

RELIGIOSITY AND ETHICAL ORIENTATION AS PREDICTORS OF QUALITY LEADERSHIP AMONG SECONDARY SCHOOL TEACHERS IN IJEBU-ODE LOCAL GOVERNMENT AREA, OGUN STATE

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Abstract

This study investigated Religiosity and Ethical Orientation as Predictors of Quality Leadership among Secondary School Teachers in Ijebu-Ode Local Government Area, Ogun State. This study adopted a descriptive survey research design. The study's population covered all the teachers in the Ijebu-Ode Local Government Area of Ogun State. A sample size of 100 teachers was used. A self-developed questionnaire tagged "Religiosity, Ethical Orientation and Quality Leadership Questionnaire" (REOQLQ) was used to elicit information from the respondents. Descriptive and inferential statistics were employed to answer and test the formulated research questions at a 0.05 level of significance. The findings show that a strong relationship exists between religiosity and quality leadership ($r = .681$; $p < .05$), a very strong relationship exists between ethical orientation and quality leadership ($r = .884$; $p < .05$), and that there is a significant combined contribution of religiosity and ethical orientation to quality leadership with an R-value of 0.451. This study concluded that religiosity is a strong predictor of quality leadership among the participants. It was recommended that institutions should invest in leadership development programs that emphasize ethical orientation and religiosity to strengthen quality leadership.

Keywords: Religiosity, Ethical Orientation, Quality Leadership

INTRODUCTION

Leadership within the organizational context refers to the ability of individuals to guide, influence, and inspire others to achieve the goals and vision of the organization (Northouse, 2019). Effective leadership is integral to an organization's success, as it directly influences the organizational culture, stakeholder relationships, and overall productivity (Valle, 2018). Leaders set the tone for ethical practices, workplace norms, and communication dynamics, all of which shape the organization's internal culture and public

reputation. A positive organizational culture fosters employee engagement, innovation, and accountability, creating an environment where individuals are motivated to contribute towards shared objectives (Saleem, 2023).

In today's fast-paced, complex business world, the demand for quality leadership has become more pronounced. Quality leadership is essential for navigating diverse challenges, from technological advancements and globalization to ethical dilemmas and workforce diversity. Leaders who exhibit strong ethical orientations and decision-making

capabilities create a foundation of trust, which is crucial for cultivating long-term relationships with stakeholders, including employees, clients, and investors (Ciulla, 2020). Moreover, quality leadership plays a critical role in fostering ethical practices that are not only legally compliant but also aligned with the values and expectations of both the organization and society (Hock, 2018).

Quality leadership refers to a type of leadership marked by attributes such as integrity, accountability, empathy, and vision, which collectively promote ethical and effective organizational management. Integrity ensures leaders act consistently with their values and principles, fostering trust among employees and stakeholders (Edeh & Eze, 2020). Accountability, meanwhile, implies that leaders take responsibility for their actions and decisions, demonstrating reliability and enhancing team confidence. Empathy encourages leaders to connect with others on a personal level, recognizing their wants and concerns, which is crucial in promoting motivation and engagement. Vision, an essential trait, empowers leaders to set clear, strategic goals that align with organizational objectives, inspiring a collective commitment to shared success (Bashir, 2022).

Quality leadership is fundamental for promoting ethical decision-making, as leaders' integrity and accountability serve as a model for ethical conduct within the organization. This leadership approach also plays a significant role in employee motivation, with empathy and ethical integrity enhancing employee satisfaction and reducing turnover (Edeh & Eze, 2020). Additionally, leaders who demonstrate accountability and transparency help build a culture of trust, encouraging open communication and collaboration, which are essential components of organizational growth (Adebayo, 2019). Transformational and servant

leadership theories provide a theoretical foundation for understanding quality leadership. Transformational leadership emphasizes inspiring and motivating employees to uphold higher ethical standards and pursue organizational goals, aligning individual aspirations with collective objectives. Servant leadership, similarly, stresses the leader's role in prioritizing the needs of the team, fostering an environment of respect, support, and ethical integrity (Yang, 2019).

Ethical orientation refers to the set of moral values, principles, and parameters that influence an individual's conduct and make choices, especially in intricate or tough situations. This orientation provides leaders with a framework for evaluating actions and choices, ensuring that their decisions align with ethical and organizational standards. Key components of ethical orientation include integrity, honesty, fairness, and respect, each of which plays a critical role in fostering trust and promoting responsible behavior within organizations (Wibawa & Takahashi, 2021). Ethical leaders use these principles to shape their interactions with others, creating a transparent and morally sound organizational environment (Ofori-Dankwa, 2022).

A strong ethical orientation is essential in leadership as it influences leaders' decision-making processes, encouraging transparency, fairness, and accountability in every organizational decision. For example, leaders who value fairness are more likely to consider diverse perspectives, promoting inclusivity and reducing biases in decision-making (Okechukwu & Odigwe, 2023). Additionally, ethical orientation enhances a leader's responsibility to stakeholders by ensuring that decisions are made not only for immediate benefit but also for long-term organizational health and sustainability (Brown & Treviño,

2022). Through this ethical approach, leaders can build trust with employees, clients, and other stakeholders, fostering loyalty and shared commitment to organizational values (Acheampong, 2023).

Religiosity refers to the degree of an individual's commitment to religious beliefs, practices, and values, encompassing various dimensions such as belief systems, religious commitment, and ritual observance (Adebayo & Ojo, 2021). Belief systems are foundational principles and teachings specific to a religion that shape a follower's moral compass (Mbatha & Ndlovu, 2022). Religious commitment refers to the extent of one's dedication to these beliefs, often reflecting the influence of faith on daily behaviors and decisions. Practices, such as prayer, worship, and adherence to religious rituals, serve as regular expressions of these beliefs and reinforce moral discipline (Okeke, 2023).

Religiosity has a significant impact on ethical behavior and decision-making processes for leaders, as it provides them with a structured moral foundation that influences their choices (Khan & Shah, 2020). Deeply religious leaders often view their ethical responsibilities as an extension of their faith, thereby promoting honesty, fairness, and integrity in their actions (Eze, 2022). For instance, a leader's religious beliefs may discourage dishonest practices, encouraging a commitment to transparency and trustworthiness in organizational operations. This religious grounding can make leaders more conscientious in their ethical obligations to employees, clients, and stakeholders, fostering a supportive and values-driven work environment (Acheampong, 2023).

Religiosity influences leadership by fostering empathy and compassion. Religious leaders are often motivated by a deep sense of care for their followers, seeing them not just as employees or

subordinates, but as individuals worthy of respect, dignity, and support. This empathetic leadership style promotes a positive work environment, where employees feel valued and understood (Twala & Mothibi, 2019). Religious values emphasize the importance of caring for others, which can manifest in leadership practices such as offering support during personal crises, fostering inclusive and compassionate workplace policies, and being attentive to the needs of followers. Religiosity strengthens leaders' integrity and accountability. Many religious traditions emphasize the importance of truthfulness, honesty, and accountability as core principles for both personal and professional conduct. Religious leaders are often expected to serve as moral exemplars, maintaining high standards of integrity in their leadership practices. When leaders exhibit strong moral character and adhere to ethical practices, they build trust and respect within the organization, which in turn fosters a culture of integrity and accountability (Mashaba & Dube, 2021).

Leaders with strong religious convictions frequently draw upon their faith as a moral guide, which can lead them to prioritize ethical actions and fairness within their organizations (Ofori-Dankwa, 2022). These leaders often view their roles as not only managerial but also moral, aligning their leadership decisions with religious principles that emphasize accountability and social responsibility (Brown, 2021). By grounding their leadership approach in religious ethics, they contribute to a culture of integrity and trust, reinforcing ethical standards across their teams and promoting a positive organizational climate (Northouse, 2019).

A leader's religiosity also contributes to their sense of responsibility toward their followers. Religious teachings often emphasize the leader's role as a servant or steward, responsible

for guiding and supporting others with humility and care (George, 2020). Servant leadership, which draws heavily from religious principles, focuses on prioritizing the needs of others and fostering the growth and well-being of employees. This sense of responsibility can have profound effects on employee motivation, job satisfaction, and overall organizational performance. Religiosity influences leadership not only through the actions of individual leaders but also by shaping the broader organizational culture. Religious principles that emphasize respect, fairness, and transparency can permeate the organizational environment, creating a workplace where ethical practices are prioritized (Barker, 2023).

Religiosity combined with ethical inclination has a profound impact on leadership in virtually all organizational contexts, influencing the leader's decisions, social interactions, and overall effectiveness. Leaders who efficiently apply their faith into practice tend to promote social responsibility, integrity, and trust, which aid in transparency within the organization (Adebayo & Ojo, 2021). Moreover, ethical orientation enables leaders to be bound to some moral principles and set policies of the entity, thus making equitable and responsible outcomes (Eze, 2022). In conjunction, religiosity along with ethical orientation aids in forming positive relations to promote effective leadership, which enhances respect and accountability (Mbatha & Mkhize, 2020).

Nevertheless, some discussions focus on the degree to which a person's morals and beliefs should shape conduct and ethics in a profession or an organization. Critics contend that leadership that is wholly defined by personal religious values risks moral and personal professional conduct boundaries, which, at times, may lead to discrimination or favoritism (Northouse, 2019). Supporters, however, note that religiously motivated ethics can provide

clarity of conscience and strengthen a leader's ability to perform difficult organizational tasks. It captures the dilemma between individual values and professional standards, especially in multicultural and diverse organizational settings

In less religious or more pluralistic environments, the impact of religiosity on leadership may be weak, and leaders may depend more on nonreligious morals and values to inform their decisions (Udin, 2022). Considering the above context, this study seeks to explore religiosity and ethical orientation as predictors of quality leadership.

Statement of the Problem

In the last few decades, there has been growing concern regarding the prevalence of unethical leadership behavior and its impact on organizational performance and employee satisfaction. It seems as though most organizational leaders find it difficult to manage ethical behavior because of personal or organizational interests that tend to overshadow equity and integrity. This has resulted in issues like corruption, favoritism, and distrust among employees, especially during challenging business times when ethical navigation is extremely needed due to heightened accountability demands from stakeholders. Even with a systematic conduct policy, ethical training, and compliance programs, organizational lapses in ethical leadership persist, which suggests many resort measures fail to integrate elements of holistic quality leadership. Disregarding ethical leadership has dire consequences as it fundamentally impairs employee participation, increases cynicism, and stunts organizational growth. An absence of solid ethical frameworks—or religious principles, providing anchors for leaders' decisions results in scandals and gross malpractice. Various proposals designed to stem the tide of unethical leadership through

professional advancement and specific organizational strategy changes have been adopted, but have failed to address the root causes of effective leadership.

Equally important is the possibility that individual factors like religiosity and ethical orientation may be significant in determining the behavior of the leader. Nevertheless, there is scant literature analyzing how these elements forecast leadership quality within organizations. Hence, this study attempts to fill this gap by assessing how religiosity and ethical orientation predict leadership in organizations. Hence, it is important to examine the role of religiosity and ethical orientation features to design more refined strategies for promoting ethical leadership.

THEORETICAL FRAMEWORK

The Ethical Climate Theory (ECT), like any other theory, has its own specific proponent, which in this case is Victor J. Van Wart. Van Wart developed this framework in the 1980 while building upon organizational behavior concepts previously developed in organizational leadership studies. Furthermore, Van Wart argues that the ethical climate of an organization is influenced by the interplay of multiple factors such as leadership style, ethical codes, policies of the organization, and values of employees.

As with other theories, ECT splits into subtypes depending on differences in organizational culture and structure. One such subtype is posited by Van Wart himself, which claims that ethical climates can vary greatly across organizations. Some may foster a strong commitment to ethical conduct, while others may be permissive or indifferent.

The theory suggests that these divergent ethical climates can dramatically affect organizational

productivity, employee satisfaction, and the general performance of the entity in question. The relevance of Ethical Climate Theory to the examination of religiosity and ethical orientation as predictors of quality leadership in an organization is quite valid. An executive's ethical orientation, which stems primarily from some personal belief systems, including faith, is normally responsible for the ethical climate in an organization. Ethically grounded leaders directed by religiosity or moral reasoning are more inclined to give birth to, and indeed, enjoy a sustaining ethical environment that encourages and rewards fairness, accountability, and transparency. Thus, this affected, behaviorally, the employees, how they are socialized and mentored toward making ethical choices and social interactions with the organization.

Leaders who integrate an ethical orientation into their leadership style tend to create an environment characterized by respect, fairness, equity, and commitment to ethics. Such leaders regard and lead from the front in the domain of ethics, which, by slipping into ethical formalism, becomes subordinated to the domain of culture at the organizational level, that promote prompt ethical norm behaving cultivating misconduct.

Furthermore, ECT has been built upon by different scholars who refined the constructs and the applications of the theory. Bart Victor and John Cullen (1988) proposed a typology of ethical climates, distinguishing between egoistic, benevolent, and principled types. This typology focused on an organization's self-concern, concern for others, or concern for rules, in that order. Their work further delineated how different climates influence employee behavior, such as collaboration in benevolent climates or compliance in principled climates. A critique of ECT has been that it focuses too heavily on leadership and

organizational structures while ignoring the more fluid dimension of ethical climate evolution. In defense, Schulte, Menzel, and Cohen (2020) as well as Newman, Allen, and Jordan (2022) have advocated for including external societal factors like economic constraints or cultural diversity into the framework. These scholars propose that ethical climates are not fixed; rather, they are continuously constructed through the interplay of internal organizational processes and external forces.

The theory has also evolved through empirical testing as scholars investigated its relevance across several sectors, including healthcare, education, and public administration. For instance, Olson (2018) studied the impact of ethical climates on nurse decision-making and the quality of patient care in hospitals, while Arda, Guler, and Tanriverdi (2020) focused on the influence of ethical climates on organizational trust and the well-being of the employees.

Ethical Climate Theory remains a crucial framework for understanding how environments develop and perpetuate organizational integrity. It is relevant to contemporary issues, such as the integration of diversity, globalization, and digital transformation into leadership ethics. The theory's many critiques and additional external factors have evolved the discussion for a more comprehensive examination of ethics within organizational sustainability.

Empirical Review

Roque and Annemarie (2020) identified the challenges of ethics in organizational relationships. Their strategy was a case study with a narrative approach where a CEO and a CCO individually tell the story of an alleged breakdown in the ethical culture of a business and its multinational subsidiaries. The results

indicate the difficulty of sustaining ethical leadership. Principal factors that protect an organization from leadership changes are the management of succession planning, the level of education on ethics, and the developed organizational system to encourage reporting and observing situations. Accompanying conditions to moral collapse that are also present in organizations, such as moral numbness and the trivialization of evil, serve as enabling conditions for collapse. Ethical leadership is widely accepted as the core driver of an organization's ethical culture. In reality, most leaders tend to be devoid of ethics or, at best, ethically indifferent. This narrative provides insight into the challenges facing leaders trying to exercise ethical leadership and offers several strategies and policies aimed at shielding the firm's ethical culture from predatory leaders when incorporated into the proactive ethics framework.

There are some peculiar traits of our case study which make it especially pertinent: the events take place in a multinational corporation, which, by virtue of its size and complexity, attaining homogeneity in culture becomes distinctly critical, and actions take place within the framework of a CEO succession process, something that is common in every firm and which often serves as a catalyst for ethical scandals. What is also peculiar about our case is that it is told from the perspective of a CEO and CCO, which is unusual because access to these executives is notoriously difficult.

Mercader and Serlin (2023) explain the effects of an ethical framework on leadership, teamwork, communication, and productivity as related to the techniques of a graduate's role in an organizational structure. The ethics of these four elements have not been studied in conjunction, and that gap is marked in the literature. This study is needed to understand how these elements affect an organization. The

sample of 410 graduates from universities in Baja California, Mexico, and the bordering California in the United States of America was chosen due to its industrial relevance. The information was collected through a questionnaire. There was construct validation and hypothesis testing based on the ethical values of several dimensions using exploratory factor analysis by the principal components approach. The qualitative components also underwent analytic evaluation by the constant comparison approach.

The findings of this study add depth to the practical understanding and knowledge that does not require advanced degrees, which assists business people and workers, as well as leaders and graduates from universities, and even extends to learners, educators, and people in general for all to ethically and proactively be more set to offer and apply the solutions that are desired and appreciated. Moreover, the present study seeks to deepen the understanding of the interplay between ethics, leadership, teamwork, effective communication, productivity, and performance to encourage the development of a creative and innovative business culture grounded in sound administrative principles and business skills, which will elevate the value and potential benefits that the new economy has to offer, and mitigate the severe impacts of the pandemic challenges in virtually all spheres of life.

Cakir and Adiguzel (2020) examined the interrelations of knowledge sharing behavior and leadership effectiveness with business and firm performance, along with the firm's strategic approach to business. The relationships between the variables were explored using a statistical approach based on the responses obtained through structured personal interviews conducted using questionnaires. This study highlights the importance of knowledge-sharing behavior and

the positive impacts of the independent and intervening variables on the organization. Furthermore, it was found that the positive impacts of leadership effectiveness and knowledge sharing were present on work performance, organizational strategy, and organizational productivity as well. The analyses and the confirmatory and explanatory factor analyses as well as the reliability analyses were conducted on the questions measured through a Likert-type scale using LISREL, IBM SPSS 23, and SPSS PROCESS V.3. In the correlation analysis of relationships among variables through the main menu of the SPSS Program, the regression analysis menu was used to test the hypotheses, the mediation hypotheses, and the intervening variable effect with the additional features of PROCESS V.3. Factor analysis was conducted using the LISREL program.

Ketut and Bryan (2021) studied the influence of leadership on organizational commitment and identified workplace spirituality as a mediating variable in the relationship. The survey was administered to 200 employees from three public sector organizations located in Bali Province, Indonesia. The data analysis utilized the Partial Least Squares (PLS) approach. The findings indicate that workplace spirituality does mediate the relationship between spiritual leadership and organizational commitment. These findings suggest that workplace spirituality should be considered within organizational theory. This study also practically emphasizes the need for leaders to attend to the spiritual dimensions of their employees. The results inform organizational leaders of the need to foster and cultivate practices that promote spiritual involvement in the workplace.

Serlin, Cakir, and Adiguzel (2024) studied the impact that ethical leadership has on work engagement and the sharing of organizational

knowledge by employees and how, as a result, their job performance and organizational commitment are affected. Motivation for the study: Exploring the connections of ethical leadership with work engagement and knowledge sharing by employees in Indonesia will contribute to devising measures that improve organizational commitment and performance. It plays an important role in significantly achieving organizational outcomes and goals. Main findings: This research was based on a survey of 670 government employees in Indonesia, and validation of the research framework was done using structural equation modelling (SEM). The findings confirmed that ethical leadership has a positive and strong influence on employee work engagement and knowledge-sharing, leading to improved job performance and organizational commitment. In addition, the mediating variables do, in part, complete the mediation between ethical leadership and the outcome variables (for example, employees' job performance and organizational commitment). Practical/managerial implications: Public administration leaders need to pay attention to the ethical and rational frameworks focused on enhancing services to society. Also, it has to bear down on the cleansing of the ethical attitudes and communication of employees and organizational leaders towards society. The findings of this study indicate that leadership styles indeed significantly affect employees' attitudes and commitment. Therefore, organizational leaders should apply the concepts to improve employees' commitment to the organization and performance level.

Objectives

The main objective of this study is to investigate Religiosity and Ethical Orientation as Predictors of Quality Leadership among Secondary School Teachers in Ijebu-Ode Local Government Area, Ogun State. Specifically, the study is to:

- i. Investigate the ways by which religiosity predicts quality leadership among Secondary School Teachers in Ijebu-Ode Local Government Area, Ogun State;
- ii. Examine the relationship between ethical orientation and quality leadership among secondary school teachers in the Ijebu-Ode Area of Ogun State; and
- iii. Determine the combined impact of religiosity and ethical orientation on leadership quality among secondary school teachers in Ijebu-Ode Local Government Area, Ogun State.

Research Questions

The following questions will be answered in this study:

- i. In what ways does religiosity predict quality leadership among Secondary School Teachers in Ijebu-Ode Local Government Area, Ogun State?
- ii. What is the relationship between ethical orientation and quality leadership among secondary school teachers in the Ijebu-Ode Area of Ogun State?
- iii. What is the combined impact of religiosity and ethical orientation on leadership quality among secondary school teachers in Ijebu-Ode Local Government Area, Ogun State?

METHODOLOGY

This research was conducted using a descriptive research design of survey type, because the researcher cannot change the variables of the study, and it is a way of characterizing people who participate in the study, as well as depicting the participants accurately. The study's population included all secondary school teachers and principals in Ijebu-ode Local Government Area, Ogun State. A purposive sampling technique was used to select 100 respondents from five public senior high schools in the Ijebu-Ode Local

Government Area. This study's instrument for investigation was a self-developed questionnaire entitled the "Religiosity, Ethical Orientation, and Quality Leadership Questionnaire" (REOQLQ). It was presented using a 4-point rating scale. The instrument was validated, and a reliability coefficient of 0.89 was determined.

Pearson Product-Moment Correlation (PPMC) was utilized to analyze research questions 1-2,

Table 1: Relationship between Religiosity and Quality Leadership among the participants

		Religiosity	Quality leadership
Religiosity	Pearson Correlation	1	.681
	Sig. (2-tailed)		.001
	N		100
		.681	1
Quality Leadership	Pearson Correlation		
	Sig. (2-tailed)	.001	
	N		100

Table 1 presents the relationship between religiosity and quality leadership in selected organizations. The table demonstrates a significant connection between religiosity and quality leadership ($r = .681$, $p < .05$). Hence, there is a significant relationship between religiosity and quality leadership in selected organizations, which also implies that

while multiple regression was employed to analyze research question 3 using SPSS at a significance level of 0.05.

RESULTS

RQ: In what ways does religiosity predict quality leadership among Secondary School Teachers in Ijebu-Ode Local Government Area, Ogun State?

religiosity is a strong predictor of quality leadership among the participants.

RQ 2: What is the relationship between ethical orientation and quality leadership among secondary school teachers in the Ijebu-Ode Area of Ogun State?

Table 2: Ethical Orientation and Quality Leadership among Selected Participants

		Ethical orientation	Quality leadership
Ethical orientation	Pearson Correlation	1	.884
	Sig. (2-tailed)		.000
	N		100
		.884	1
Quality Leadership	Pearson Correlation		
	Sig. (2-tailed)	.000	
	N		100

Table 2 presents the relationship between ethical orientation and quality leadership in selected organizations. The table indicates that a very strong connection exists between ethical orientation and quality leadership ($r = .884$, $p <$

.05). Hence, there is a significant relationship between ethical orientation and quality leadership in selected organizations, which also implies that ethical orientation is a strong

predictor of quality leadership among Secondary School Teachers in Ogun State.

RQ3: What is the combined impact of religiosity and ethical orientation on

leadership quality among secondary school teachers in Ijebu-Ode Local Government Area, Ogun State?

Table 3: Regression analysis showing combined contributions of Religiosity and Ethical Orientation on Quality Leadership among the participants

R = .451; R-Square = .203; Adjusted R ² = .201						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.685	3	6.173	41.876	.002 ^a
	Residual	156.092	98	1.276		
	Total	169.777	99			

- Predictors: (Constant): Religiosity and Ethical orientation
- Dependent variable: Quality leadership

Table 3 shows the combined contributions of religiosity and ethical orientation to quality leadership. The finding shows that there is a substantial combined contribution of the independent variables (religiosity and ethical orientation) and the dependent variable (quality leadership) with an R-value of 0.451. The coefficient of determination, represented by Adjusted R² = 0.201, indicates that 20.3% of the variance in quality leadership is accounted for by the combined contributions of religiosity and ethical orientation. The regression model is statistically significant with an F-ratio of 41.876 and a p-value of 0.002 ($p < 0.05$), which means that both religiosity and ethical orientation are significant predictors of quality leadership.

DISCUSSION OF FINDINGS

The research demonstrated that there is a positive correlation between religiosity and quality leadership among Secondary School Teachers in Ijebu-Ode Local Government Area, Ogun State, which also means that religiosity can be considered as one of the strongest predictors of quality leadership. This supports the findings of Bryan, Cakir, and Adiguzel

(2024), who noted that religious principles are generally compatible with positive organizational leadership attitudes and behaviors. Similarly, Ketut et al. (2021) found that spiritual elements of leadership could strengthen an organization's commitment, illustrating the role of spirituality as a dimension of religiosity on leadership outcomes. Moreover, Roque et al. (2020) noted the critical role of ethical conduct in leadership for the preservation of organizational culture and claimed that ethically grounded leaders, including those guided by religious principles, demonstrate higher organizational fidelity. On the other hand, Udin (2024) argued that ethical leadership, although impactful on work engagement and job performance, tends to be less effective in systems devoid of a religious context in leadership frameworks. As this study suggests, even if religiosity has some influence, it seems that ethical leadership is positioned to transcend religious faculties. This highlights a more nuanced angle in which religiosity is one aspect, but leadership effectiveness may also hinge on competencies unrelated to religion and non-religious morals.

The research has discovered a significant relationship between ethical orientation and the quality of leadership of secondary school teachers, suggesting that ethical orientation is a strong predictor of leadership quality. This

supports the findings of Mercader and Serlin (2023), who found that ethical leadership drives teamwork, communication, and productivity, contributing to quality leadership. Also, Edeh and Eze. (2020) studied how ethical leadership affects organizational culture towards increased readiness for change and more effective leadership. Chen (2023) equally affirms that in the context of business, ethically oriented leaders are more effective and enhance organizational performance. This, however, contradicts the study of Damianus, Ketut, and Dina (2023), who did not find a significant connection between ethical leadership and staff work ethics. Such differences raise the question of whether, in some contexts, ethical orientation is a strong predictor of quality leadership, but does not guarantee desired behavior or outcomes in an organization due to uncontrollable factors.

The study found that there was a significant combined effect of religiosity and ethical orientation on quality leadership among Secondary School Teachers in Ijebu-Ode Local Government Area, Ogun State. This is consistent with Udin's (2022) work on the impact of ethical leadership on work engagement and organizational commitment. It was found that ethical leadership, including the ethical component of a person's orientation and elements of religiosity, has a great effect on enhancing employees' performance as well as their organizational commitment. In the same way, Roque et al. (2020) elaborated on ethical leadership, which, though difficult to uphold, is fundamental to maintaining the ethical culture of an organization and examining the overarching ethical orientation and personal values, which, at times, include religiosity, work within effective leadership structures. In addition, Annemarie and Joke (2023) claimed that the criteria of religious leadership, when fused with ethical ones, have increasingly been used in assessing effectiveness, indicating that

religiosity, along with ethical aspects, may significantly impact leadership results.

CONCLUSION AND RECOMMENDATIONS

Conclusion

In its star observably distinct organizational cultures, religiosity has proved to be one predominant marker for effective leadership alongside previous literature accentuating the role of so-called 'spiritual' elements towards ethical practices within institutions. Likewise, ethical orientation emerged as one more characteristic attribute that reinforced ethical leadership and shaped business culture alongside employee performance. Relationally, both religiosity and ethical orientation collectively affirm that the quality of leadership is fundamentally contingent on the ethical principles and policies of an organization's leaders. Furthermore, the research insists on developing a more holistic organizational culture by incorporating ethical and religious elements into leadership as foundational tenets. As for gaps, it's important to stress the complex interdependence dynamics with external factors influencing organizational effectiveness frameworks, overshadowing perspectives grounded in religiosity and ethical orientation. As ethical challenges and leadership issues continue to escalate, integrating religion and ethics within organizational leadership programs becomes increasingly relevant.

Recommendations

The research noted above resulted in recommendations that follow:

There is a need to improve leadership quality in the organization by investing in ethical and religious leadership development programs.

1. Ethics should be nourished and embedded at the core of the institution's culture to enhance ethical behavior and foster decision-making.

2. Business leaders and policymakers need to set and implement precise ethical boundaries and teach how to integrate ethical leadership into routine business activities.
3. The organization ought to promote and support the inclusion of women in leadership positions to embrace different ethical and spiritual worldviews, thus enhancing leadership quality.

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