

Ethical Dilemma Response

Issue Description

The upper management requests an IT Supervisor to manipulate key performance indicators, namely ticket resolution times and customer satisfaction scores, to improve the perception of quarterly reports. The request, though minor in deviations, has significant ethical issues. The supervisor is left with the dilemma of whether to follow the superiors or to be accurate, knowing that even minor distortions can be damaging to the organization's credibility.

Decision: The decision is to give the data on performance in the exact manner it has been recorded, and any party of the management shall not adjust. The outcomes are not very close to the target, but they depict objective improvement. Rather than faking results, the supervisor will keep a precise roadmap towards improvement, thus enforcing a culture of trust and accountability where truthful evaluation is crucial as opposed to contrived prosperity.

Ethical Principle: Honesty denotes the telling of the truth devoid of omissions or deformities. It establishes ethical leadership, particularly in performance reporting. By opting to be honest, leaders maintain trustworthiness among the stakeholders, encourage accountability, and strengthen organizational ideals (Brigue & Orlu, 2023). Even the slightest form of a compromise is capable of undermining confidence and killing long-term credibility among teams and leadership hierarchies.

Leadership Justification: Eighth leadership requires a person to stand by what is right, even when it is pressured. Manipulation of performance data appears to threaten not only the company's reputation but also demotivates the teams that attempt to show improvement. A leader can establish credibility among team members, boost their morale, and align them in

terms of sustainable, principled business practices by being an advocate of transparent reporting and proposing practical solutions.

Real-World Example 1: In 2021, criticism of executives at the Australian Post occurred when it was alleged that these employees were deceiving the reports of customer satisfaction to conceal operational inefficiencies. This was followed by a public inquiry, which revealed that there was a disparity between the reported and the actual service performance (Pigatto et al., 2023). The case resulted in executive turnover and loss of trust by people, and this speaks to the fact that distorted data, even though one has the strategic motives to do so, can go against an organisation.

Real-World Example 2: In 2015, Toshiba had an accounting scandal whereby the company overstated its profits by 1.2 billion dollars over seven years. The information was also manipulated to conform to the expectations, and this led to investigations that were upsetting, the resignation of the CEO, and a severe drop in stock prices of the firm (Demetriades & Owusu-Agyei, 2022). This is an excellent instance of what will happen in the long run when the integrity of data is sacrificed to appease the short-term view of a boost in image.

References

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