The Influence of Manager's Moral Values on Motivation

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Annotation. The article "Effect of manager's moral value on employee motivation" provides in-depth information about the concept of motivation and its application in the management system. The influence of manager's moral values on employee motivation is an important aspect of organizational dynamics. The article examines the relationship between management ethics and employee motivation in the workplace. In addition, key elements such as leading by example, establishing clear ethical values, creating an inclusive environment, and recognizing and rewarding ethical behavior are emphasized. This highlights the importance of aligning organizational values with personal values to increase employee engagement. It also examines the role of communication, employee induction, and professional development in fostering ethical principles and motivating employees. Overall, this paper provides insight into the complex relationship between management ethics and employee motivation and provides a nuanced understanding of how organizational leaders can positively shape workplace culture through their ethical values.

Key words. Manager, ethical management, job satisfaction, job involvement, value congruence, value adoption, value based organization.

In today's dynamic and competitive business environment, the success of an organization is determined not only by financial performance, but also by the well-being and motivation of its employees. Managers, who play a key role in the organization, have a significant impact on the formation of work culture and employee motivation. Therefore, in a constantly changing environment, the only stable competitive advantage of any organization is its employees. This requires a new approach to management relations, which should be based on the organizational psychology of management aimed at opening up human resources. In addition, a manager should not only know his field well, but also be a good organizer, psychological educator and social leader. For this, each manager and employee must independently acquire the following disciplines: sociology, psychology, and pedagogy. This is required by serious changes in our lives, the activation of the human factor, and working with communities in the conditions of self-management. The ability to find a way to the heart of every person who is a member of the team is of the main importance in the manager's work. A leader who knows this will have the opportunity to solve all kinds of conflicts that arise in the work process within the team, together with public organizations, without taking them to higher organizations. Therefore, studying the socio-psychology of the manager employee, forming knowledge and skills in the field of human management has a great impact on increasing the effectiveness of the organization's management. One of the important elements of the socio-psychological field of management is the

factors that shape the organizational behavior of managers. This article explores the profound impact of a manager's ethical values on employee motivation and its far-reaching implications for organizational success, focusing on:

The role of ethical values in a manager: A manager's ethical values are a set of ethical principles, integrity, and personal beliefs that guide decision-making and behavior in the work environment. These values serve as a compass for the manager, influencing his interactions with employees and the overall moral environment in the organization.

Building an ethical culture: A manager who maintains high ethical standards creates an ethical culture in the organization. This means creating an environment where employees see their work in accordance with shared values, which ultimately motivates them.

Role model and inspiration: When a manager sets an example of ethical behavior, he becomes a source of inspiration for employees. Seeing that the leader follows not only the corporate rules, but also the internal moral sense, the employees feel a closer connection with the organization.

Ethical values and feedback: Feedback based on ethical values becomes a tool for employee development and growth. Ethically oriented feedback not only identifies shortcomings, but also provides a corrective path that supports motivation for personal development.

Moral motivation: The moral values of the manager become a source of moral motivation for the employees. When they see that their manager values not only the results, but also how to achieve them, it increases their intrinsic motivation.

Creating a positive work environment: A leader's moral values directly affect the atmosphere in the office. Openness, mutual respect and ethics within a team create a work environment that supports motivation and productivity.

Dealing with ethical dilemmas: A manager who understands the importance of ethical values can effectively respond to ethical dilemmas. The ability to make ethical decisions and discuss them with your team helps build trust and maintain motivation.

Emotional intelligence and ethics: Developing emotional intelligence along with ethical values helps a manager to better understand the needs and motivations of employees. This encourages an empathetic and supportive environment.

Flexibility and Innovation: A values-oriented manager promotes flexibility and innovation in the team. Employees who understand that their manager values ethical approaches to problem solving are more likely to come up with new ideas.

Responsibility and compliance with laws: When a manager adheres to ethical values, refraining from illegal and ethically unacceptable actions becomes part of the corporate culture. It supports responsible behavior and motivation to comply with laws and standards.

Corporate social responsibility strategy: A manager who appreciates ethical issues can effectively implement corporate social responsibility (CSR) strategies. This creates a positive perception that the company is socially responsible, which can be a strong source of motivation.

Develop long-term relationships: Manager's ethical values help develop long-term relationships with employees. When employees see that their manager not only adheres to ethical standards, but also invests in their professional and personal development, it creates a strong bond and keeps motivation high.

Ethical values in decision-making processes: Integrating ethical values into decision-making processes helps create fair and informed decisions. It increases the sense of justice among the employees and stimulates their motivation.

Ethical communication: A manager who values ethical values emphasizes ethical communication. This involves clear and honest communication, which helps to better understand goals and objectives, which in turn motivates employees.

Developing the team ethically: It becomes the manager's job to create a team based on ethical values. Ethical training and development of employees helps to create shared vision and values that support shared motivation.

Ethical leadership in difficult situations: Ethical values are reflected in a manager's leadership in difficult situations. In times of crisis or difficult decisions, ethical leadership builds trust and motivates employees to perform at their best.

Developing personal relationships: Ethical values serve as a basis for strengthening personal relationships within the organization. A manager who cares about the well-being of employees creates emotional connections that can significantly increase their motivation.

Promoting the ethical image of the company: A leader who follows ethical values becomes the main factor in shaping the ethical image of the company. This affects brand perception by both employees and external stakeholders, which ultimately supports overall motivation.

Ethical principles in conflict situations: In times of conflict, the manager's moral values are a guideline for conflict resolution. Ethically effective conflict resolution helps maintain team harmony and increases motivation.

Supporting ethical initiatives: a manager can become an advocate for ethical initiatives inside and outside the company. Supporting social and environmental initiatives based on ethical values is a source of pride for employees and stimulates their motivation.

Ethical performance evaluation: The use of ethical standards in performance evaluation emphasizes the importance of not only achieving results, but also using ethical methods. This creates a fair and ethical approach to employee evaluation.

Values-based coaching: A manager with moral values can be an effective coach. Conveying values, experience and ethical principles to a new generation of employees contributes to their professional growth and motivation.

Ethical approaches to innovation: A manager who appreciates ethical values introduces ethical considerations into innovation processes. This includes not only technical innovation, but also ensuring that new solutions are ethically acceptable, which motivates employees to be part of positive change.

Ethical integrity and personal integrity: A manager's ethical values are reflected in his personal integrity. A leader's moral integrity sets an example for employees, encouraging them to adhere to high standards of behavior.

Ethical responsibility in interactions with partners: A manager who adheres to ethical values extends them to interactions with partners and suppliers. Ethical responsibility in business relationships helps to create long-term and mutually beneficial relationships that can be a motivating factor for improving production processes.

Ethics in compensation and reward systems: Manager's ethical values are reflected in compensation and reward systems. Fair and ethical distribution of rewards keeps employees motivated and creates a sense of fairness in the team.

Ethics in advertising and marketing: A manager's ethical values are reflected in the company's advertising and marketing campaigns. Adhering to the principles of truth, objectivity and fairness in advertising helps build brand trust and motivates customers.

Ethical assessment of market competition: Manager's moral values affect the perception of market competition. Adherence to ethical principles in a competitive environment creates a positive image of the company and motivates employees to achieve higher results.

Ethical social responsibility: A manager committed to ethical values actively participates in the company's social responsibility. Participation in charity projects and social initiatives helps build corporate citizenship and motivates employees.

We used quantitative research to write the article. A cross-sectional survey design was used to

study the influence of manager's moral values on employee motivation. A recent study used multi-item scales based on previous research constructs to conceptualize the effects of manager moral values on employee motivation, job satisfaction, and employee performance. There are employees who are active in the administration department of "URBAN STROY" LLC, and they are invited to fill out an online questionnaire. This online survey was conducted using Google Forms between December 1 and December 20, 2023. The samples were drawn from a random convenience sample of 67 employees. However, 6 samples were valid and this figure was 100%.

Number of workers	The importance of the manager's moral value	Gives motivation	Does not motivate	The result Satisfied with work
1	+	+	-	+
2	+	+	-	+
3	+	+	-	+
4	+	+	-	+
5	+	+	-	+
6	+	+	-	+

As a result of the survey, we should emphasize that the manager's moral value has a great influence on the motivation of employees.

In conclusion, the influence of manager's moral values on employee motivation plays a crucial role in creating a healthy and productive work environment. Organizations that recognize this factor invest in the future of their communities and ensure long-term sustainable growth and success.

We offer the following recommendations on how managers can effectively use their moral values to increase motivation in their teams:

– Clearly communicate the ethical values that guide your decisions and company culture. This clarity helps employees understand the principles that should guide their actions.

– Making sure organizational values align with widely held personal values. When employees see alignment between their values and the organization's values, they can feel motivated and engaged.

– Promote an inclusive workplace that respects diversity of opinion and values. Employees are motivated when they feel their views are valued and respected.

– Asking employees for feedback on ethical issues and decision-making processes. Engaging employees in values discussions creates a sense of ownership and motivation.

– Promote a healthy work-life balance. Managers who respect their employees' personal time and well-being contribute to a positive work environment and increased motivation.

- Investing in the professional development of employees, aligning it with ethical standards. It shows commitment to personal and professional growth, increases motivation.

By integrating these recommendations into leadership practices, managers can create work environments that are not only ethically sound, but also promote high levels of employee motivation and engagement.

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