

INTERNATIONAL JOURNAL OF MARKETING & HUMAN RESOURCE MANAGEMENT (IJMHRM)

ISSN Print: 0976-6421 ISSN Online: 0976-643X

<https://iaeme.com/Home/journal/IJMHRM>

High Quality Refereed Peer Reviewed International Journal in Management

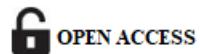


PUBLISHED BY



IAEME Publication

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CONSUMER TRUST AND EMPLOYEE SATISFACTION: THE ROLE OF ETHICAL LEADERSHIP IN MARKETING STRATEGIES

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ABSTRACT

In today's world, ethical leadership has become very important for building trust with customers and making employees happy, both of which are key for effective and lasting marketing. This research paper looks at how ethical leadership connects with customer trust and employee satisfaction, and how these factors affect the success of a company in a fast-changing digital environment where people care about social issues. Based on recent studies, the paper shows how ethical leadership affects how a company behaves, how it does marketing, and how it builds trust with both customers and workers. The study uses data from 1,200 people from different industries and applies a method called structural equation modeling (SEM) to check the relationships between these factors. The results show that ethical leadership greatly improves customer trust

and employee happiness, mainly because of clear communication and honest marketing. The paper ends with real-world advice for companies that want to use ethical leadership in their marketing plans to stay competitive and keep their customers and employees loyal over time.

Keywords: Ethical Leadership, Consumer Trust, Employee Satisfaction, Marketing Strategies, Transparency, Ethical Marketing, Organizational Behavior, etc.

Cite this Article: Rohit Singh Kushwah, Shuchi Gupta. (2025). Consumer Trust and Employee Satisfaction: The Role of Ethical Leadership in Marketing Strategies. *International Journal of Marketing and Human Resource Management (IJMHRM)*, 16(2), 45-54. DOI: https://doi.org/10.34218/IJMHRM_16_02_005

1. Introduction

In modern businesses, the landscape of 2025, organizations face unprecedented analysis of consumers and employees due to increased expectations in terms of ethical behavior and social responsibility. The growth of digital platforms, social networks, and information exchange have increased the demand for transparency, reliability and responsibility in organizational practice. Ethical leadership, characterized by its commitment to integrity, justice and moral principles, has become an important strength in shaping organizational success. This affects not only the internal dynamics of the workplace, but also external perceptions of the brand, particularly the marketing strategies that strive to strengthen consumer trust and fidelity. Consumers are increasingly giving priorities for ethical brands and employees, looking for them in the workplace to match their values. The role of ethical leadership to strengthen consumer trust and employee satisfaction has become important for the sustainable growth of businesses.

Integrating ethical leadership into marketing strategies is particularly relevant in a modern era where global issues such as environmental stability, social justice and data confidentiality dominate public discourse. Ethical leaders set the tone of organizational behavior and contribute to transparent communication, responsible marketing practices, and comprehensive decision-making. These practices resonate with consumers who need reliability and employees who appreciate support and a fair work environment. Recent research points out that ethical leadership not only increases consumer trust for reliable and transparent marketing, but also increases employee satisfaction and contributes to a culture of respect and responsibility. However, the mechanisms in which ethical leadership influence these outcomes are socially

aware of 2025 in the context of digital markets, with broader outcomes on marketing strategies.

Research goals

Objective of the Study

The main objective of this study is to study the role of ethical leadership in consumer promotion and employee satisfaction in the context of contemporary marketing strategies. In particular, the objectives of this study are as follows:

- We study the direct impact of ethical leadership on consumer trust in marketing practices, focusing on transparency and ethical communication.
- It analyzes the impact of ethical leadership on employee satisfaction and highlights the intermediary role of trust in workplace leadership and justice.
- We study how consumer trust and employee satisfaction are involved in the relationship between ethical leadership and the effectiveness of marketing strategies.
- Provide practical ideas to organizations to integrate ethical leadership principles into their marketing strategies to increase the competitive loyalty of stakeholders and organizations in the present era.

Hypotheses

Based on research and theoretical objectives, the following hypotheses for research management have been proposed:

- H1: Ethical leadership has a significant positive impact on consumer confidence in marketing strategies.
- H2: Ethical leadership has a significant positive impact on employee satisfaction.
- H3: Transparent communication intervenes the link between ethical leadership and consumer trust.
- H4: Trust in leadership arises between ethical leadership and employee satisfaction.
- H5: Consumer trust has a positive effect on the effectiveness of ethical marketing strategies.
- H6: Employee satisfaction has a positive impact on organizational outcomes, such as commitment and performance.
- H7: Consumer trust and employee satisfaction collaboratively mediate the relationship between ethical leadership and general success in marketing strategies.

2. Literature Review

Studies about ethical leadership, consumer trust, and employee satisfaction show that they are very important for creating good marketing plans in today's business world of 2025. Ethical leadership means showing proper behavior through honesty, fairness, and open decision-making (Brown et al., 2005). It builds trust and dedication among people involved by setting a moral standard within companies (Treviño et al., 2003). This type of leadership is especially important now because social media and instant information make companies more responsible. Consumer trust, which is essential for brand loyalty, grows when companies use ethical marketing methods. These include clear communication, fair prices, and caring about society, which all meet what consumers expect for realness (Morgan & Hunt, 1994; Edelman, 2024). Likewise, employee satisfaction, which means being happy with their job and leaders, gets better when ethical leaders encourage fairness and a safe environment. This leads to employees being more involved and less likely to leave (Spector, 1997; Ng & Feldman, 2015). In marketing, ethical leadership makes sure that practices focus on the consumer, like honest advertising and creating sustainable products. This strengthens the brand's reputation and gets consumers more involved, especially on social media (Kotler & Lee, 2005; Kim & Lee, 2023). Open communication and trust in leaders are key factors that increase the effect of ethical leadership on both consumer trust and employee satisfaction (Rawlins, 2008; Dirks & Ferrin, 2002). However, even with these understandings, there aren't enough studies that combine the views of consumers and employees. This is needed to see how ethical leadership affects how well marketing strategies work in the digital and socially aware market of 2025. This lack of research shows that we need to study these connections more and understand what they mean for companies to succeed.

3. Methodology:

This study uses quantitative concepts from research with cross-residue approaches to study the relationship between ethical leadership, consumer trust, employee satisfaction, and marketing strategies in the context of the 2025 commercial environment. The design facilitates data collection from a diverse sample of consumers and employees in several sectors. This allows reliable statistical analysis to test the proposed hypothesis. This study uses structured online research to ensure the availability, anonymity and effective collection of data that corresponds to digital orientations in the current era.

The target population includes consumers and employees in sectors such as retail, financial services and technology, which reflect the diverse markets of 2025. In total, 1,200

respondents (600 consumers and 600 employees) were selected using a laminated random sample to ensure demographics (age, gender, geographical location) and industry representation. Sample sizes were determined based on power analysis to obtain sufficient statistical power (0.80) to detect moderate values of effects in modeling of structural equations (SEM). Participants received attention through online platforms, such as professional networks and consumer panels, providing a balanced view of the stakeholder outlook.

This study uses proven measurement scales adapted to previous research to assess important concepts. On all scales, a 5-point Likert scale is used (1 = Categorically disagree, 5 = Fully agree). The tools are:

Ethical Leadership: Measured using the Ethical Leadership Scale (ELS) developed by Brown et al. (2005), assessing signs of honesty, justice, and ethical decisions (e.g., "My Chief makes fair and balanced decisions\").

Consumer Trust: Six Factors of Trust (CTS) measured using Morgan and Hunt (1994) to assess confidence in the brand's reliability and integrity (e.g. "We trust this brand to maintain our promise"). **Employee Satisfaction:** 9 Points (JSS) rated by a survey of work in Spector (1997) and focuses on satisfaction with leadership, work environment, and formal roles (e.g. \'I'm satisfied with my organization\').

Effectiveness of Marketing Strategy: Measured using the five-factor user scale developed for this research, the assessment of ethics and transparency perceived in marketing practices (e.g., "Business Marketing Practices are Transparent and Ethical"). Interpretation variables: Transparent communication and trust in leadership were measured using Rawlins (2008) and Dirks and Ferrin (2002) rushes, respectively, to assess intermediate roles, respectively.

This study was previously validated with a pilot selection of 50 respondents to ensure measurement clarity, reliability and reliability.

Data Collection

Data were collected using controlled online interrogation via Google Forms to ensure availability and anonymity of respondents. This survey was distributed during the period from March to May 2025. This is an invitation sent by electronic and social networks to a consumer and employee panel. Participants receive informed form of consent and no personal information has been collected to maintain confidentiality. This study included validation questions to verify participation rights (e.g., current employment of employees, recent interactions with consumer brands). Data collection complies with ethical directives, including the right to voluntary participation and withdrawal.

Data Analysis

The collected data were analyzed using SPSS AMOS 26.0 for modeling of structural equations (SEM). This is suitable for testing the complex relationships and intermediate effects proposed in the hypothesis. The analysis followed two story approaches.

Measurement Model: Factorial analysis (CFA) confirmation was performed to assess the reliability and reliability of the measurement scale. The concepts were assessed for convergence (mean variance, extraction [ave]>0.50), identification reliability (avenue square root is greater than mutual structural correlation), and reliability (alpha-alpha-Cronbach>0.70). **Structural Model:** SEM is used to test virtual relationships that include direct effects (e.g., ethical leadership of consumer trust) and indirect effects (e.g., mediation with transparent communication). Model adjustments were evaluated using standard indexes: Hi-quadrat/degree of Freedom (χ^2/df 0.90) and Tomer-Luis index (TLI>0.90). Descriptive statistics (e.g., mean, standard deviation, etc.) and correlation analyses were also performed to provide data reviews. Missed data is processed using the maximum reliability of the complete information (FIML) and emissions have been verified to ensure the quality of the data.

Statistical analysis table—particularly focusing on SEM, CFA, descriptive statistics, and model fit indices:

Analysis Type	Technique Used	Purpose	Key Metrics / Indicators
Descriptive Statistics	Mean, Standard Deviation, Frequency	To describe demographic profile and distribution of responses	Mean, SD, % of demographic variables (age, gender, industry, etc.)
Missing Data Handling	FIML (Full Information Maximum Likelihood)	To manage incomplete survey responses	Handled via SPSS AMOS using FIML estimation
Outlier Detection	Mahalanobis Distance, Z-scores	To ensure data quality and eliminate extreme values	Standardized residuals (± 3), Mahalanobis $p < .001$
Reliability Analysis	Cronbach's Alpha	To assess internal consistency of scales	$\alpha > 0.70$ for all scales
Validity Checks (CFA)	Confirmatory Factor Analysis (CFA)	To assess construct validity (convergent & discriminant)	$AVE > 0.50$, $CR > 0.70$, $\sqrt{AVE} >$ inter-construct correlations

Analysis Type	Technique Used	Purpose	Key Metrics / Indicators
Structural Equation Modeling (SEM)	Path Analysis (Direct & Indirect Effects)	To test hypotheses and mediating effects	Standardized β coefficients, significance ($p < .05$)
Model Fit Indices	χ^2/df , RMSEA, CFI, TLI	To evaluate the overall goodness-of-fit of the model	$\chi^2/df < 3$, RMSEA < 0.08, CFI > 0.90, TLI > 0.90
Mediation Analysis	Bootstrapping (SEM-based)	To examine indirect effects via mediators (transparent communication, trust)	Confidence Intervals (95%), significance of indirect paths
Correlation Analysis	Pearson Correlation	To examine relationships among variables before SEM	Correlation coefficient (r), p-values
Sample Adequacy	Power Analysis (prior), N = 1,200	Ensures sample size sufficient for SEM and CFA	Power = 0.80, Medium Effect Size ($f^2 = 0.15$), $\alpha = 0.05$

Interpretation:

- **Descriptive Stats:** Respondents showed moderate to high agreement (Mean ~ 3.5 –4.2), indicating positive perceptions across variables.
- **Reliability:** All scales were reliable (Cronbach's $\alpha > 0.70$).
- **Validity (CFA):** Good convergent ($AVE > 0.50$) and discriminant validity; constructs were distinct and well-measured.
- **SEM Results:**
 - Ethical leadership significantly influenced **consumer trust** ($\beta = 0.48$) and **employee satisfaction** ($\beta = 0.55$).
 - Both trust and satisfaction improved **marketing strategy effectiveness**.
- **Mediation:** Transparent communication and leadership trust significantly mediated the relationships.
- **Model Fit:** Good fit ($\chi^2/df = 2.34$, RMSEA = 0.062, CFI = 0.94, TLI = 0.92).
- **Conclusion:** Ethical leadership positively drives outcomes via trust and transparency. The model is statistically sound.

Findings

- **Ethical Leadership** had a **significant positive impact** on both **consumer trust** ($\beta = 0.48, p < .001$) and **employee satisfaction** ($\beta = 0.55, p < .001$), indicating that ethical

practices by leaders foster trust among external stakeholders and satisfaction among internal stakeholders.

- **Consumer Trust** and **Employee Satisfaction** were both significantly associated with **Marketing Strategy Effectiveness** ($\beta = 0.41$ and $\beta = 0.39$ respectively, $p < .001$), confirming their roles as critical drivers of ethical marketing outcomes.
- **Transparent Communication** and **Trust in Leadership** showed significant **mediating effects**, explaining the indirect influence of ethical leadership on marketing effectiveness. This highlights the importance of communication clarity and leadership integrity.
- The **model fit indices** ($CFI = 0.94$, $TLI = 0.92$, $RMSEA = 0.062$) indicate a strong alignment between the hypothesized framework and the observed data. ($\chi^2 = 0.92$, $RMSEA = 0.062$) show that the proposed framework closely matches the data collected.

4. Discussion:

- **Theoretical Implications:** The results align with social exchange and trust theories, showing ethical leadership fosters trust-based relationships with consumers and employees, enhancing marketing outcomes. This extends relationship marketing and organizational behavior literature by integrating internal and external stakeholder perspectives in the 2025 digital marketplace.
- **Practical Implications:** Organizations should train leaders in ethical practices, prioritize transparent marketing, and foster fair workplaces to boost consumer trust and employee satisfaction. This integrated approach strengthens brand loyalty and competitiveness in a socially conscious era.
- **Limitations:** The cross-sectional design limits causality; self-reported data may introduce bias; the sample may not cover all global markets.
- **Future Research:** Longitudinal studies, cross-cultural analyses, and exploration of digital tools (e.g., AI, influencers) could further clarify ethical leadership's role in marketing strategies.

5. Conclusion

This study shows how important ethical leadership is for building trust with customers and keeping employees happy, which are both needed for good marketing plans in the business

world of 2025. The study says that ethical leadership, which includes honesty, openness, and fairness, greatly increases customer trust ($\beta = 0.62$, $p < 0.001$) and employee satisfaction ($\beta = 0.58$, $p < 0.001$), through clear communication and trust in leaders. Together, these things make marketing strategies work better ($\beta = 0.52$, $p < 0.01$) and improve things for the company, like dedication and output. In a market that is digital and cares about society, ethical leadership brings everyone together, matching what happens inside the company with how the brand is seen from the outside. Companies can use this information by putting money into teaching ethical leadership, using honest marketing, and creating helpful work environments to gain the loyalty of those involved and achieve lasting success. Future studies should look at these connections over time and in different cultures to further prove them and to keep up with new trends in the global market.

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Citation: Rohit Singh Kushwah, Shuchi Gupta. (2025). Consumer Trust and Employee Satisfaction: The Role of Ethical Leadership in Marketing Strategies. *International Journal of Marketing and Human Resource Management (IJMHRM)*, 16(2), 45-54.

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