

Attitudes of Managers Towards Ethical Programs in Slovakia

Simona Činčalová

College of Polytechnics Jihlava, Czech Republic

simona.cincalova@vspj.cz

Abstract: In the modern world, ethical programs have high importance regarding the ethical behavior of companies. Developing and maintaining the corporate ethical culture and reputation is the responsibility of top managers. The current paper aims to reveal the main characteristics of employees influencing their attitude towards selected elements of the ethical program that are considered the most suitable for supporting the ethical behavior of managers, as well as to identify the components of the ethical program with less impact on ethical behavior of managers. The study applied the questionnaire survey method for quantitative data collection in the selected Slovak company. The results show that a code of ethics is an essential part of an ethical program and is crucial for companies. Moreover, although employees' attitudes towards selected elements regarding ethical behavior are positive, only the attitude to employee care is dependent on the position of respondents in the company. We concluded about employees considering training, employee care, conflict of interest monitoring and transparency in stakeholder relations as the most influential components of the ethical program.

Keywords: Ethical programs, Managers, Employees, Slovakia

1. Introduction

Ethical aspects play an important role in managerial decisions, as top managers in particular are responsible for developing and maintaining the company's ethical culture and reputation (Jones, 1995; Trevino & Nelson, 2016). Behavior of companies with respect to moral issues is as important as the individual morale of individual employees (Jones, 1995). The way ethical standards are created and communicated is based on important decisions made by managers to develop an ethical culture. Negative results and externalities associated with corporate scandals in recent decades, e.g. Trevino & Nelson (2016); Maak (2007), emphasized the importance of the ethics of managerial decision-making as a signal of responsible management in companies. Enderle (1987) addressed the issue of "managerial ethical leadership", formulating and emphasizing ethical principles that should provide fundamental assistance to responsible leadership, but which can never replace personal responsibility in decision-making. The benefits of moral enterprise include greater employee loyalty and dedication (Jones, 1995), better transparency in relationships with current and potential business partners (Godfrey et al., 2009), and lower capital costs (Cheng et al., 2014). Ethical behavior of managers is shaped and influenced by a large number of factors. At the organizational level, ethical programs (EPs) play an important role in this regard (Kaptein, 2010; Majluf & Navarrete, 2011; Schwartz, 2013). In the available literature it is possible to meet with important foreign studies dealing with the theory of EP and ethical corporate culture, e.g. Captain (2009, 2015), Beerli et al. (2013), Verbos et al. (2007), Weaver et al. (1999a), Weber & Fortun (2005). Other authors, e.g. Trevino et al. (2003, 2008); Waver & Trevin (1999); Weaver et al. (2005) consider in their studies a managerial commitment to ethics as an influential predictor of the EP's overall success.

The main goal of our research is to reveal the elements of the ethical program (EP) that are perceived by the employees of the selected company as the most suitable for supporting the ethical behavior of managers, and to identify components of the EP with less impact on ethical behavior of managers. We also see the contribution of research in the extension of the existing theory of EP set in the new context of the energy industry in the Slovak Republic, in the implementation and analysis of the current state of EP in a selected company.

2. Theoretical Background

Trevino et al. (2003) state that moral managers use leadership tools, such as rewards, communication, and discipline, with an emphasis on adhering to set standards according to the standards of codes of ethics when conducting management. According to Bláha and Dytrt (2003), it is now necessary for managers to constantly monitor the development of economics and management and thus be able to apply their knowledge in practice. Schoeman (2014) argues that managerial ethics is about making and managing people in terms of what is right and wrong in relation to other people, that is, all stakeholders in business. The author defines the term managerial ethics mainly relations between people in the workplace. It is essential in companies to adhere to established informal and formal rules, and great emphasis is placed on managers, who must be a role model for their subordinates. Individual rules should be observed and respected in all managerial positions (Kaptein, 2010; Majluf & Navarrete, 2011; Schwartz, 2013). Trevino et al. (2008) argued that there is a set of ethically based management practices that can help managers run companies efficiently and be competitive. The author also defines that managerial ethics is a part of business ethics, while it is also a professional ethics that respects moral

principles, norms, values in the position of a manager and evaluates his behavior when performing managerial functions from an ethical point of view. Based on the research, the authors Dytrt et al. (2011) describes managerial ethics as a way of leading people, which is based on humane behavior, respect for human dignity and responsible behavior.

If a code of ethics is established in the company, the behavior of managers and other employees should be governed by it (Beeri et al., 2013). Adherence to ethics and the code of ethics is a necessity in every managerial position. They are expected to adhere to the principles of good and loyal behavior among employees, subordinates, superiors and also with the general public. If the company wants to be prosperous at the same time and at the same time do business in accordance with ethical principles, then it is necessary to base its business on organized mutual relations between company owners, employees and top management (Brožík, 2007).

Brown and Trevino (2015) came to the conclusion that the support and development of ethical behavior of employees, whether managers or subordinates, can be realized in the form of hiring young employees. They further concluded that these employees must have a strong ethical role model. Kofman (2010) argues that if employees do not feel intellectual, spiritual but also physical satisfaction, the company can get into unwanted and serious problems. Kaptein (2010) says that from the point of view of managerial ethics, it is necessary for all stakeholders to participate together in the development of the company, while managers and managers have an irreplaceable function in achieving positive results. Within the country and the state, such a concept was lacking, and so the initiative was taken over by private business entities and they began to develop managerial ethics (Remišová et al., 2019).

Research by Smith et al. (2020) demonstrates that ethical behavior and decision-making in many cases outweigh the need for success. This phenomenon is also related to the fact that in recent years, more and more emphasis has been placed on the ethical aspects of employee behavior in the company. Sroka & Szántó (2018) argue that ethical behavior can bring significant benefits to the company and its business, for example, the company can gain more customers through ethical behavior, reduce turnover in the company or attract investors and thus maintain a high share price.

In their study, Sitanala et al. (2019) also explain the fact that codes of ethics can only influence managers' decisions if they are familiar with their content and objectives. Payne et al. (2019) argues that the implementation of a code of ethics without its written commitment to it is ineffective. Thomas (2017) conducted research on the impact of codes of ethics on ethical behavior and confirmed theories regarding the existence of codes of ethics. Research has confirmed that it is not enough for codes of ethics to be developed, but that proper implementation is also needed. Dytrt (2006) argues that the individual principles of the code of ethics must be observed by all employees of a given company, regardless of their functional position.

Currently, a number of companies around the world are implementing codified rules of conduct in the context of the ethical program, which Kaptein (2015) characterizes as a formal, organizational control system that serves to eliminate unethical behavior in the company. By creating and implementing an EP, the company has a long-term commitment to certain standards of behavior and values. Majluf & Navarrete (2011) defined the EP as a way for companies to implement their principles of ethical behavior in terms of basic principles and values, strategies, company policy, as well as in terms of precisely defined standards and rules. Ethical programs provide support to guide employees in solving problems in accordance with ethical principles and provide guidelines for ethical business (Beeri et al., 2013). Kaptein (2015) draws attention to the diversity of the individual components of the EP. According to him, a key element of the EP is a code of ethics, which is why it is important that it be created already in the first phase of EP creation. This idea is also supported by Merchant (2017), who in his article is of the opinion that the Code of Ethics is an integral part of the ethical program. The success of the EP depends on adapting to the context of the environment in which it is embedded (Hogenbirk et al., 2021). Kaptein (2010) considers the EP to be an important factor in the organizational level of a company, which plays an important role in influencing the behavior of managers and employees in the field of ethical behavior.

According to Stansbury & Barry (2007), ethical programs that rely on controls and other enforcement measures can reduce employees' ability to address ethical issues. According to Gosovic (2020), the purpose of the EP in the company is to direct employees to certain ways of behaving and to ensure that they make decisions in accordance with ethical rules. According to Majluf & Navarrete (2011), the implementation of ethical programs is important for their function of reducing unethical behavior of employees at all levels of the company. Hogenbirk et al. (2021) explains that the function of an ethics program cannot be just a plan to change employee

behavior, but the EP must also include ways in which the company will move forward to change the behavior of both managers and employees.

According to Trevino & Nelson (2016), one of the most complicated parts of the EP is measuring the effectiveness of the EP, because ethical programs do not lead directly to savings or increased economic results, but contribute to these positive changes. According to the authors Pelletier & Bligh (2006), the importance of ethical programs is most effectively determined by conducting a questionnaire survey among the employees of the company in which the ethical programs were implemented.

3. Methodology and Data

The article presents an analysis of the elements of the ethical program and their impact on managerial ethics in the selected Slovak company - which components of the EP are perceived as valuable and useful for shaping managerial ethical behavior in the selected company (through a different gender and a work position). The research was carried out through established research questions and on the basis of established hypotheses. Through appropriately selected questions in the questionnaire survey, we obtained the necessary data from a selected sample of respondents. Based on the analysis of the obtained data and the evaluation of hypotheses, we drew conclusions and managerial recommendations resulting from our research activities.

The basis for the creation of research questions is the paradigm of the ethical program and its impact on the ethical behavior of managers in the selected company.

Research question no. 1:

What is the impact of the code of ethics on shaping the ethical behavior of managers?

The chosen research question deals with the issue of the code of ethics and its influence on the ethical behavior of managers. This question contributes to the main goal of the article. As already mentioned in the theoretical part of the work, the code of ethics is considered to be the main element of the EP and for this reason we deal with this specific element in our research.

Research question no. 2:

What is the interconnectedness of the investigated EP components?

Using this research question, we analyze the interconnectedness of EP elements, their impact on the formation and perception of managerial behavior. Hypotheses were established for selected elements of the EP, which were subsequently subjected to statistical analysis. Statistical methods such as Pearson's chi-square test and Z-score were applied to determine statistically significant differences between selected groups of respondents according to selected criteria. Through the selected research question and statistical evaluation of hypotheses, we will find out which components of the EP are perceived as valuable and useful for the formation of managerial ethical behavior in the selected company.

Research question no. 3:

Does ethical training contribute to a higher perception of EP components among the employees of the selected company?

This question aims to analyze the importance of ethical training in the selected company and their impact on supporting the ethical behavior of managers, but also other employees. We also use this question to identify whether the company's employees consider ethical training to be an appropriate tool to support the implementation of the EP in practice.

In order to be able to use statistical evaluation to accurately interpret selected research results, we will also use hypotheses in the work. These hypotheses are based on selected research questions, which we want to clarify using defined statistical methods. The hypotheses have the same basis, but a different field of research, i. j. one statement can be examined from several perspectives.

In the presented research, the empirical data necessary for the fulfillment of the selected goal were collected in a quantitative form through a questionnaire survey. The reason for using this form is mainly the rapid distribution and ensuring the anonymity of respondents. In particular, the last reason was an important element that ensured a relatively high return and the involvement of a large number of employees of the selected company in completing the questionnaire. The use of a quantitative research method also allowed us to work with a larger research sample.

The questionnaire was compiled in the form of scale, closed questions in electronic form and contained a total of 22 questions. The answers to the questions were largely expressed on a 5-point Likert scale. For the most part, the questionnaire contained questions conceived in the form of expressing consent ("strongly agree", "agree", "disagree", "disagree" and "strongly disagree") using the Liker scale. In selected cases, the questions were conceived as selective with predefined answers. The questionnaire was sent to all employees of the selected company via email. To determine statistically significant differences between selected groups of respondents according to selected criteria, statistical methods such as Pearson's chi-square test and Z-score were applied and were performed using SPSS Statistics, at the significance level $\alpha = 0.05$.

4. Results

In connection with the objectives of the work, an electronic questionnaire survey was conducted, which was attended by 118 respondents, of which 75 were women and 43 men, through different positions. It was a 42% return on the total number of employees of the selected company. 64% of women and 36% of men took part in the research.

Within the research, we selected 2 of the 9 elements of the ethical program (the most important (P1 to P2)), which were then subjected to statistical analysis:

P1: Ethical and communication training.

P2: Conflict of interest monitoring and anti-corruption policy of the company.

The following hypotheses were defined for element P1 (ethical and communication trainings):

H1a: There are statistically significant differences in the attitudes of employees to the element of the ethical program P1 depending on the education achieved.

H1b: There are statistically significant differences in the attitudes of employees to the element of the ethical program P1 depending on the position that the respondent holds in the company.

H1c: There are statistically significant differences in the attitudes of employees to the element of the ethical program P1 depending on the length of employment in the company.

The following hypotheses were defined for element P2 (conflict of interest monitoring and anti-corruption policy of the company):

H2a: There are statistically significant differences in the attitudes of employees to the element of the ethical program P2 depending on the education achieved.

H2b: There are statistically significant differences in the attitudes of employees to the element of the P3 ethics program depending on the position that the respondent holds in the company.

H2c: There are statistically significant differences in the attitudes of employees to the element of the ethical program P3 depending on the length of employment in the company.

Element of ethics program P1: Ethical and communication training

Table 1: Structure of answers to hypothesis H1a

	High school [47]		University 1 st level [12]		University 2 nd and 3 rd level [59]		Z-score	Z-score p-value	
	No.	%	No.	%	No.	%			
Very suitable + quite suitable	46	97,87	11	91,67	57	96,61	HS/U1	-0,5096	0,6101
I don't take a stand	1	2,13	1	8,33	2	3,39			
Relatively inappropriate + very inappropriate	0	0,00	0	0,00	0	0,00	HS/U23	0,3893	0,6965
χ^2	1,1241		$\alpha = 0.05$				U1 – university 1 st level		
χ^2 p-value	0,5701		HS – high school				U23 – university 2 nd and 3 rd level		

Table 2: Structure of answers to hypothesis H1b

	Manager [24]		Administrative worker [44]		Trader / seller [29]		Analyst [21]		Z-score		Z-score p-value
	No.	%	No.	%	No.	%	No.	%			
Very suitable + quite suitable	23	95,83	43	97,73	28	96,55	20	95,24	M/AW	-0,4417	0,6599
I don't take a stand	1	4,17	1	2,27	1	3,45	1	4,76	M/TS	-0,1366	0,8887
Relatively inappropriate + very inappropriate	0	0,00	0	0,00	0	0,00	0	0,00	M/AN	0,0967	0,9203
χ^2	0,3329		M - manager AW – admin. worker				AN - analyst				
χ^2 p-value	0,9537		TS – trader / seller				$\alpha = 0.05$				

Table 3: Structure of answers to hypothesis H1c

	Up to 1 year [8]		1-3 years [25]		3-5 years [26]		> 5 years [59]		Z-score		Z-score p-value
	No.	%	No.	%	No.	%	No.	%			
Very suitable + quite suitable	7	87,50	24	96,00	25	96,15	58	98,31	Y1/Y2	-0,8770	0,3789
I don't take a stand	1	12,50	1	4,00	1	3,85	1	1,69	Y1/Y3	-0,9097	0,3628
Relatively inappropriate + very inappropriate	0	0,00	0	0,00	0	0,00	0	0,00	Y1/Y4	-1,6853	0,0910
χ^2	2,5899		Y1 – up to 1 year Y2 – 1-3 years				Y4 – more than 5 years				
χ^2 p-value	0,4593		Y3 – 3-5 years				$\alpha = 0.05$				

By evaluating the examined element of the EP using descriptive statistics, we found that almost all respondents evaluated the element of "ethical and communication training" as a positive tool of the EP to support managerial ethics. Only a minimal amount, 3.39% of respondents were unable to assess their opinion. Based on these data, we can argue that training focused on communication and ethics is perceived as appropriate to support the ethical behavior of employees in the company.

The statistical calculations for hypothesis H1a show that there are no statistically significant differences in the attitudes of employees to the element "Ethical and communication training" depending on the education achieved. This means that respondents divided by education have the same approach, resp. preference for this element to support the ethical behavior of managers. Therefore, we reject hypothesis H1a, because there are no statistically significant differences in the attitudes of employees to ethical and communication training in relation to the achieved education.

Examining the aspect of position (hypothesis H1b), we found that there are no statistically significant differences in the attitudes of employees to the element "Ethical and communication training" depending on the position held in the company. This means that respondents who were divided according to position have the same approach - perception of the suitability of this element to support managerial ethics in the company. Therefore, we reject the H1b hypothesis because there are no statistically significant differences in the attitudes of employees to ethical and communication training depending on the position they hold in the selected company.

From the results of the examination of the aspect of the length of employment (hypothesis H1c), we did not find significant statistical deviations in different attitudes according to the duration of employment in the company.

Therefore, we also reject the H1c hypothesis. There are no statistically significant differences in the attitudes of employees to ethical and communication training in relation to the period of operation in the company.

Element of ethical program P2: Conflict of interest monitoring and anti-corruption policy of the company

Structure of answers to hypothesis H2a

	High school [47]		University 1 st level [12]		University 2 nd and 3 rd level [59]		Z-score		Z-score p-value	
	No.	%	No.	%	No.	%				
Very suitable + quite suitable	43	91,49	11	91,67	53	89,83	HS/U1	-0,0197	0,9840	
I don't take a stand	1	2,13	1	8,33	6	10,17	HS/U23	0,2903	0,7718	
Relatively inappropriate + very inappropriate	3	6,38	0	0,00	0	0,00				
χ²	0,1006		α = 0.05				U1 – university 1 st level			
χ² p-value	0,9509		HS – high school				U23 – university 2 nd and 3 rd level			

Structure of answers to hypothesis H2b

	Manager [24]		Administrative worker [44]		Trader / seller [29]		Analyst [21]		Z-score		Z-score p-value
	No.	%	No.	%	No.	%	No.	%			
Very suitable + quite suitable	23	95,83	38	86,36	26	89,66	20	95,24	M/AW	1,2280	0,2187
I don't take a stand	1	4,17	4	9,09	3	10,34	0	0,00	M/TS	0,38476	0,3953
Relatively inappropriate + very inappropriate	0	0,00	2	4,55	0	0,00	1	4,76	M/AN	0,0967	0,9203
χ²	2,2760		M - manager				AN - analyst				
χ² p-value	0,5171		AW – admin. worker				α = 0.05				
			TS – trader / seller								

Structure of answers to hypothesis H2c

	Up to 1 year [8]		1-3 years [25]		3-5 years [26]		> 5 years [59]		Z-score		Z-score p-value
	No.	%	No.	%	No.	%	No.	%			
Very suitable + quite suitable	7	87,50	20	80,00	19	73,08	50	84,75	Y1/Y2	0,2403	0,8103
I don't take a stand	0	0,00	4	16,00	4	15,38	4	6,78	Y1/Y3	-0,0738	0,9442
Relatively inappropriate + very inappropriate	1	12,50	1	4,00	3	11,54	5	8,47	Y1/Y4	-0,8307	0,4065
χ²	2,8188		Y1 – up to 1 year				Y4 – more than 5 years				
χ² p-value	0,4204		Y2 – 1-3 years				α = 0.05				
			Y3 – 3-5 years								

With a basic view of the EP element "conflict of interest monitoring and anti-corruption policy", only 6.8% of respondents could not assess how they perceive this element in terms of the support component for managerial ethics. At the same time, only 2.5% of respondents consider it an inappropriate element. More than 90% of respondents had a positive attitude towards this element in the research and think that the selected element is a suitable tool to support the ethical behavior of managers in society.

We found that the monitoring of conflicts of interest and the company's anti-corruption policy are perceived by the company's employees as a very suitable element of an ethical program to support the ethical behavior of managers. Only 2.54% of respondents rated this element as inappropriate. From the point of view of the structure of respondents, these were respondents with lower educational attainment. However, in the context of educational attainment, there are no statistically significant differences in respondents' answers. We therefore reject hypothesis H2a.

From the point of view of the position that the respondents hold in the selected company, we did not find that any of the positions had a significantly different relationship to the P2 element. We found the lowest number of positive perceptions among administrative staff. We reject the H2b hypothesis because there are no statistically significant deviations in the context of the position on the P2 element.

Even in the case of differentiation according to the length of employment in the company, there are no statistically significant differences between individual groups. Element P2 was given the greatest importance by employees who worked in the selected company for more than 5 years and it was almost 95% of respondents. We reject the H2c hypothesis.

5. Discussion

When asked whether ethical training contributes to a higher perception of elements of the ethical program among the company's employees, as many as 88% of respondents answered in the affirmative. Based on the above, we can conclude that the research has shown that ethical training contributes to a higher perception of EP components among the employees of the selected company. Our findings are also confirmed by the conclusions of Valentine et al. (2011), who consider ethical training as the primary method for harmonizing employee behavior with ethical principles. Jones (2009) sees ethical training as the most direct means of informing and influencing the behavior of employees and managers. Brown & Treviño (2015) and Treviño et al. (2008) argue, however, that there is little evidence of the impact of ethical training and that its effectiveness cannot be clearly confirmed. Based on the results, the most suitable element of the ethical program for the support of managerial ethics according to the employees of the selected company were moral principles and decent behavior (98%), which were followed by other elements. These included ethical and communication training (97%), transparency between stakeholders (95%), conflict of interest monitoring and anti-corruption policy (91%), anti-discrimination elements (89%), doing business in accordance with environmental protection (84%), employee care (81%). Only seventh of the nine elements were sanctions for unethical behavior (78%) and the adoption of the ISO 14 001 environmental management system (65%). For the purposes of the article, only selected most important elements, selected according to the authors of the article, were statistically evaluated.

Conflict of interest monitoring and the company's anti-corruption policy were considered by employees to be an appropriate element of the EP. We did not find that some of the examined criteria were different from others, where we could confirm that a given group of employees prefers or does not prefer a selected element more than another group of employees. This finding is also valid for the last statistically examined element, which was transparency in relations between stakeholders. These elements are suitable for supporting managerial ethics according to all employees without distinction. According to Gluchman (2008), these elements are the basis of trust in business relationships, in which managers apply the principles of the code of ethics uncompromisingly. In general, we can say that the best perceived elements do not show a significant preference for the selected group of employees. This means that these elements are equally perceived by all employees at different levels of the organizational structure of the selected company.

6. Conclusions

We examined the ethical behavior of employees (managers) and its impact in the selected Slovak company using a questionnaire. The aim of the research was to reveal the elements of the ethical program that are perceived by the employees of the selected company as the most suitable for supporting the ethical behavior of managers and to identify the components of the ethical program with less impact on ethical behavior of managers. We managed to fulfill this goal, both by identifying the theoretical basis associated with the researched issues and

basic concepts on the selected topic (managerial ethics, code of ethics, ethical program, etc.) and by conducting research focused on managerial ethics in the selected company.

In the theoretical basis of our research, we found that the existence of a code of ethics as an element of the EP is extremely important for companies, as it defines certain "standards" of employee behavior in the workplace. Codes of ethics are also an important part of ethical programs, which also include other areas, resp. components related to the ethical conduct of employees. These include, for example, accountability policy, monitoring and audit, incentive policy or reporting on ethical behavior.

In the empirical part of the research, we found that employees rank among the most influential components of the EP to support managerial ethics elements of ethical and communication training, employee care, conflict of interest monitoring (including company anti-corruption policy) and transparency in stakeholder relations. The employees of the selected company included sanctions for unethical behavior and the adoption of the ISO 14 001 environmental management system as the components of the EP with the least impact on ethical behavior.

The importance of this research also lies in pointing out the importance of the EP's existence in private companies. The work also points to the possibility of strengthening information and general overview of employees about the EP and managerial ethics.

References

- Beeri, I., Dayan, R., Vigoda-Gadot, E., and Werner, S. B. (2013). Advancing ethics in public organizations: The impact of an ethics program on employees' perceptions and behaviors in a regional council. *Journal of business ethics*, Vol 112, No. 1, pp 59-78.
- Bláha, J., and Dyrtrt, Z. (2003). *Manažerská etika*. Management Press.
- Brown, M. E., and Trevino, L. K. (2014). Do role models matter? An investigation of role modeling as an antecedent of perceived ethical leadership. *Journal of Business Ethics*, Vol 122, No. 4, pp 587-598.
- Brožík, V. (2007). *Hodnotové orientácie*. Univerzita Konštantína Filozofa.
- Dyrtrt, Z. (2006). *Dobré jméno firmy*. Alfa Publishing.
- Dyrtrt, Z., Bobák, R., Diessl, J., Gregar, A., Málek, O., Příbyl, M., and Stříteská, M. (2011). *Manažerská etika v otázkách a odpovědích*. Computer Press, as.
- Enderle, G. (1987). Some perspectives of managerial ethical leadership. *Journal of Business Ethics*, Vol 6, No. 8, pp 657-663.
- Gluchman, V. (2008). *Úvod do etiky*. Tribun EU.
- Godfrey, P. C., Merrill, C. B., & Hansen, J. M. (2009). The relationship between corporate social responsibility and shareholder value: An empirical test of the risk management hypothesis. *Strategic management journal*, Vol 30, No. 4, pp 425-445.
- Gosovic, A. K. (2020). *Ethics as Practice: An Ethnographic Study of Business Ethics in a Multinational Biopharmaceutical Company*. Copenhagen Business School.
- Hogenbirk, S., and Van Dun, D. H. (2021). Innovative ethics officers as drivers of effective ethics programs: An empirical study in the Netherlands. *Business Ethics: A European Review*, Vol 30, No. 1, pp 76-89.
- Cheng, B., Ioannou, I., and Serafeim, G. (2014). Corporate social responsibility and access to finance. *Strategic management journal*, Vol 35, No. 1, pp 1-23.
- Jones, D. A. (2009). A novel approach to business ethics training: Improving moral reasoning in just a few weeks. *Journal of Business Ethics*, Vol 88, No. 2, pp 367-379.
- Jones, T. M. (1995). Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics in *The Academy of Management Review* Vol 20, No. 2, pp 404-473.
- Kaptein, M. (2009). Ethics programs and ethical culture: A next step in unraveling their multi-faceted relationship. *Journal of Business Ethics*, Vol 89, No. 2, pp 261-281.
- Kaptein, M. (2010). The ethics of organizations: A longitudinal study of the US working population. *Journal of Business Ethics*, Vol 92, No. 4, pp 601-618.
- Kaptein, M. (2015). The effectiveness of ethics programs: The role of scope, composition, and sequence. *Journal of Business Ethics*, Vol 132, No. 2, pp 415-431.
- Kofman, F. (2010). *Vědomý business: integrita, úspěch a štěstí*. Portál.
- Maak, T. (2007) *Responsible Leadership, Stakeholder Engagement and the Emergence of Social Capital*. *Journal of Business Ethics*, Vol 74, pp 329-343.
- Majluf, N. S., and Navarrete, C. M. (2011). A two-component compliance and ethics program model: An empirical application to Chilean corporations. *Journal of Business Ethics*, Vol 100, No. 4, pp 567-579.
- Majtán, M. (2009). *Manažment*. Sprint dva.
- Merchant, K. A., and White, L. F. (2017). *Linking the Ethics and Management Control Literatures*☆. In *Advances in Management Accounting*. Emerald Publishing Limited.
- Payne, D. M., Corey, C., Raiborn, C., and Zingoni, M. (2019). An applied code of ethics model for decision-making in the accounting profession. *Management Research Review*.

- Pelletier, K. L., and Bligh, M. C. (2006). Rebounding from corruption: Perceptions of ethics program effectiveness in a public sector organization. *Journal of Business Ethics*, Vol 67, No. 4, pp 359-374.
- Remišová, A., Lašáková, A., and Kirchmayer, Z. (2019). Influence of formal ethics program components on managerial ethical behavior. *Journal of Business Ethics*, Vol 160, No. 1, pp 151-166.
- Schoeman, C. (2014). *Ethics can: Managing workplace ethics*. Knowres Publishing.
- Schwartz, M. S. (2013). Developing and sustaining an ethical corporate culture: The core elements. *Business Horizons*, Vol 56, No. 1, pp 39-50.
- Sitanala, T. F. (2019). Superior Authority and Fraudulent in Procurement of Goods/services: the Role of Code of Ethics. *Jurnal Tata Kelola dan Akuntabilitas Keuangan Negara*, Vol 5, No. 2, pp 139-155.
- Smith, E., Williams-Jones, B., Master, Z., Larivière, V., Sugimoto, C. R., Paul-Hus, A., and Resnik, D. B. (2019). Researchers' perceptions of ethical authorship distribution in collaborative research teams. *Science and engineering ethics*, pp 1-28.
- Sroka, W., and Szántó, R. (2018). Corporate social responsibility and business ethics in controversial sectors: Analysis of research results. *Journal of Entrepreneurship, Management and Innovation*, Vol 14, No. 3, pp 111-126.
- Stansbury, J., and Barry, B. (2007). Ethics managements and the paradox of control. *Business Ethics Quarterly*, Vol 17, No. 2, pp 239-261.
- Thomas, S. O. (2017). A Fresh Apple or a New Barrel: Business Ethics from an Individual to Corporate Level. *European Journal of Economics and Business Studies*, Vol 3, No. 2, pp 8-15.
- Treviño, L. K., Weaver, G. R., and Brown, M. E. (2008). It's lovely at the top: Hierarchical levels, identities, and perceptions of organizational ethics. *Business Ethics Quarterly*, Vol 18, No. 2, pp 233-252.
- Trevino, L. K., and Nelson, K. A. (2016). *Managing business ethics: Straight talk about how to do it right*. John Wiley & Sons.
- Verbos, A. K., Gerard, J. A., Forshey, P. R., Harding, C. S., and Miller, J. S. (2007). The positive ethical organization: Enacting a living code of ethics and ethical organizational identity. *Journal of Business Ethics*, Vol 76, No. 1, pp 17-33.
- Weaver, G. R., Trevino, L. K., and Agle, B. (2005). "Somebody I look up to": ethical role models in organizations. *Organizational Dynamics*, Vol 34, No. 4, pp 313-330.
- Weaver, G. R., Trevino, L. K., and Cochran, P. L. (2013). Corporate ethics practices in the mid-1990s: An empirical study of the Fortune 1000. In *Citation Classics from the Journal of Business Ethics* (pp. 625-640). Springer, Dordrecht.
- Weber, J., and Fortun, D. (2005). Ethics and compliance officer profile: Survey, comparison, and recommendations. *Business and Society Review*, Vol 110, No. 2, pp 97-115.