

Political Leadership as Ethics of Care in Public Organization Management in Zimbabwe

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Abstract

This paper analyses the political leadership as ethics of care in managing public organizations in Zimbabwe. The ethical conduct of politicians is a critical ingredient in democratic governance as ethics may be viewed as the standards of accountability within public activities. Political leadership often has a larger portion in both organizational social and economic influence hence, it is neutral and inherently a necessary component of organizational functioning. Managing politically engenders mundane success of organizations as this fosters a democratic environment within organizations. This situation implies caring of other people's interest and encourages leaders to perform their duties and fulfill their responsibility of others. Politics can also be functional in ways that are beneficial for more than just a politically skilled and political motivated minority and provide a basis of organizational competitive advantage. Public organizations in Zimbabwe are perceived as the cornerstone of economic growth but, the interference of political elite jeopardizes the entire functional process. The study employed a qualitative analysis obtaining data from secondary sources from different research studies focusing on political leadership with ethics of care. Findings from the study revealed that political leaders' behaviors focus practically on self-interest and hypocritically spread an ethics of care word to the community. The study as a result recommended a wholesome approach in leadership with ethics of care. This paper suggests political leadership with ethics of care.

Keywords: ethics, politics, ethics of care, political leadership, public organization, economic development

Introduction

Political leadership as ethics of care accounts for significant differences across and within public organization in governance issues. The inseparable relationship between politics, ethics and care is of critical essence in public organizations management in Zimbabwe. In this regard, ethics of public organizations officials and integrity of governance are of fundamental nature in managing public organizations. It is the positive edge of political leadership that determines ethics of care in the management of public organizations. The prolonged negative environment in public organizations management in Zimbabwe has inevitably invited endless studies to encourage prioritization of good corporate governance for the benefit of the public and the nation at large (Beshi & Kaur, 2020; Rose & Wessels, 2019). In order to comprehend political leadership a critical consideration and analysis of beliefs, values characters, power relationship, ethical and unethical values, attitudes and actions of leaders and followers is of paramount importance (Nye, 2008). The comprehension of political leadership

fosters an ethics of care that is perceived as sustainability of relationship that addresses the needs of others on both social and business perspective.

Objectives of the study

1. To find the effects of political leadership as ethics of care on public organizations management.
2. To study factors affecting political leadership as ethics of care
3. To study the political behavior of a leaders
4. To examine the effects of ethics and politics in the management of public organizations
5. To analyze the relationship between political leadership as ethics of care and public organization management.
6. To give suggestions for further development.

Research Methodology

The study for this paper is completely based on secondary source of data. The data is solicited from journal, various books, websites, magazines and newspapers.

Literature Review

Management

The meaning of management conveys different perspectives depending upon the context in which it is used. According to Gupta (2010), the important concepts of management are enlightened to comprehend a full meaning of the term management.

Management as an economic resource

There are various factors of production that include, land, labour, capital, entrepreneurship and management. Thus management is a vital factor of production because it transforms the various resources into a productive entity, hence performs as a catalyst to realize results. It is management that coordinates various factors of production thus occupies a central position **and playing a significant role among all factors of production in any organization management. In so doing leveraging the ethics of care in an organization.**

Management as a team

Management as a team or group consists of all human capital having managerial responsibility thus those individuals who guide and direct the efforts of other individuals to achieve specified objectives. Managers occupy different levels of authority but perform the same basic functions. Top level managers have greater authority than middle-level managers who in turn have greater authority than operating managers; hence a system of authority called chain of command is created in every organization. Top management has become an elite class or a leading group in modern society on account of enormous power and prestige at their command. **Success and failures of organizations show the nexus between effective and non-effective managers.**

Management as a process

Management as a process refers to a series of interrelated functions performed by managers. It involves planning, leading, organizing, controlling and coordinating (PLOCC). This concept of management is the simplest and the most pragmatic as it highlights the universal nature of management.

Management defined

In consideration of the three important concepts of management, Gupta (2010), defined management as the “art of getting things done through others”. Getting things done is considered to be an art as this requires a range of skills such as conceptual, technical and human skills. **Management can also refer to the seniority structure of staff members within an organization (Herrity, 2023).**

In the same vein, Bateman (2018) defined management as the process of working with people and resources to accomplish organizational goals hence, management is the act of working with and through a group of people to accomplish a desired goal or objectives in an efficient and effective manner (Mayo and Nohrian, 2017).

Managerial functions as definition of management

Management however encompasses major managerial functions that determine the direction of an organization. These functions are a responsibility of all individuals with a position of authority. In this regard management is a process that involves these functions as steps in managing the organization towards its objectives (Kinicki, 2018). Various authors are distinct in the order of the functions though the order has no effect in the application. Henry Fayol classifies the functions into planning, organizing, commanding, coordinating and controlling, while Gullick has given keyword POSDCORB which stands for Planning, Organizing, Staffing, Directing, Controlling, Reporting and Budgeting.

In order to get things done a manager has to guide, motivate, lead, and communicate with the subordinates (Williams and Chuck, 2018). Performing such a responsibility, a manager on the positive side is promoting, encouraging and edifying ethical behavior within the organization. It is this political skill that management members are encouraged to exercise towards achieving the organizational objectives.

The management process is considered a social process because the success and failure of the organizational efforts depends on the corporation of the involved individuals (Robertson, 2015). Members of the organization require care from their superiors in order to grow and flourish. Care is basically associated with goodness hence being cared for provides a sense of security and fosters positive attachment among individuals.

Manager’s ethical obligations

The general perspective considers that an individual has set of values and beliefs that have evolved over the course of lives through education, experiences and upbringing. As a result, individuals have their own opinions of what is right and what is wrong and these notions vary. According to Stoner (2006), managers in organizations brings own concepts in the organization of what is wrong and what is right. Thus every decision the manager makes for better or worse is the application of these values and beliefs. In this regard, managers sometimes make decisions which conflict with that of the society’s values.

Leadership in public organizations in Zimbabwe

Public organizations are an important element of the most economies that includes various advanced economies. Additionally, public organizations are most prevalent in strategic sectors and their presence in the national and international economy has grown strongly in the recent years. According to OECD (2015), under the general guidelines of the public organizations, the general public is the ultimate owner

but the government acted as an ultimate agency who exercise the ownership rights and ultimately responsible to the interest of the public.

According to Chigudu (2021), Zimbabwe public organizations have a significant role to play in providing services for basics and with such a socio-economic importance public organizations should be transparent, accountable, effective profitable and sustainable. Zhou (2000) argues that the management of public organizations in Zimbabwe is deficient of required skills and experience necessary for commercial activities given that managerial positions are based on politics of patronage rather than merit. Political elites have an ultimate say over the running of public organizations in Zimbabwe. The link between management of public organizations and politics is indisputable hence political leaders override the normal and legal leadership processes. According to Fan et al. (2014), there is an excessive political interference especially in the appointment of board members. In this regard, political leadership phenomenon has been literally transferred to public organizations with the concern that ethics of care is a missing component. Leadership in public organizations in Zimbabwe has been infested with a hypocritical syndrome within leaders with the aim of fulfilling and satisfy individual interests.

Politics as power of individual and organization behavior

Every nation is governed by a political system and social order and organizations are not an exception. According to Osieja (2021), politics is about public administration that is management of the resources of the country. In this regard, political leaders have the responsibility to account for the nation's resources (Osieja, 2021). In the same vein, politics is also about power or capacity to influence others in the management of economic resources. Ferris et al (2019), describe politics as the process, the actions, and the behavior through which potential power is utilized and realized.

According to Osieja (2021), economic resources are always limited while the needs of individuals are unlimited as a result political behavior is inevitable in organizations. Political behavior entails intentional acts from a broad repertoire that may include influence tactics, self-presentation, impression management, voice and helping behavior to manage, create, maintain, modify or abandon the share meanings of organizational institutions so as to produce desired outcome that would otherwise be feasible (Kapoutsis, 2016). Such purposive behavior which may range from active to passive engagement, create context within which employees and managers operate to attain goals (Ferris and Treadway, 2012) through the application of political skill phenomenon. Political skill refers to people's interpersonal style, including their ability to relate well to others, self-monitor, alter their reactions depending upon the situation they are in and inspire confidence and trust (Ferris et al., 2012).

Managers who are high on political skill are more effective on their organizational and individual endeavors by positively influencing others. In this regard, Oghojafor, B et al. (2012) assert that organizations are structured in the sense that they are inherently political as they provide natural platforms for individuals to pursue individual interests and motives as in career progression.

Organization Politics

Organization politics is a reality which managers and their subordinates usually grapple with and it affects organizational operations (Nyikayaramba and Mutimudye, 2014). In this regard, challenges faced by managers in implementing complex decisions demand that they be sophisticated with respect to dealing with the organization politics (Cacciattolo, 2014).

In such an environment managers are expected to consolidate the positive outcome of organizational politics by providing a foundation that promotes positive political behavior (Nyikayaramba and Mutimudye, 2014). Organization politics can be referred as to the structure and process of use of authority and power to effect definition of goals, directions and other parameters of the organization (Samoye, 2016). Samoye emphasized that politics is an important function that results from differences in the self-interests of individuals.

Political leadership

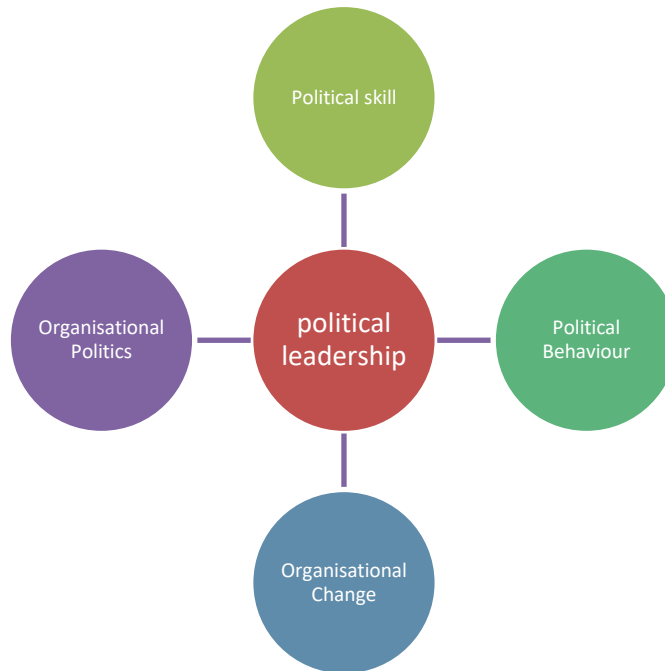
The role of political leadership is vital as public policy describes the actions of politicians in solving societal problems (Ofosu-Anim, 2022). According to Bennister (2010), problem solving skills determine the future fortunes of the people being governed, and political leadership embodies the internal and external policies. Political leadership is considered complicated to be comprehended because in some instances positive results are experienced and at times political leaders have destroyed more than they build (Elgie, 2015).

The tricky nature of political leadership makes it difficult to understand for control; as a result, political leadership is not well defined in literature and diverse in terms of its concepts (Bennister, 2016). The role of political leadership is vital as public policy describes the actions of politicians in solving societal problems. Problem-solving skills determine the future fortunes of the people being governed, and political leadership embodies the internal and external factors which serve as the enabling or preventing influencers in executing remedial policies (Ofosu-Anim, 2022)

Political leadership is a complex issue that involves principles of morality, trust, rule of law and equality before the (Kgatle, 2018). It is important that political leadership is a versatile concept that is subjected to many influences and factors. Thus political leadership can represent the good and bad sides of the human nature and equally all shades of the political spectrum (Hill and Jochim 2017).

Political leadership is well explained by providing sufficient description of a political leader. According to Rhodes and Hart (2014), leaders are normally identified through their characteristics, attitudes or behavior and often occupy a position of authority. The character of a manager/leader determines actions and choices, and actions will determine leadership outcomes (Tetes, 2012). Ofosu-Anim and Black (2021) argued that the political leader is an embodiment of traits as behavior as well as ability to utilize skill set through deliberation and consultation to achieve desired goals. Political leaders with their authority and power of management can distribute resources, power and authority in order to build strong and sustainable relations with their stakeholders (Ali et al., 2017).

Organization leaders are often using various tactics of political leadership to fulfill their goals as well as organizational goals. Such tactics includes the political skills, political behaviors, organizational change and organizational politics.



The modified concept of Political leadership (Kapoutsis 2016)

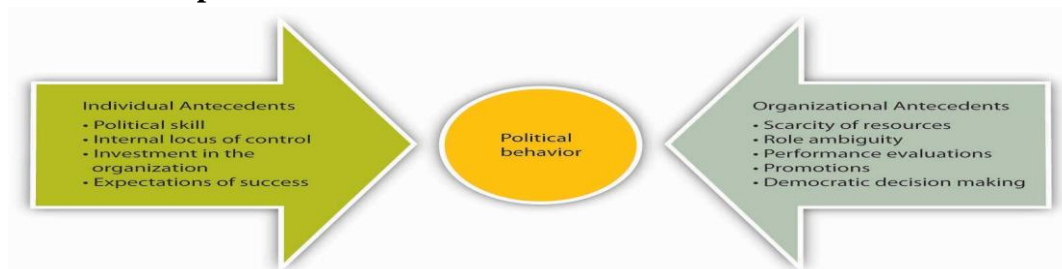
The tactics of **political leadership displayed on the concept impact** on organizations in either way, that is positive and negative (Kapoutsis et al 2016). A close connection among political skills, political behavior, organizational change and organizational performance constitute an effective political leadership. According to Jovanovich (2017), the leaders with political skills cope up easily with negative effects of organizational politics, but also to use the positive effects for the individual benefits or for the benefits of the organization.

Political Behavior

Kapoutsis and Thanos (2018) state that political behavior refers to a purposive action within a social context to acquire maintain and replenish power that will be used to promote personal and or collective interest. In the same vein, Bicer (2020) asserts that political behavior is personal and generous motives in leaders and followers’ efforts to accomplish personal and or organizational goals. Such purposive commitments create an impression within which leaders and followers attain their goals.

Olalekan (2019) affirm that political behavior entails any form of involvement in the political process or any activity which has political consequences in relation to government and policy. Thus, political behavior resembles the way the people think, feel and act with regard to politics hence seeks to examine the behavior, actions and acts of individuals. The conceptual framework of political behavior below entails both individual and organizational experience.

Political Behavior conceptual Framework



Individual and organizational antecedents of Political Behavior (Ferris et al 2019)

Individual Antecedents

Political skill refers to people's interpersonal style including their ability to relate well to others, self-monitor, alter their reactions depending upon the situation they are in and inspire confidence and trust (Ferris et al., 2019).

Investment in the organization is related to political behavior, thus if a person is highly invested in an organization either financial or emotionally, they will be more likely to engage in political behavior because of a deeply care about the fate of the organization (Valle et al., 2014). Expectance of success is when a person expects that they will be successful in changing an outcome; they are more likely to engage in political behavior (Ferris et al., 2019).

Organizational Antecedents

Scarcity of resources breeds politics. Thus, when resources are limited individuals perceive the organization as more political as a result political behavior is inevitable (Muhammad et al., 2005).

Performance evaluation and promotions exercises usually lead to greater political behavior due to the sense of impressing the management (Stoner et al., 2010).

According to Boonthanom et al. (2015), decision making leads to more political behavior because in the process of making decisions more people are available to be influenced.

According to Olorunleke (2015), political behavior secures better interests for the organization as well as for the organization members. In this regard, political behavior can be individual that is related to the personal characteristics of organizational members as well organizational or in relation to uncertainties in the functioning of the organization (Bauer and Erdongan, 2016).

Political skill

Political skills are referred as the interpersonal style of people including their ability to behave well towards others, self-monitor, and to change their reactions in accordance with the situation they are in and to boost reassurance and self-confidence (Jovanovich, 2019).

Political skill is the key tactic of political leadership because it represents the ability of effectively understanding other people at work and using such understanding to influence others towards fulfilling its own personal goals or those of the organization (Ferris et al., 2016). It is the political skill that increases managerial and organizational effectiveness as a result, leaders with political skills and who understand organizational politics are more capable to manage organizational performance in an effective way. Political skill is one of the key determinants of political leadership (Jovanovich, 2019) and allows individual characterized by a high degree of understanding interactions to influence social network (Ferris et al., 2016).

It is the political skill that increases managerial and organizational effectiveness (Ferris and Treadway, 2016). Mayo and Nohrian (2017) assert that a leader with political skills and who understand organizational politics is more capable to manage organizational performance in the effective way. In the same vein, (Ansell, Boin and Hart, 2014) argue that individuals possessing political skills understand social interactions well and accurately interpret their behavior and the behavior of others ethically.

Ethics

Ethics play a pivotal role in the development of a business. A number of researchers have realized that ethics have different constructs such as attitudes, awareness, sensitivity, moral reactions and cognitional behavior (Hooker, 2014).

According to Fisher and Lovell (2012), ethics is a term that can be brought of as development and is more concerned with ensuring good behavior. Bradburn (2016) asserts that adopting an ethical approach has many advantages from a business point of view hence, ethical policy reduces the attention of pressure groups and often save the organization's financial expenses.

Amundsen (2019) views ethics as based standards of right and wrong, which prescribe what humans ought to do. In the same vein Veijeren (2011) goes on to view organizational ethics as identifying and implementing standards of conduct in and for the organization that will ensure that the interests of all its stakeholders are respected. According to Pearson, Sabin and Emanuel (2013), organizational ethics entail an organization's attempt to define its mission and values, recognize values that could cause tension, seek best solutions to these tensions and manage the operations to maintain its values. Ethics should address the fundamental premise of public administrators' duties as steward to the public despite the differences in ethical values there is a growing common ground of what is considered good conduct and correct conduct with ethics (Aassan, 2014). Ethics is a key component of good corporate governance (Perry et al., 2014).

Defining ethics only may sound inadequate without dwelling into the foundation of ethical decision-making philosophical view. According to Bradburn (2010), traditionally, there have been two broad schools of thought in modern ethics which have developed over the period, thus teleological and deontological ethics. The two foundations of ethical decision-making philosophical views have a great impact in the management of public organization.

Ethical theories

Ethics is guided by various theories which depend with the available leadership situation. In political leadership, the consequences of the leaders' actions determine whether ethics of care is prioritized or not. According to Dion (2012), consequentialism theories are comprised of philosophical egoism and Utilitarianism. The two broad theories put more emphasis on the consequences of a given action. Dion (2012) emphasized that, what makes an action moral is the fact that one's personal interest is satisfied (i.e. philosophical egoism) or the fact that the greater happiness is provided to the largest number of individuals who are affected by the given decision (Utilitarianism).

It is in this study that utilitarianism is the cornerstone in determining political leadership as ethics of care. Utilitarianism is a consequentialism theory. In consequentialism, actions are judged solely by their consequences, without regard to character, motivation, or any understanding of good and evil and separate from their capacity to create happiness and pleasure. Thus, in utilitarianism, it is the consequences of our actions that determine whether those actions are right or wrong. According to Bentham (1982), a given action actually promotes the interests of individual when it adds something to the total level of pleasure for one or when it reduces the total level of pain for another. The utilitarian principle emphasizes that the action is morally right when it promotes the greatest wellbeing or happiness for as much people as possible (Bentham, 1982). Thus, in this regard political leadership with ethics of care cannot be built with the basic link between philosophical egoism and utilitarianism

principles. Political leaders ought to promote moral obligation that usually arise from the interactions and relationships with individuals.

Utilitarianism is used frequently when business leaders make critical decisions about things like expansion, store closings, hiring, and layoffs. Utilitarianism could motivate individuals within the organization to take initiative, become more responsible, and act in ways that enhance the organization's reputation rather than tarnish it (Dion, 2012).

The Importance of Ethics in Organizations

Ethics are the principles and values an individual uses to govern his activities and decisions. In an organization, a code of ethics is a set of principles that guide the organization in its programs, policies and decisions for the business (Hochwarter, 2012). The ethical philosophy an organization uses to conduct business can affect the reputation, productivity and bottom line of the business. A positive and healthy corporate culture improves the morale among workers in the organization, which may increase productivity and employee retention; this, in turn, has financial benefits for the organization (Upadhyay and Singh, 2010). Higher levels of productivity improve the efficiency in the company, while increasing employee retention reduces the cost of replacing employees.

Ethics of care

An ethic of care starts from the fundamental position of relationality that regards people as inherently relational and interdependent, morally and epistemologically, rather than the ideal of independent and having separated autonomy (Held, 2006; Noddings, 2013). The central focus of care of ethics is on mutual growth-in-connection. Relationships and interactions are fundamental to human development and the caring relation is ethically based (Noddings, 2013).

An ethic of care perceives relationships to be of primary importance for it is through relationships that individuals are connected. Further, individuals have a responsibility for sustaining these relationships, and this includes being attentive to addressing the needs of others. It has been suggested that the notion that we should care for others be extended to businesses as they, too, are linked into networks of relationships. The responsibility of a leader includes caring for others and care is about feelings but it may also be framed in terms of attention to one's duty (Ciulla, 2017).

Care is both a human ability and a human needs, it is the needs and interests of others (Fotaki and Antoni, Islam, 2019). Emphatically, care is associated with goodness and being cared for provides a sense of security to individuals and foster positive attachment among them. Ethics is defined as the consideration of others' needs and interests (Lawrence and Maitlis, 2012) while cautioning that this could also lead to instrumentalization of care if it is employed in the service of improving organizational efficiency. It is therefore argued that the ethics of care could make a valuable contribution to organization where relationships are defined primarily in economic and contractual terms. In the same vein Pettersen (2011), describes ethics of care as an ideal or idea capable of guiding not only private conduct, but human interaction in general and develops the concept of mature care.

Ethics of care is determined by various elements from different perspectives.

Determinant of Ethics of care



Source Adhariani 2018: *Determinants of ethics of care*

Political leadership as ethics of care

Political leadership is comprised of inevitable characteristics that equally generate positive and negative results. The relationship between politics and ethics is on the other hand complex as the two are viewed as antithetical to one another (Fotaki, 2019). According to Ball (2018), the notion of politics is greatly associated with power and usually engages in activities that do not fit well into the common moral standards of the society. On the other hand, ethics is a domain of pure principles ruled by moral imperatives (Thompson 2010). Further, ethics takes into account the ends and means of how societal problems should be addressed. Thompson (2010) in this regard asserts that politics like ethics tries to redress various societal problems while taking into consideration of various cleavages that exist within the society. In other words, politics and ethics historically have an inseparable relationship (Debnath et al., 2021). However, Debnath et al. (2021) further argued that political leaders have their own system of values that cannot be equated with the common moral values.

Organization management is however characterized by both organizational politics and ethics of the organization. Managing and leading can be said to be inherently ethics-laden tasks because every managerial decision affects either people or the natural environment in the same way (Liu, 2014). In the same vein, leadership is a crucial determinant of success or failure in efforts to address complex organizational problems (Hsin-yi, 2016). Leadership is therefore characterized by followership hence is defined in respect of followership. According to Grant (2015), political leadership implies followership on every level of interaction, as the existence of, support of and dialogue with followers is constitutive of the leader as well as for politics.

Politics which is business related may greatly influence high level of organization performance with the respect of ethical standards (Heywood, 2013). According to Heywood (2013), politics with the respect of ethical standards signifies political leadership with ethics of care. An ethic of care perceives relationships to be of primary importance for it is through relationships that we are connected to others (Pfohl, 2016). Thus, having a responsibility for sustaining these relationships includes being attentive to addressing the needs of others. Addressing the need of others requires a political skill that does not impose exploitation of others thus in the process exercising an all-round political leadership.

In this perspective, ethics of care claims that impartiality, following rules, and the use of reason to the exclusion of affect are all limited means for making moral decisions in the sphere on interpersonal relations (Lawrence et al., 2012). Leaders in organizations are taking ethics of care a political force as well as personal attitude to influence the organization performance (Simola, 2015).

Political leadership as ethics of care and public organization management

Designing and implementing ethical programs in today's corporate and business world can be challenging, especially given the degree of corruption in organizations, the society and loose values and principles governing the intentions and actions of people regardless of position and responsibilities (Grigoropoulos 2019). Leaders are the most influential body in any institution greatly impacting the organizational culture, promoting principles and values in accordance to the objectives, mission and vision shared with employees (Senge, 2006). Leaders have the moral obligation to create an environment in their organizations where employees experience security, integrity and trust, thus they have the intrinsic responsibility to promote ethical behaviors by demonstrating them.

The role of political leaders with respect to ethics could reduce abnormal working behaviors as a result improves organizational performance. On the other side, unethical behaviors of the leaders would not only be dangerous to organizations but also to the individuals, the society and the country as a whole (Chiang and Birtch, 2013). It is the positive politicization of ethics of care that determines desired, appropriate and accepted management of an organization. Management is a complex process of decision that involves facilitation of decision-making and decision implementation through participation and engagement that lend transparency and ownership to decision-taking (Islam, 2013).

It is the planning, leading, organizing, controlling and coordinating process that incorporates consideration of all members of the organization's needs which prospers organizations performance. In this perspective political leadership in public organizations is anchored on ethics of care relationship both internally and externally.

A Critical view on Political leadership with ethics of care.

The modern day business world has been progressively demanding for diversified leadership as it plays a significant role in the adaptation to ever-changing global market forces and trends. Politics in an organization is all about being noticed and liked by the right people who possess the power to influence right merits at the right time. Organization politics is an important function that results from differences in the self-interests of individuals. It plays a crucial role because it develops a socially accepted situation and means that balance individual and collective interests. In this regard, political leaders should have an all-round view of organization business operations in the sense that they put into consideration all factors affecting the outcomes of their efforts in the performance of the organization.

Despite the fact, political leaders may be destructive and highly unethical on the other side, they are politicizing care to achieve certain targeted goals and objectives and create a balance in a diverse set of interest. Brown-Humes (2014) suggests that due to the political background, politicians with no business background have the capacity to assess business operations from a two-fold perspective because they intricately consider the political factors affecting business operations and the internal business affairs that can be easily learnt by anyone through minimal training. With such resilience, a sense of care is pertinent hence performance is positively influenced.

On the other side of the coin, political leaders are usually of the interest of contingency approach for this approach favors the interests of organization elites as a result a sense of care is lacking (Hoch and Pearle 2010). On the different side, political leaders usually introduce an inclusive and diverse corporate culture that promotes **employees** regardless of their gender and ethnic background participation in all organization activities (Stileifer and Vishny 2006). This political behavior resembles ethics of care that promotes an all-round motivational syndrome with positive results of performance.

The politicization of the public service is a government activity where the appointment and career of those in the service are subjected to political will (Madumo, 2016). Meritocracy is a political philosophy that believes that power should be vested in individuals according to merit.

Conclusion

Globally, the management of public organizations is rapidly changing and vastly different from that contemplated by early intellectual stalwarts of public administration. There are more intrusion into management in public organizations and a greater infusion of the political criteria. Political leadership can represent the good and bad sides of the human nature and equally all shades of the political leadership spectrum. However, they should always be consistent and ensure continuity and unbiasedness in their line of work so that leadership with an ethics of care is prioritized. The trust put into the leaders by the people cannot be smashed to pieces hence actions and decisions by leaders ought to adopt utilitarian principle that emphasizes greatest wellbeing or happiness for as much people as possible. Utilitarianism in business can lead to a bottom-line mentality in which decisions are based on achieving the greatest good for the organization as it pertains to the greatest number of stakeholders, including shareholders and all others affected by the actions of the organization.

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