practiced
5. Establish sustainable government-academe industry networks, partnerships, and linkages, responsive to human resource's needs locally and internationally.	3.73	0.48	Highly Practiced
6. Promotes gender fairness	3.80	0.43	Highly Practiced
Composite Mean	**3.76**	**0.39**	**Highly Practiced**

The level of sustainability as exercised by the institution in terms of its contribution to society is perceived to be highly practiced (M=3.76, SD=0.39). The identified practices of sustainability are deemed to be exceedingly taken into action as all indicators have means ranging from 3.73 to 3.83. It could be observed that the institution highly promotes continuous improvement programs such as accreditation and certification (M=3.83, SD=0.37) and evidently advocates gender fairness (M=3.80, SD=0.43).

Business, according to Becker (2019), should be concerned about sustainability as well because it has the power to contribute to society's sustainability. Business is a huge social force and may contribute significantly to sustainable development. Other significant societal players, such as the media, research universities, and legislators, can and must also play a role.

Table 9

Level of Sustainability in terms of Environmental

Indicators	Mean	SD	Interpretation
1. There are programs promoting environmental sustainability like tree planting, energy saving policies and the likes.	3.73	0.45	Highly Practiced
2. The institution has a waste management system being implemented.	3.64	0.51	Highly Practiced
3. The institution has recycling programs.	3.47	0.66	Highly Practiced
Composite Mean	**3.61**	**0.48**	**Highly Practiced**

In terms of environmental aspect of sustainability, the institution is perceived to remarkably uphold and exercise its practices (M=3.61, SD=0.48). Specifically, it exceedingly conduct programs that promote environmental sustainability like tree planting, energy saving policies and the likes (M=3.73, SD=0.45). Even though recycling programs garnered the lowest mean (M=3.47, SD=0.66) among the indicators, it is still regarded as being highly practiced.

Dalvi et al. (2019) concluded that sustainability initiatives have a motive of an operational benefit and it is also considered as a strategic driver by adding social and environmental dimension in the core purpose of the organization.

Table 10

Test of Difference on the Ethical Practices of the Leaders When Grouped According to Profile Factors.

Profile	Kantian Ethics			Virtue Ethics			Ethics of Care		
	H	p	Interpretation	H	p	Interpretation	H	p	Interpretation
Age	0.812	0.847	NS	2.255	0.521	NS	0.452	0.929	NS
Years in Service	0.612	0.894	NS	0.098	0.992	NS	0.625	0.891	NS
Classification	0.883	0.427	NS	0.883	0.427	NS	0.883	0.427	NS

Table 10 shows that there is no significant difference among the ethical practices of the leaders of the university as they are grouped according to profile factors. It could be deduced that differences in age, years in service and classification of the respondents do not translate to differences in their perception of their officials' ethical practices as viewed according to the three moral approaches.

Ethical leadership focuses on building leadership qualities that balance the role of a principal as a manager and a leader whereby the principal is able to administer the school and care for teachers' well-being for overall school success via good interpersonal relationship and personal activities, for instance decision-making, role modelling, and communicating.

It implies that the current school leaders, especially the principals, need to practice a leadership style that develops trust, sustain the trust, and create a belief system that can also morally motivate teachers to produce quality work. Vikaraman et al. (2021) said that respect in the organization works and matters most towards the realization of the desired goal.

Table 11

Test of Difference on the Ethical Practices of the Employees When Grouped According to Profile Factors.

Profile	Kantian Ethics			Virtue Ethics			Ethics of Care		
	H	p	Interpretation	H	p	Interpretation	H	p	Interpretation
Age	4.165	0.244	NS	4.372	0.224	NS	7.849	0.049	S
Years in Service	3.026	0.388	NS	1.997	0.573	NS	3.744	0.290	NS
Classification	9.574	0.001	S	2.253	0.087	NS	12.621	<0.001	S

Table 11 demonstrates that there are significant differences on the ethical standards of the faculty members in view of the Kantian ethics when they are grouped according to their classification, $H(4) = 9.574$, $p = 0.001$ and in relation to care ethics when they are categorized into their age, $H(4)=7.849$, $p=0.049$ and into their classification, $H(4)=12.621$, $p=<0.001$. They differ significantly in the exercise of the Kantian ethics since it measures considerably on their function as faculty members of the institution that involves not only instruction but also research. However, part-time instructors are not required to accomplish research and extensions and that regular faculty members are evaluated with corresponding criteria according to their classification. This may also hold true in the significant difference determined in the case of the care ethics since it involves the extension function.

The result is similar to the study of Catuby (2017) on teaching profession and ethical practices which concluded that most of the ethical standards prescribed by the Code of Ethics for Professional Teachers and Code of Conduct and Ethical Practices of Government Employees are practiced by the teachers-respondents. It implies that the ethical practices of public school teachers vary in rank in the different aspects, teachers as personal beings, teachers as social beings, teachers as economic beings, teachers as political beings and teachers as relational beings.

Table 12

Correlation between Ethical Practices of the Employees/Leaders and Level of Sustainability

Ethical Practices/ Sustainability	Employees		Leaders	
	Societal	Environmental	Societal	Environmental
Kantian Ethics	0.411**	0.332**	0.618**	0.664**
Virtue Ethics	0.435**	0.262*	0.615**	0.698**
Ethics of Care	0.318**	0.217	0.670**	0.640**

*$p<0.05$, **$p<0.01$, two-tailed*

Table 12 displays that there is significant relationship between ethical practices and level of sustainability. It is notable to mention that there is a moderate correlation between ethical practices of the leaders in relation to virtue ethics and environmental sustainability, r_s (64) = 0.698, p < .001. In addition, there is reasonable correlation found between the officials' ethical practices in terms of Kantian ethics and sustainability (societal, $r_s(64)=0.618$, p<0.001, environmental, $r_s(64)=0.664$, p<0.001) as well as in terms of ethics of care and sustainability (societal, $r_s(64)=0.670$, p<0.001, environmental, $r_s(64)=0.640$, p<0.001). On the contrary, it could be noticed that ethical practices of the faculty members in terms of ethics of care is not significantly correlated to their perception on the institution's environmental sustainability.

It implies that the moral character of the leaders is linearly related to environmental actions and programs. Though it can be said that faculty members are employees and part of the institution, the decision regarding environmental sustainability lies on the officials. Lashly (2016) in his study concluded that moral behavior would consider sustainable actions that go above and beyond legal requirements. Sustainable social development and protection of the environment would be actively defined and managed by ethical sustainability. To establish it as a strategic requirement actively handled and observed throughout the organization would go beyond pious declarations. Businesses will be able to create money within legal and value-motivated boundaries that do not jeopardize the sustainability of future generations by implementing ethical procedures, having ethically driven leaders, creativity, and careful environmental initiatives (Nicolaides, 2017).

5. Conclusion

Based on the data gathered, the university officials highly practiced moral principles based on Kantian, Virtue, and Care Ethics as their responsibilities. Relevant to employees' ethical practices, they highly practiced virtue ethics, however in terms of Kantian, it is found out that the task of accomplishing a research every year is slightly practiced, and in Care ethics, the faculty members do not regularly participate or conducted regular extension programs. Furthermore, in terms of level of sustainability, when it comes to contribution to society, all practices identified were exceedingly taken into action, the institution highly promotes continuous improvement programs such as accreditation and certification as well as advocating gender fairness. Likewise, the university is exceptionally promoting and conducting

environmental sustainability programs like tree planting, energy saving policies, proper waste management and the likes. Lastly, the result shows significant differences on the ethical standards of the faculty members in view of Kantian and Care ethics as to age and classification. It is also noted that there is a significant relationship between ethical practices and the level of sustainability, and moderate correlation between ethical practices of the leaders in relation to virtue ethics and environmental sustainability.

Organization sustainability is contingent to leaders who formulate and implement rules and standards down to its members as well as maintaining healthy relationship in the aspect of employees, community as well to environment. Based on the findings and conclusion it is recommended that trainings and programs be conducted so as to encourage the faculty members to regularly conduct a research and to inculcate in them the benefits of conducting a research regularly, same with conducting and participating in extension programs of respective college. This is beneficial both for the administration and the faculty members especially for the regular ones since research and extension are university's mandate aside from instruction. Although, provision of incentives, benefits and promotion are highly practiced, regular orientation and monitoring and the likes are highly encouraged. Moreover, since it was proven that ethical practices is significantly related to organization sustainability, it is suggested that the university strengthen its programs concerning ethical practices such as continuous review of the ethical code of conduct, laying down of procedures in carrying out ethical issues in the organization and conduct of trainings on the concept of ethics. Likewise, cross sectional study may be conducted to employees with longer years and higher academic rank.

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