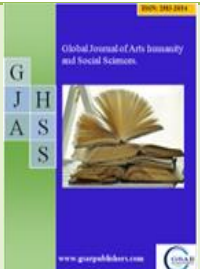
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Influence of Leadership Voice on Business Communication Ethics in Social Media

BY

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Abstract

With the rise of social media and a dedicated brand voice, brand communications often find it easy to bring in the business ethics of the organization through the different communication channels and often through integrated communications. This paper explores the impact of a leadership voice on business communication ethics when communicating on social media.

A qualitative research design was used based on content analysis. Initially, the paper reviewed the role of collaborative efforts between employees and leaders in creating ethical communication, analyzed the brand communication developed from the business communication ethics in an organization, and examined the role of leadership voice in showcasing an organization's business communication ethics on social media. These reviews highlighted a research gap. Drawing inferences from the reviews, the paper concludes that individualistic leadership voice is highly influential and that a novel business communication matrix can be developed.

The paper determines that a leader's communication in a social media portfolio plays a crucial role and acts as a judging ground for their respective organization, thereby influencing the business communication ethics of the organization. The paper also defines and discovers that a leadership voice is very influential and helps brands to communicate more effectively with their users, as people trust the person's values more than the brand's values.

Keywords Business Communication Ethics, Leadership Voice, Brand Communication, Integrated Marketing Communication, Social Media

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Introduction

Over the past two decades, there has been increasing interest in the importance of employee voice behaviour in determining an organization's competitive advantage and success (Maynes & Podsakoff, 2014). Liang (2010) also found a positive relationship between ethical leadership and voice behaviour (Liang, 2010). Ethical leaders exhibit moral behaviors, such as honesty, trustworthiness, and fairness, which influence the attitudes of their followers and provide them with more opportunities to engage in voice behaviours (Hu et al., 2018). Multiple studies have demonstrated that ethical leadership tends to generate beneficial outcomes for followers (Bediet al., 2016). As a result, a leadership voice influences the business communication ethics of an organization.

However, the use of social media in organizational contexts poses ethical challenges for leaders, who must often assume responsibility for the actions of the organization's employees and provide protection for those who exceed the boundaries of ethical social media use during business communications (Kvalnes, 2020).

According to the data collected for this study, ethically responsible leadership in the context of social media is relatively rare. In such situations, leaders often struggle to respond adequately, especially if they are unfamiliar with social media (Kvalnes, 2020). This can adversely affect the business communication tactics of employees and disrupt the regular tempo of the brand. To prevent moral paralysis in the context of social media, leaders can support their employees when they encounter challenging situations (Kvalnes, 2020). They can also adhere to the brand's voice and remain



optimistic in the face of unforeseen circumstances. Some leaders have invited social media specialists to participate in distributed leadership (Spillane et al., 2007), encouraging a free flow of information that does not contradict the organization's business communication standards. Under the scrutiny of the organization's ethics code, these leaders give the professionals under their direction a range of options for taking the initiative (Kvalnes, 2020).

People who manage social media platforms for an organization sometimes feel that they are expected to take on leadership roles (Kvalnes, 2020). As a result, they may experience role ambiguity and eventually encounter role dilemmas, as their primary responsibility is to administer and optimize their organization's social media usage (Kvalnes, 2020). However, no research has systematically analyzed the impact of leadership voice on constructing ethical communication on social media, making it challenging to maintain the leader's quality of communication. In addition, ambiguous situations can arise while communicating on behalf of the leaders. Despite these challenges, studies have revealed that utilizing social media effectively can promote cognitive organizations characterized by a free flow of information and the exchange of ideas (Nisar et al., 2019).

Applied Methodology

Indeed, the lack of research in this area highlights the need for further investigation into the role of leadership voice in social media communication and its impact on ethical business practices. By exploring the questions of what leadership voice is and how it affects the ethics of business communication on social media, this study can contribute to the development of effective strategies for ethical communication in the digital age. It can also provide insights for practitioners and leaders on the importance of aligning their personal voice with the brand voice to create a consistent and trustworthy image for the organization. Overall, this research can help improve the quality of business communication on social media and promote ethical practices in the field. Therefore, the subsequent research questions are:

1. What is leadership voice and its role in business communication?
2. What role does leadership voice have in influencing business communication ethics on social media?

This study examines the role of leadership voice in developing ethical business communication across social media with the intention of informing academics and practitioners that a leader must be actively involved in business communication through their social media handles, as this impacts the brand's reputation. Specifically, a leader can act with integrity, honesty, and fairness when an organization faces a social media crisis (Kvalnes, 2020). A lack of expertise

in the inner workings of social media platforms, such as Facebook or Twitter, is not a valid reason to avoid potentially toxic situations. When an individual or team in charge of social media communication for an organization seeks assistance to resolve an ethical challenge (Kvalnes, 2020), it is imperative that the organization's ethical code of conduct is evaluated concurrently

with the business communications through its social media handles.

During the preliminary research, it became clear that there is a lack of previous research on the relationship between brand communication ethics and leadership voice. Therefore, this study is exploratory in nature and based on inductive reasoning and qualitative data analysis methods. Initially, the collaborative efforts of employees and leaders to create ethical communication, the analysis of the brand communication developed from the business communication ethics in an organization, and the role of leadership voice in showcasing the organization's business communication ethics on social media were reviewed, which highlighted the research gap. By applying the drawn inferences, conclusions were drawn regarding the high dependence of individualistic leadership voice and the organization's brand communication, and a novel business communication matrix was developed. This study provides a novel approach for the integration of leadership voice to improve business communication ethics on social media, following the definition of leadership voice.

Influence of Leadership Voice on Business Communication Ethics in Social-Media

The Internet became a global network with the introduction of the World Wide Web in 1989 (Farah, 2013). The continuous evolution of social media has created a crisis in mass marketing, which must be acknowledged (Farah, 2013). In the current financial environment, business owners must also understand how to use social media to increase branding and enhance marketing. As previously stated, social media facilitates the rapid transmission of information, which raises the risk of errors and crises (Kvalnes, 2020). It poses a significant challenge to the conventional marketing model, and how organizations respond to this challenge is crucial for the success of their brand awareness (Hensel & Deis, 2010). Business ethics also needs to shift from the dark to the bright sides of social interaction, where both individual and collective efforts towards prosocial goals can produce successful outcomes (Kvalnes, 2020). As solutions to these challenges become apparent, ethics rules and interpretations must be intertwined with customer interactions to ensure that they are proceeding on the proper moral ground (Farah, 2013). Thus, being a skilled user of social media platforms such as Twitter and Facebook is not sufficient; knowledge of business ethics and ethics rules is integral to completing a quality job (Whitehouse, 2011).

With the rapid development of information technology, handling and oversight of information raises even greater ethical concerns for all individuals involved (Farah, 2013). According to most legal ethics attorneys, it is acceptable for an organization to post general remarks about the organization when using social media to promote its business (Farah, 2013). However, when someone responds to a specific inquiry or proposes a solution to a specific problem, many issues can arise (Farah, 2013). Therefore, the organization's use of social media should be guided by business ethics (Miller, 2011).

Business Communication Ethics and Social Media

Professional ethics concerns in regards to information technology in

a business setting include the potential for it to infringe personal privacy, the misuse of confidentiality for personal gain, and questions about what constitutes ethical behavior (Farah, 2013). The most controversial practice among employers is attempting to censor an employee's personal use of social networks such as Facebook and Twitter. Research findings support the idea that employees believe some of their private activities are acceptable while others may not be (Strader et al., 2009). There have been numerous reports of employees losing their jobs or being dismissed due to social media sites (Farah, 2013). However, the concern extends beyond just the employees to the leaders as well. A leader's social media accounts are frequently scrutinized by the public and the organization itself. For instance, the pattern in which a leader tweets on Twitter could be interpreted as a communication norm in the respective organization. Therefore, it is crucial to discuss these concerns with all relevant parties and develop a framework for acceptable conduct standards for employees, including leaders and organizations (Singer, 2010).

Leaders, as well as other decision-makers, should be aware that ethics are concerned with both preventing harm and doing good (Kvalnes, 2020). In the context of social media, the distinction between doing good ethics and avoiding harm ethics is particularly relevant (Kvalnes, 2020). Studies indicate that internal social media use in organizations can motivate and empower employees (Ewing et al., 2019). As a result, a leader cannot send social media messages with an individualistic mindset, as this impacts the entire organization. Organizations' social media communication must not only be ethical but also aligned with the social communication of their most important employees, leaders, and decision-makers to preserve the brand's integrity and value and prevent potential harm to the organization.

Therefore, it is essential to develop an ethics code for social media use and diligently follow it throughout the organization (Schwalbe, 2009). To improve the organization's processes and systems, project management frameworks such as maturity models must be implemented (Farah, 2013).

Case Study 1: American Family Insurance (Moss, 2020)

The experience of American Family Insurance demonstrates the significance of CEOs and social media. The organization recognized this by launching an employee advocacy program with EveryoneSocial. To ensure the success of the program, the head of advocacy, Tom Buchheim, made sure that CEO Jack Salzwedel was involved and knowledgeable about the organization's social media presence and advocacy initiatives.

Salzwedel's leadership has resulted in him becoming one of the most active CEOs on social media. He leads AmFam's more than 250 employee advocates, who collectively have a social reach of over 360,000. This highlights the importance of the C-suite in producing and disseminating content online. In fact, it's crucial for an organization's success that its top leaders are involved in social media communication.

The preceding case study demonstrates that the presence of influential top leaders influences business communication through

social media channels, assisting their leadership in aligning with the organization's objectives and becoming its advocate. This improves positive leadership, thereby enhancing the ethical aspect. Under such ethically harmonious and tension-free conditions, an organization's use of social media can be energizing and produce a positive transformation (Kvalnes, 2020). This also tends to establish the brand's voice from the leader's perspective. Consumer engagement frequently begins with a brand's social media presence, and developing a consistent voice is crucial to establishing a strong relationship with consumers (Surikova et al., 2022). Consequently, the leadership voice influences the brand voice of the organization, which, in turn, affects how organizations communicate with the public via their social media networks, as the public appears to view the organization as a similar entity to their leaders, as per the case study.

Defining Leadership Voice

Leaders communicate through their leadership voice. The general magnetism and influence of a leader's voice results in a positive team attitude toward achieving goals (Park et al., 2016). Each person has a unique leadership style, which includes a leadership voice that may change with the context and evolve over their career. A leader's voice affects how others see, interact, and collaborate with the leader (Joshuacogar, 2021).

According to the Vinciguerra Consulting Group's article "Developing Your Leadership Voice," the leadership voice is not just about tone or volume, but also a person's leadership qualities and unique communication style. It demonstrates the leader's underlying values and expansive vision. A leader's voice can be characterized by the voices of character, context, clarity, inquiry, and connection, depending on the situation (Su, 2018). Once a leader has developed a particular communication style based on their vision and strengths, they have found their true leadership voice.

Therefore, leadership voice can be defined as a contextual array of a leader's distinctive characteristic voice, coherence of vision, inquisitiveness, and relationship voices that influence brand communication at various phases based on self-metacognition.

Role of Leadership Voice in Business Communication

Confidence is often associated with the leadership voice (Su, 2018). Many believe that success is dependent upon imitating others, promoting oneself, or speaking loudly (Su, 2018). However, rather than battling with impostor syndrome or feeling weary from always putting on a game face, leaders can systematically enhance various aspects of their leadership voice each day to build confidence (Su, 2018). By creating their own voice of character, voice of context, voice of clarity, voice of curiosity, and voice of connection, leaders can enhance and adapt their leadership voice as necessary (Su, 2018). Once leaders have effectively built their leadership voice, confidence naturally follows, enhancing communication and ultimately benefiting the organization they represent. In this way, leadership voice enhances individual dedication to the goal, which in turn increases organizational behavior and facilitates goal attainment (Park et al., 2016).

Case Study 2: Manager, General Electric Motors (Smallwood &



Ulrich, 2007)

It is true that General Electric, a multinational conglomerate, has a long-standing reputation for innovation and creating market-leading products and services. The organisation has a vast global presence and generates billions of dollars in revenue each year. GE is also known for its leadership development programs that produce managers with a range of competencies and skills. These leaders are expected to be imaginative, decisive, and effective team players. They are also expected to possess a deep understanding of their domain and to be confident practitioners who can drive the organisation's success. GE's leadership development programs have been emulated by other companies around the world, and the organisation's emphasis on innovation and excellence has had a significant impact on the business world.

An organization led by a recognized leader can instill confidence in employees and management that the organisation will consistently deliver on its promises. The brand reputation of the organization is often shaped by the communication strategies and action objectives of its leader, as well as its regular brand communication. In fact, one can even infer the personality of the organization's leader just by looking at the organization's name, and vice versa. As a result, the brand and the leader's communication styles are closely intertwined and mutually dependent, which underscores the need to establish a business communication matrix that accounts for the relationship between the two.

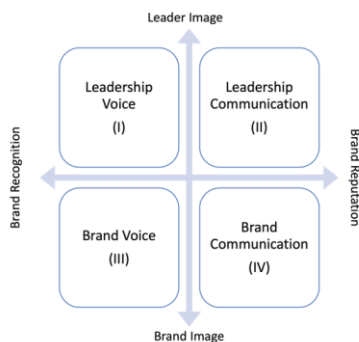


Image 1: The Business Communication Matrix

The business communication matrix demonstrates the relationship between leadership voice (I), leadership communication (II), brand voice (III), and brand communication (IV). Given that the proportions of the four quadrants are identical, the following correlations may be established:

1. When I and II increase, the leader's image is enhanced.
2. When III and IV rise, brand image is strengthened.
3. When I and III grow, brand recognition improves.
4. When II and IV increase, brand reputation is boosted.

As illustrated in Image 1, the leadership voice plays a crucial role in maintaining an organization's brand reputation and recognition through effective business communication. When the leadership voice is strengthened, it enhances the leadership image by improving leadership communication, which in turn strengthens the brand's reputation by enhancing brand communication supported by brand voice. This helps strengthen the overall business

communication of the organization. However, to ensure market stability and viability, organizations must develop a remarkable marketing plan and synchronize it across platforms

to enhance their brand (Surikova et al., 2022) through integrated marketing communication. This further enriches the organization's business communication strategy.

Leadership Voice and Business Communication Ethics

Voice behaviour is not a single process; it has its own unique challenges and is frequently associated with distress. Increasing voice usage is not something that can be accomplished overnight (Hu et al., 2018). Ethical leadership has an immediate effect on psychological empowerment, which in turn influences voice characteristics (Hu et al., 2018). Studies have demonstrated that leadership style influences employee behaviour (Hu et al., 2018). This is also true for the consumer behaviour examined in the preceding case study of GE motors. In general, followers choose leaders who are viewed as both competent at acquiring resources for the organization and compassionate in sharing those resources with the organization (Weninger et al., 2012). The management of an organization should seek out more active forms of leadership and prioritize the development of strong leader-member relationships to foster a positive environment (Hu et al., 2018). This must also involve focusing on the leadership voice of the organization's leader, specifically their communication style and effectiveness, to ensure consistency in communication.

Leaders, based on their own knowledge and experience, make appropriate decisions that contribute to the development of an ethical culture based on shared values and behaviours. Good businesses adhere to a strict code of ethics (Behzadinasab et al., 2020) and have a set of guiding principles for behaviour and processes to ensure their implementation (Behzadinasab et al., 2020). The voice they choose to interact with the consumers has an influence on the consumers' interaction behaviour with the organization. Having a balanced voice that is generated helps in increasing the profitability of the organization (Behzadinasab et al., 2020). An ethical environment fosters mutual trust and results in improved relationships and more efficient decisions (Behzadinasab et al., 2020).

Ethical leadership is characterized by visible demonstrations of ethical activities and the use of ethical communication (Zheng et al., 2022). Organizational codes of ethics serve as guides for ethical leaders to direct their followers towards ethical behavior in the workplace (Zheng et al., 2022). These formal ethical principles help ethical leaders clearly communicate ethical values to followers, which fosters the internalization of those values and promotes the integrity identity of followers. This, in turn, can result in increased levels of ethical voice (Zheng et al., 2022). In the context of business communication ethics, the participatory nature of the Internet, particularly social media, provides an ideal environment for explanations and dialogue (Singer, 2010).

Role of Leadership Voice to Influence Business Communication Ethics on Social Media Social media can be a powerful tool for firms to promote ethical practices and culture, despite the potential

for employee misuse and the need for appropriate training on acceptable usage (Babcock, 2013). As such, it is important for leaders to monitor social media to better understand employee responses and ensure that their use of social media aligns with the organization's ethical standards.

In his book "Open leadership: How social technology may revolutionize the way you lead", social media expert Li (2010) emphasized the impact of leadership and social media on decision-making by enabling the free flow of information throughout an organization. Li (2010) also suggested that mastering social media is a daunting task for leaders, who must reevaluate their leadership philosophy when they exchange information openly and make the best decisions for everyone's benefit (Mohamad Ariff et al., 2021). By effectively utilizing social media, leaders can expand their influence beyond their own organization and build a powerful leadership image with a significant following, resulting in a considerable boost to their overall impact (Mohamad Ariff et al., 2021).

Effective leadership in the context of social media requires leaders to possess longstanding traits of good leadership such as strategic inventiveness, authentic communication, and the ability to navigate the social and political dynamics of their organization to create a flexible and responsive organization (Mohamad Ariff et al., 2021). Leaders who effectively utilize social media to communicate in an ethical and transparent manner can enhance the communication and reputation of their organization. However, leaders must also be aware of the potential risks and challenges that come with social media use, such as the spread of misinformation and negative PR incidents, and take steps to manage these risks. This involves developing clear social media policies and guidelines and being accountable for actions and decisions made on social media. By embracing transparency and accountability, leaders can build trust with stakeholders and contribute to the long-term success of their organization. Finally, the effective management of a social media presence requires time and effort, but can significantly impact brand perception and enhance an organization's core competencies (Lee, 2012; Du, 2021).

Integration Model of the Leadership Voice to Improve Business Communication Ethics on Social Media

According to Rashid et al. (2014), organizations can enhance their social brand reputation by being ethically and socially responsible. In their research, Rashid et al. (2014) proposed a framework that outlines the role of business ethics in organizational development, which includes social responsibility, effective decision-making, employee commitment, effective business communication, and motivation as variables that are incorporated into business ethics. This framework can serve as a basis to develop a new model for business communication ethics, specifically for social media, using leadership voice, as illustrated in Image 2.

The social media industry is constantly evolving, and its use in branding and other business applications is growing at an unprecedented rate. Additionally, the globalization of social media applications further complicates this transformation (Farah, 2013). As a result, it is essential to integrate an ethics code into business

communication strategies while developing an integration model.

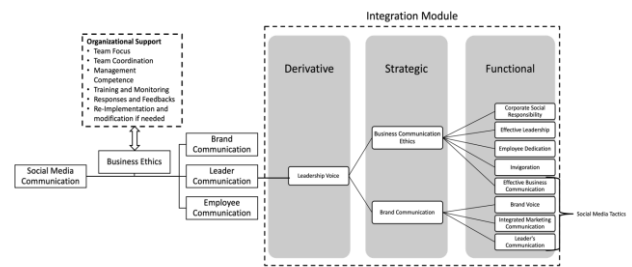


Image 2: Integration Model of the Leadership Voice to Improve Business Communication Ethics on Social Media

Therefore, the integration model for effective social media communication consists of three key components: derivative, strategic, and functional. The derivative component, known as the leadership voice, is created from the effective strategic components of the organization's business communication ethics and its brand communication strategy. The strategic components are then divided into their respective functional components. The functional components of business communication ethics include social responsibility, effective decisionmaking, employee commitment, motivation, and effective business communication, while brand communication consists of brand voice, integrated marketing communication, and respective leader's communication.

To ensure efficient leader communication on social media channels, it is necessary to determine the leadership voice based on the functional and strategic components. This involves regulating and protecting the whole set of brand, leader, and employee communication using the organization's business ethics policy, resulting in effective social media communication.

Updating the business ethics policy regularly based on feedback is essential for the continuous improvement of the organization's ethical practices. By using organizational support and establishing various checkpoints, such as team focus, coordination, management competence, training and monitoring, responses and feedback, and re-implementation and modification, the organization can ensure that its business ethics policy is effective and up to date. This will help the organization to align its communication strategies with its ethical values and principles, which will enhance its reputation and credibility in the long run.

Advantages of this model:

1. It is applicable when an organization has a defined code of ethics.
2. Leaders are limited, devoted, and their social media communication is confined to the organisation exclusively.
3. Social media communication adheres to the fundamentals of integrated marketing communication.
4. The model promotes ethical communication and transparency, leading to enhanced trust and reputation for the organization.
5. The model helps leaders effectively manage risks and challenges associated with social media usage, such as the

spread of misinformation and negative public relations incidents.

6. The model encourages continuous improvement and updating of the organization's business ethics policies based on feedback and evaluation, promoting a culture of accountability and responsible social media usage.

Disadvantages of this model:

1. Creating checkpoints in a larger organisation with multiple leaders might be challenging.
2. Multiple problems might result from social media communication that is not integrated.
3. Uncertain ethics and random transformation are incompatible with dynamic implementation.
4. The model assumes that the organization has a well-defined brand communication strategy, which may not always be the case.
5. The model does not account for the constantly changing nature of social media and the need for organizations to adapt quickly to new platforms and trends.
6. The model assumes that all leaders will adhere to the established business ethics policy, which may not always be the case and could lead to inconsistent communication on social media.

Discussion, Contribution, and Future Scope

Discussions and Theoretical Contributions

Theoretical contributions of this study include the development of an integration model that highlights the importance of aligning an organization's ethics code with its social media communication strategy. The study also emphasizes the role of leadership voice in effective communication and how it can contribute to the organization's reputation and success. The model's framework provides a structured approach that can be applied to various organizations and industries to ensure ethical and effective communication on social media.

In addition, the study highlights the importance of regularly updating an organization's ethics code and the need for checkpoints to monitor and modify social media communication. This is an essential aspect of maintaining ethical and effective communication on social media, particularly in larger organizations with multiple leaders.

Overall, the study's findings contribute to the understanding of the integration of leadership voice and ethics code in social media communication and provide practical insights for organizations to enhance their reputation and success through ethical and effective communication on social media.

In other words, aligning the leadership voice with the brand voice is crucial for effective social media communication, and it can lead to long-term benefits such as increased consumer engagement, brand values, and perceived value (Surikova et al., 2022). While the zero-based approach to planning and analyzing communications can help to optimize audience reach and interaction (Tafesse & Kitchen, 2017), it is important to design a structure that showcases the integration between the brand and leadership voices. By doing so,

an organization can develop an integrated approach like integrated marketing communication, leading to overall organizational development.

This article examines the influence of leadership voice on brand communication by firstly defining it and secondly by explaining that why social media platforms must incorporate business communication ethics using leadership voice. Using a business communication matrix, the article establishes this relationship and explains why social media platforms must incorporate business communication ethics using leadership voice. To the best of the authors' knowledge, this is the first attempt to derive an academically relevant definition of leadership voice, a brand communication matrix based on brand voice and leadership voices, and an integration model of the leadership voice to improve business communication ethics on social media.

Furthermore, the leadership voice is a vital component of business communication and must be used appropriately to demonstrate business communication ethics, as it shapes the organization's code of ethics and responsible behavior. The goal is to remain open to an increasingly diverse range of situations and stakeholders (Su, 2018). Due to the constantly evolving nature of the market, a one-size-fits-all approach could be detrimental if organizations are not adaptable.

By providing quality integrated communication, business communication ethics enables organizations to preserve brand reputation on social media platforms and to communicate more effectively through brand voice and leadership voice. The examination of several research papers and organizational case studies demonstrates that leadership voice and brand voice need to be merged as they are interrelated in brand communications. This paper describes the current integrated pattern that has evolved to assure the management of organization's reputation by encoding business communication ethics in the respective voices of the brand and its leaders in social media.

Managerial Contributions

The findings of this study suggest that a leadership voice is crucial in building and maintaining public trust in social media communication, and this has significant managerial implications. As people tend to trust a person's value more than a brand's value, incorporating a leadership voice in brand communication can be very persuasive and effective in engaging with users. By establishing a consistent pattern of communication using leadership voice, leaders can reach a broad public audience and instill confidence and trust in the public regarding the organization's responsible behavior. This not only helps organizations prosper but also enables leaders to utilize branding more effectively while fostering a healthy workplace environment for employees.

In addition, the model presented in this article provides a clear structure for organizations to integrate their brand voice and leadership voice, ensuring that they are aligned with the organization's ethics policies. This not only benefits the organization's reputation but also enhances its overall communication effectiveness and customer engagement. Managers

can use this model as a guide to develop and implement communication strategies that incorporate leadership voice in a way that is consistent with the organization's brand and ethics. By doing so, they can create a cohesive and effective communication approach that strengthens the organization's reputation and helps it to achieve its goals.

Limitations and Directions for Future Research

In the future, there are several possibilities for further improving the integrated model and ensuring precise social media communication outcomes while adhering to business communication ethics through the introduction of process checkpoints. Scholars may conduct additional research to examine the interdependence of leadership voice and brand voice in diverse contexts and analyze how the business communication matrix may change under different circumstances. Multiple case studies can be utilized to demonstrate the strategic evolution of both brand voice and leadership voice in the context of current integrated marketing communication (IMC) patterns.

The study's scope was limited to the leadership voice pattern and the immutability of business communication ethics throughout the organization. As a result, the bibliometric analysis was restricted, and academics have not explored the implementation of leadership voice or its effect on the ethics of business communication. Nonetheless, this is of significant relevance to practitioners, as evidenced by the multitude of blogs and articles written by those who wish to make their branding persuasive and business communications ethical. Further research is needed to expand the scope and gain a more comprehensive understanding of the impact of leadership voice on business communication ethics.

Conclusion

This research analysis presents a novel topic of leadership voice and provides a comprehensive definition of it. Through bibliometric research and organizational case studies, the study identifies new findings on the topic of ethical business communication, including the collaborative efforts of employees and leaders in creating ethical communication, the relationship between business communication ethics and brand communication, and the role of leadership voice in demonstrating an organization's ethical communication on social media. The study emphasizes the significant influence of leadership voice on ethical business communication in the current context and how it is perceived by the public. The study advises organizations to connect their theoretical advancements with the practical impact of the integration model. The research aims to raise awareness and encourage scholars to investigate the reliance of leadership voice on various aspects of business communication to develop reliable and ethical integrated communication for organizations.

The study highlights the importance of ethical communication in the current business landscape, where consumers are increasingly concerned with social responsibility and corporate ethics. By demonstrating a commitment to ethical communication, organizations can differentiate themselves from competitors and build trust with customers. The research suggests that effective

business communication requires a coordinated effort between leaders and employees, with a shared understanding of the organization's ethical values and principles. This underscores the importance of internal communication and the need for a clear and consistent message that is communicated throughout the organization. The study provides a framework for organizations to evaluate their communication strategies and assess whether they are aligned with their ethical principles. This can help companies identify areas for improvement and make adjustments to their communication approach in order to better align with their values and build public trust. The research highlights the need for organizations to be adaptable and responsive to changing market conditions and social trends. A one-size-fits-all approach to communication may not be effective in all situations, and companies need to be willing to adjust their communication strategy as needed to remain relevant and maintain public trust.

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