Cultivating Integrity: Exploring the Impact and Implementation of Ethical Leadership across Industries

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Research Aims: The aim of this research is to explore the impact of ethical leadership across various industries, identify key principles and best practices, and provide strategies for fostering ethical behavior within organizations.

Design/methodology/approach: This research employs a Systematic Literature Review (SLR) method to analyze and synthesize ethical leadership studies from 2014 to 2024, ensuring a comprehensive and objective overview.

Research Findings: The research findings highlight that ethical leadership, characterized by principles such as honesty, integrity, and effective communication, positively impacts organizational outcomes across various industries.

Theoretical Contribution/Originality: The originality of this research lies in its comprehensive synthesis of ethical leadership practices across diverse industries and cultural contexts, offering a nuanced understanding of how ethical principles can be effectively tailored and applied to various organizational settings for improved outcomes.

Keywords: Ethical Leadership; Industry-Specific Leadership; Leadership Practices; Integrity in Leadership; Leadership Development

Introduction

Over the past few decades, there has been a notable change in the demands placed on organizations and their leaders. Organizations are facing growing pressure from society and stakeholders to be more transparent, accountable, and socially responsible (Nqumba and Scheepers 2023; Schnackenberg et al. 2023).. Organizations must prioritize social responsibility in order to benefit from the numerous advantages linked to the implementation of Corporate Social Responsibility (CSR) initiatives. Studies highlight that Corporate Social Responsibility (CSR) is associated with enhanced organizational performance when combined with a robust Socially Responsible Identity (SRI) among employees and stakeholders (Shawkat and Fatima, 2023). Incorporating socially responsible initiatives not only improves a company’s image but also establishes a lasting competitive edge, promoting long-term business sustainability in the global economic network (Barić 2022). Through the adoption of socially responsible business practices, organizations have the ability to make a good
influence on society, diminish social disparities, enhance the working environment, and guarantee favorable commercial outcomes (Ilić et al. 2022).

Corporate scandals greatly affect public confidence in leadership by undermining trust and belief in the honesty of corporate entities and their executives. Public trust has been undermined by unethical conduct and accounting problems in high-profile scandals such as Enron, WorldCom, and Volkswagen (Çıtak 2012; Vogler and Eisenegger 2019). These incidents emphasise the necessity for increased accountability and adherence to ethical principles in corporate governance. The consequences of such crises frequently result in a decline in public trust in leadership, as seen by the heightened examination and expectation for ethical and socially aware conduct from organisations and their leaders (Osland et al. 2013; Solas 2019). Revealing instances of wrongdoing and unethical behaviour not only harms the reputation of companies but also distances customers, resulting in substantial financial and reputational consequences.

The significance of ethics in leadership is highlighted by recent instances of corporate scandals and ethics violations (Cakir, Wardman, and Trautrims 2023; Mitchell, Rivera, and Treviño 2023; Zhu et al. 2019). The unethical behavior exhibited by commercial and governmental leaders during the pandemic has caused worries about how it would affect people's compliance with COVID-19 preventative measures. This highlights the need of ethical leadership in ensuring effective communication of risks (Kim and Vandenberghe 2020). The literature emphasizes the negative outcomes of unethical leadership, where the acts of leaders can inspire employees to engage in unethical behavior. This underscores the significance of comprehending and tackling unethical leadership inside businesses (Blaich, Kenny, and Jimenez 2023). Studies have established methods to evaluate ethical leadership, which is seen as a defense against misconduct. These methods are in line with conventional teachings on leadership and management principles. These insights highlight the importance for firms to prioritize ethical leadership in order to avert negative consequences and foster a culture of honesty and adherence to rules.

Typical challenges faced in ethical leadership include uncertainty over ethical decisions, conflicts between ethical principles, and emotional discomfort caused by ethical dilemmas (Ayoko 2022). Furthermore, there are obstacles that emerge from concerns such as high levels of CEO compensation, the exploitation of the environment, the spread of false information, and arguments surrounding inclusion (Sharifabad, Ashktorab, and Atashzadeh-Shoorideh 2017). Obstacles related to culture, such as organisational and social culture, may block the adoption of ethical leadership in different contexts (Price 2023). Moreover, the lack of investment in learning for ethical leadership development within organizations, such as law enforcement agencies, poses a significant obstacle to fostering ethical competence among leaders (McComas 2019).

Although there has been an enormous quantity of study on ethical leadership, the literature is frequently disjointed and lacks cohesion. A Systematic Literature
Review (SLR) is essential for synthesizing current knowledge, identifying optimal approaches, and emphasizing successful implementation techniques for ethical leadership. Moreover, a systematic literature review (SLR) can identify deficiencies in the existing research, offering guidance for future investigations and presenting practical suggestions for businesses aiming to improve their ethical leadership strategies.

**Literature Review**

**Ethical leadership and its conceptual relatives**

Ethical leadership is a crucial component of how organizations operate. It involves demonstrating morally correct behavior through personal actions and relationships with others, and also encouraging such behavior among followers through communication and decision-making (Letwin et al. 2016). This leadership style is distinguished by a range of principles and behaviors, including compassion, constructive criticism, honesty, impartiality, and providing ethical direction (Phuc et al. 2021). The notion of ethical leadership has undergone development over time, with scholars putting forth several frameworks and definitions to encapsulate its fundamental nature (Arar et al. 2016; Berges Puyo 2022; Sharma, Agrawal, and Khandelwal 2019). Ethical leadership should not be regarded solely as a style of leadership, but rather as the fundamental basis for moral aspects and behaviors (Arar et al. 2016).

Ethical leadership is a complex concept that has received considerable attention in recent times, especially for its ability to promote positive results inside organisations and reduce unethical conduct. This leadership style is characterised by the integration of moral personhood, employee care, moral management, and social responsibility, especially in the context of the hospitality business (Wen and Chi 2023). Ethical leaders are distinguished by their unwavering commitment to principles such as honesty, integrity, and fairness. They possess the skill to communicate confidently and make impartial judgements that serve the best interests of both individuals and the organisation (Sharma et al. 2019). Many people mistakenly confuse this leadership style with how followers perceive leaders' characteristics and actions. However, a more precise definition entails leaders demonstrating prosocial values and expressing moral feelings (Banks et al. 2021). Ethical leadership is also observed from a process-oriented perspective, highlighting the dynamic and progressive characteristics of ethical conduct in leadership positions (Shakeel, Kruyen, and Van Thiel 2019).

Within the Chinese context, ethical leadership is in accordance with the concepts of self-cultivation and altruism found in Confucianism, therefore emphasising its ability to adapt to the culture (Zhu et al. 2019). Leaders have a vital role in establishing the ethical priorities inside organisations, exerting influence over employees' ethical or unethical conduct through their actions and choices (Mitchell et al. 2023). The impact of ethical leadership can be influenced by elements such as the
leader's track record of success, which strengthens employees' emotional dedication and decreases misconduct inside the organisation (Neves and Story 2015). Senior management's ethical leadership in the foodservice business has a major impact on corporate social responsibility (CSR) efforts, leading to improvements in operational, commercial, and economic performance (Kim and Thapa 2018). Shakespeare's "King Lear" is a piece of literature that offers essential insights into ethical leadership. It does so by exhibiting fundamental ideas about human nature, moral responsibility, and virtue ethics (Cruz 2023). One can gain a deeper knowledge of how ethical leadership affects employee outcomes by examining theories such as self-concept and substitutes-for-leadership. These theories provide a holistic perspective on the impact of ethical leadership on organisational dynamics (Mostafa and El-Motalib 2020).

Despite there is an enormous amount of research on ethical leadership, there are challenges to accurately capturing and understanding its conceptual meaning. Academics have highlighted the significance of a more precise understanding of ethical leadership in order to tackle these difficulties and avoid ambiguity (Grobler and Holtzhausen 2018). Integrating ethical leadership into the corporate setting is essential because it acts as a source of ethical influence and helps effectively manage ethics within organizations (Zyl 2015).

Studies have demonstrated that ethical leadership has a beneficial influence on a range of outcomes, including work satisfaction, job performance, turnover intention, and organizational citizenship behavior (Kamal, Samdani, and Yameen 2018; Phuc et al. 2021; Shafique, N. Kalyar, and Ahmad 2018). Research has demonstrated that ethical leadership positively influences employees' intrinsic motivation, whereas abusive supervision has a negative impact on intrinsic motivation (Xue et al. 2022). Moreover, there is a correlation between ethical leadership and the enhancement of followers' dedication and involvement in companies (Kamal et al. 2018).

**Theoretical Foundations of Ethical Leadership**

Ethical leadership is a complex concept that is based on different theoretical frameworks, such as Eastern philosophical traditions, social learning theory, social cognitive theory, signalling theory, and role theory. Within the hospitality industry, ethical leadership is defined as a construct consisting of four dimensions: moral person, employee care, moral management, and social duty. This fits with Eastern philosophies that prioritise moral development and social responsibility (Wen and Chi 2023). The development of both ethical and immoral conceptions of leadership is shaped by the alignment of moral values between leaders and followers, namely in the areas of fairness, loyalty, and authoritative moral principles (Egorov et al. 2020). Signalling theory provides a more precise definition of ethical leadership, stating that it involves the demonstration of prosocial principles and the display of moral emotions, both of which are crucial for ethical leadership behaviours (ELB) (Banks et al. 2021). The impact of ethical leadership on employees' moral behaviour is
influenced by their moral identity and self-control, as suggested by social learning and cognitive theories. This emphasises the significance of human traits in the dynamics of ethical leadership (Halbusi, Ruiz-Palomino, and Williams 2023). The two dimensions of ethical leadership, namely the "moral person" and "moral manager," align with Confucian principles that emphasise personal growth and benefiting others. These dimensions have been confirmed in several cultural settings (Zhu et al. 2019). Research has demonstrated that ethical leadership signals (ELSs) have an impact on evaluations of ethical leadership, decrease instances of financial theft, and enhance performance. This highlights the practical significance of signalling theory in the context of ethical leadership (Banks et al. 2023). Foucault's thought promotes the use of self-care and brave speech as methods for leaders to demonstrate ethical agency, highlighting the importance of resistance and critique in ethical leadership (Ladkin 2018).

The theory of planned behaviour (TPB) suggests that ethical leadership may be developed through training and recruitment by focusing on leaders' attitudes, perceived behavioural control, and ethical intents. These factors are considered antecedents of ethical leadership according to TPB (Rahaman, Stouten, and Guo 2019). Role theory posits that ethical leadership can alleviate the adverse effects of employees' moral ownership on creativity by reducing their burden of moral duties (Liu et al. 2020). The opposing domains approach emphasises the neurobiological conflict between analytical and socioemotional reasoning, promoting the need for a balance to avoid dehumanisation in moral judgements (Rochford et al. 2017). The many theoretical foundations together enhance the comprehension and implementation of ethical leadership.

Method

A Systematic Literature Review (SLR) is a systematic and comprehensive method for examining existing literature on a particular subject. Its purpose is to provide a clear overview of the present understanding, identify any areas that require further investigation, and provide suggestions for future research. The process involves a methodical approach that includes the formulation of a research question, the identification of relevant research, the selection and critical evaluation of these studies, and the integration of the data to present an integrated summary (Amjad, Kordel, and Fernandes 2023; Sauer and Seuring 2023). The SLR method is highly beneficial in the field of management science, which is known for its complexity and dynamism. It ensures that the review is comprehensive, objective, and can be replicated (Pradana et al. 2023).

The search methodology encompassed the utilisation of databases and search terms. The utilisation of Scopus ensured the comprehensive gathering of studies. The final investigation was concluded on June 1st, 2024. The search phrases used were sets of keywords: "Ethical leadership". There is an addition of a parameter for a time range of 10 years, from 2014 to 2024. The study established specific criteria for
determining which participants would be included or excluded based on the objectives of the study. The inclusion criteria mandated that papers encompass both the notions of "ethical leadership." The exclusion criteria encompassed articles authored in languages other than English, book chapters, textbooks, handbooks, reports, dissertations, study proposals, discussion forums, trade publications, and items that were solely available in abstract form, lacking the full text.

The procedure of selecting articles includes five essential steps: initial search and identification, screening, eligibility assessment, quality evaluation, and final article selection (Van Wee and Banister 2023). Quality evaluation is an important factor in ensuring that the systematic literature review (SLR) properly addresses the research questions (Arsyad and Zainil 2023). To be included in the study, publications discovered through the systematic literature review (SLR) had to satisfy particular criteria. These criteria encompassed the presence of well-defined research aims, comprehensive descriptions of participants' characteristics, detailed explanations of research settings, and adherence to other predetermined standards (Su, Cheng, and Huang 2023). The meticulous selection method was designed to guarantee that only pertinent and top-notch papers were incorporated into the study, so bolstering the legitimacy and validity of the systematic literature review. There were a total of 32 articles that matched the criteria to proceed to the last level of article selection for more in-depth research. These articles provided information on the collection of data, the sources of data, and the methodologies used for data analysis.
Result and Discussion

Descriptive Analysis

The table includes 32 studies that were published from 2015 to 2024. These studies were conducted by authors from different nations and institutions, providing a wide range of perspectives on ethical leadership. The study titles examine many facets of ethical leadership, including its influence on employee outcomes, organizational justice, financial performance, corporate identity, and public service motivation. The studies frequently highlight the most effective strategies as exemplifying leadership, fostering trust, employing effective communication, practicing honesty, ensuring fairness, upholding integrity, promoting openness, and empowering employees. Multiple studies also highlight the significance of ethical leadership training, the adoption of ethical norms, and the management of behavior through positive reinforcement and exemplification.

The research encompasses a wide range of industries and sectors, such as hospitality, the public sector, higher education, agricultural advice services, and
healthcare. In addition, research has been carried out at global corporations, universities, soccer teams, and governmental institutions. The research is carried out in several geographical contexts, encompassing nations such as Cameroon, Turkey, Iran, Malaysia, Indonesia, and Italy. This demonstrates the implementation of ethical leadership in distinct cultural and economic systems. In addition, the studies cover a wide range of organizations, including private enterprises, educational institutions, government bodies, and nonprofit sectors.

As seen in Table 1, research on ethical leadership is often conducted by teams. Research on ethical leadership is frequently carried out by teams rather than individuals because of the intricate and comprehensive nature of the issue, which necessitates a range of experience and viewpoints. Ethical leadership involves multiple features such as justice, balanced decision-making, honesty, and principled behavior. These dimensions can be best understood and addressed through collaborative efforts (Wirba 2023). In addition, the subject has expanded to encompass similar concepts such as servant, respectful, and authentic leadership.

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<td>1</td>
<td>Magdaline Enow Mbi Tarkang, Mary and Ali Ozturen</td>
<td>2019</td>
<td>Sustainable Ethical Leadership and Employee Outcomes in the Hotel Industry in Cameroon</td>
<td>Leading by example, nurturing trust, promoting effective communication, treating employees fairly.</td>
<td>Hotel industry in Cameroon</td>
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<td>2</td>
<td>Cenk Tufan, Mete Kaan Namal, Bulent Arpat, Yeliz Yesil and Ibrahim Sani Mer</td>
<td>2023</td>
<td>The Mediating Effect of Organizational Justice Perception on the Relationship between Ethical Leadership and Workplace Deviant Behaviors</td>
<td>Encouraging ethical behaviors, sincerity, respect, maintaining ethical cultures.</td>
<td>Customs officers at international airports in Turkey</td>
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<td>Chien-Hsiang Huang, Chih-Wen Ting, Tai-Wei Chang, Yue-Shi Lee and Show-Jane Yen</td>
<td>2023</td>
<td>The Impact of Ethical Leadership on Financial Performance: The Mediating Role of Environmentally Proactive Strategy and the Moderating Role of Institutional Pressure</td>
<td>Promoting normative behavior, guiding subordinates on ethical behavior, shaping values.</td>
<td>Agritech firms.</td>
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<td>4</td>
<td>Elahe Hosseini and João J. Ferreira</td>
<td>2022</td>
<td>The impact of ethical leadership on organizational identity in digital startups: does employee voice matter?</td>
<td>Demonstrating integrity, receiving employee ideas, treating everyone impartially, developing ethical standards.</td>
<td>Digital startups within science parks</td>
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<td>Mohammad Taamneh, Nader Aljawarneh, Manaf Al-Okaily, Abdallah Taamneh &amp; Ahmad Al-Oqaily</td>
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<td>The impact of ethical leadership on organizational citizenship behavior in higher education: the contingent role of organizational justice</td>
<td>Training leaders in ethical behavior, promoting collaboration and inclusiveness, encouraging transparency, fairness.</td>
<td>Private universities in Jordan.</td>
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<td>Sharmini Siva Vikaraman, Azlin Norhaini Mansor, Mohd Izham Mohd Hamzah, Nitce Isa Medina, Vasanthan Gurusamy, Mohamed Yusoff Mohd Nor</td>
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<td>Understanding the Practice of Ethical Leadership amongst School Principals: Evidence from Malaysia</td>
<td>Building trust, fostering positive workplace behavior, enhancing organizational performance, integrating ethical leadership.</td>
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<td>Dedy Eryanto and Karin Lasthuizen</td>
<td>2022</td>
<td>The Troubling Impact of Political Interference in Indonesian Public Sector Institutions on Ethical Leadership Credibility</td>
<td>Normatively appropriate conduct, interpersonal relationships, role modeling from top leaders.</td>
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<td>Azar Kaffashpoor and Samaneh Sadeghian</td>
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<td>The effect of ethical leadership on subjective wellbeing, given the moderator job satisfaction (a case study of private hospitals in Mashhad)</td>
<td>Fairness, honesty, empowerment, justice, providing a positive climate.</td>
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<td>Eleftheria Argyropoulou</td>
<td>2015</td>
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<td>Normatively appropriate conduct, two-way communication, analyzing dilemmas, discussing challenges.</td>
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<td>Suze Wilson, Hugh Lee, Jackie Ford, Nancy Harding</td>
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<td>Mara Del Baldo</td>
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<td>Leadership Models for A Good Governance. Insight from Some Exemplary Italian Cases.</td>
<td>Honesty, trust, fairness, integrity, encouraging cooperation, information sharing, openness.</td>
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<td>Iswati; Ujianto; Slamet Riyadi</td>
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<td>Hendrik Marius Wessels, Naomi Wilkinson</td>
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<td>2019</td>
<td>Ethical leadership and change: A qualitative comparative case study in selected Malaysian</td>
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**Discussion**

Ethical leadership is an essential element for achieving success in an organization. It is defined by showing of behaviors such as honesty, adherence to ethical norms, fair treatment of employees, establishment of trust, accountability, and transparency (Waheed et al. 2019). Studies have demonstrated that ethical leadership not only cultivates a favorable work atmosphere but also produces concrete advantages for firms. For instance, it can result in heightened employee expression, innovation, and dissemination of information (Hosseini and Ferreira 2023). In addition, ethical leadership has been linked to enhanced employee outcomes, including the improvement of trust in leaders (Mary and Ozturen 2019). This leadership style emphasizes the importance of ethics in businesses, with the goal of enhancing both individual and managerial effectiveness (Kaffashpoor and Sadeghian...
Ethical leadership is a crucial element of corporate governance that has a substantial impact on business culture, employee conduct, and overall performance. Different sectors face unique obstacles and advantages when it comes to adopting ethical leadership strategies. By examining research on ethical leadership in many sectors, one can obtain essential insight to customize optimal strategies for unique industry.

In the retail sector, evaluating organizational governance maturity is crucial (Wessels and Wilkinson 2016). This entails the establishment of a strong ethical basis and culture within the organization, sometimes referred to as the "tone at the top." Effective executives in the retail industry must place a high importance on making ethical decisions and foster a culture that values honesty and openness in order to guide their firms towards long-term success. Within the healthcare industry, the influence of ethical leadership on subjective well-being is a pivotal research area (Kaffashpoor and Sadeghian 2020). In healthcare environments, ethical leaders should give priority to the well-being of both patients and staff. Leaders may boost both staff happiness and patient care outcomes by cultivating a culture characterized by trust, respect, and ethical decision-making.

Law enforcement agencies face unique hurdles when it comes to ethical leadership (McComas 2019). Due to the nature of their profession, ethical leaders in law enforcement are required to manage intricate ethical challenges while maintaining principles of justice and honesty. Training programs that specifically target ethical decision-making and moral bravery are crucial for fostering ethical leadership in this industry. Within the agriculture sector, ethical leadership has a crucial role in influencing the provision of advice services (Lameck 2022). Leaders in agriculture who adhere to ethical principles must proficiently convey their obligations, objectives, and anticipations to their teams. Leaders may improve the quality of advisory services and encourage sustainable practices in the sector by demonstrating ethical behavior and cultivating a culture of responsibility.

The technology sector, particularly digital startups, can benefit from the influence of ethical leadership on organizational identity (Hosseini and Ferreira 2023). Leaders with strong ethical principles in technology firms have the ability to foster innovation, advocate for employee input, and develop a culture of sharing knowledge. Leaders may develop a strong company identity that resonates with employees and stakeholders by giving priority to ethical ideals and transparency. In the hospitality industry, sustainable ethical leadership has been demonstrated to positively affect employee outcomes (Mary and Ozturen 2019). Leaders who adhere to ethical principles in the hotel industry have the ability to build trust, promote a favorable workplace atmosphere, and improve employee involvement. Leaders may promote sustainable growth and success in the hospitality sector by incorporating ethical concepts into decision-making processes and fostering an organizational culture that upholds these standards.
In order to implement ethical leadership in a corporation, it is possible to take specific measures based on the conclusions drawn from a comprehensive analysis of existing literature. Firstly, the organization can implement a responsible innovation framework, encourage ethical leadership, utilize ethical decision-making frameworks, and engage in transdisciplinary research (Kumar et al. 2023). Moreover, it is imperative for firm executives to proactively involve stakeholders in the decision-making process and foster their engagement in collaborative problem-solving endeavors (Voegtlin 2016). Furthermore, it is imperative for leaders to exhibit personal integrity as a basic component of ethical leadership. This entails ensuring that their personal values are in line with ethical principles and consistently demonstrating honesty and consistency in their activities (Flanigan 2018). It is crucial for the company to promote and support employees in expressing their opinions, ideas, and concerns freely. This will foster a culture that values employee voices, resulting in enhanced innovation, knowledge sharing, and overall organizational effectiveness (Morin and Talbot 2023). Furthermore, it is imperative for the company to optimize advantages for its employees through the provision of equitable treatment, avenues for advancement and improvement, and the guarantee of a conducive work atmosphere (Mary and Ozturen 2019). Therefore, incorporating ethical leadership into a company can provide substantial advantages in fostering an ethical work culture, enhancing employee engagement, and establishing a wholesome and efficient work environment.

To establish ethical leadership within a company, a strategic approach can be developed based on the findings from a systematic literature review. Firstly, company leaders should prioritize demonstrating personal integrity and aligning personal values with ethical principles to set a strong ethical example (Mary and Ozturen 2019). Secondly, fostering stakeholder engagement and encouraging participative decision-making can enhance transparency and build trust within the organization (Teimouri, Hosseini, and Ardeshiri 2018). Thirdly, promoting employee well-being and psychological health through ethical leadership practices can lead to a more positive work environment and increased employee satisfaction (Voegtlin 2016). Additionally, investing in leadership development programs that focus on ethical leadership qualities and using tools like psychometric assessments can aid in identifying and developing effective ethical leaders (Huang et al. 2023; Kaffashpoor and Sadeghian 2020). Moreover, nurturing an ethical culture within the organization, avoiding reliance solely on ethical codification, and focusing on ethical foundations can help embed ethical practices in everyday operations (Kumar and Suthar 2024). Furthermore, addressing governance maturity, mitigating negative leadership impacts, and considering sector-specific strategies can tailor ethical leadership practices to the organization’s specific needs and challenges (Hosseini and Ferreira 2023; Lassou, Hopper, and Soobaroyen 2021). Lastly, implementing mechanisms to protect against the negative impact of unethical leadership and promoting purposeful leadership behaviors can contribute to a culture of integrity and ethical
decision-making within the company (Eryanto, van Eeden Jones, and Lasthuizen 2022; Lameck 2022). By following these strategies, companies can effectively implement ethical leadership practices and foster a culture of trust, integrity, and ethical behavior.

Conclusion

A comprehensive review of studies on ethical leadership reveals several significant discoveries. Core values such as honesty, integrity, fairness, and good communication are universally acknowledged as crucial for promoting positive results inside an organization. These concepts contribute to the establishment of trust, the enhancement of employee engagement, and the improvement of overall organizational performance. Nevertheless, the implementation of these fundamental principles can differ among various sectors. In the healthcare sector, ethical leadership has a substantial influence on patient care and the well-being of staff members. Similarly, in the technology sector, it promotes innovation and encourages employee involvement. Ethical leadership in the public sector is crucial in effectively addressing intricate ethical dilemmas. Notwithstanding these advantages, ethical leaders frequently encounter obstacles such as moral quandaries, clashes between ethical tenets, and cultural impediments. Significant difficulties arise from the high levels of CEO remuneration, environmental exploitation, and issues connected to inclusivity. Training programs that prioritize the development of ethical decision-making and moral bravery are essential for cultivating ethical leaders. Allocating resources towards leadership development that prioritizes ethical values can result in the cultivation of more proficient and reliable leaders. Ethical leadership is associated with a range of favorable outcomes, such as increased work satisfaction, greater organizational citizenship behavior, decreased turnover intentions, and superior financial performance. Additionally, it helps to reduce the negative consequences of unethical leadership and promotes a culture characterized by integrity and compliance with rules.

In order to improve understanding and implementation of ethical leadership, next study should concentrate on several domains. Longitudinal studies are necessary to examine the effects of ethical leadership over lengthy durations, offering insights into how ethical practices influence the sustainability and long-term performance of organizations. Cross-cultural research should investigate the implementation and efficacy of ethical leadership in various cultural environments, aiding in the customization of ethical leadership strategies for diverse corporate situations. Examining ethical leadership in different sectors can help uncover distinct obstacles and best practices, resulting in tailored strategies that effectively handle the unique needs of each industry. Further research should investigate the optimal strategies for educating and cultivating ethical leaders. This research should prioritize the identification of essential skills and the development of educational programs that promote ethical decision-making and moral fortitude. Moreover, it is
essential to examine the significance of ethical leadership in overseeing technological progress and digital change, which involves tackling ethical concerns associated with artificial intelligence, data privacy, and cybersecurity. Creating reliable instruments and criteria to measure ethical leadership practices and their influence on organizational results can assist businesses in assessing their leadership efficacy and implementing well-informed enhancements. Examining employees' perceptions and reactions to ethical leadership can offer useful insights for leaders to enhance their ethical conduct. Examining the impact of organizational policies and governance structures on ethical leadership can assist in developing governance frameworks that encourage ethical conduct throughout the organization. By investigating these specific areas of research, scholars and professionals can deepen their comprehension of ethical leadership and devise more efficient approaches to promoting ethical behavior inside businesses.

References


