

International Research Journal of Management Science & Technology



**ISSN 2250 – 1959(Online)
2348 – 9367 (Print)**

An Internationally Indexed Peer Reviewed & Refereed Journal

www.IRJ MST.com
www.isarasolutions.com

Published by iSaRa Solutions

Ethical Leadership and its Impact on Employee Outcomes: Linking Leadership Practices with the Sustainable Development Goals

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Abstract

The issue surrounding the role of leadership in promoting moral conduct and ensuring the long-term organizational performance has gained height considering the recent ethical scandals. The role of leadership is presented as a powerful means to promote ethical and sustainable practices in the workplace because employees often seek the guidance of leaders who often provide them with moral support. Ethical wrongdoing is, however, rampant despite the increasing demands on moral leaders which explains the necessity of greater understanding of the issue of ethical leadership as well as its extended implications.

Through the Sustainable Development Goals (SDGs) (SDG 8 Decent Work and Economic Growth and SDG 16 Peace, Justice, and Strong Institutions) of the United Nations, this theoretical research focuses on the issue of ethical leadership and its outcomes through the use of a descriptive approach, relying on secondary sources. This research establishes a theoretical framework, which connects sustainability-focused employee performance, which include ethical conduct, reduced workplace deviance, employee loyalty, and institutional trust to ethical leadership by a combined examination of the past studies. The paper outlines the future research topics and glorifies ethical leadership as a micro level facilitator of sustainable organizational development.

Introduction

The performance, efficacy, and the success of an organization depend directly on the quality, efficacy, and ethical orientation of the leadership. Leaders play a crucial role in the existence of sustainable and ethically sound organizations in that the decisions they make shape up the process of institutional behavior, staff actions, and organizational values. The corporate world, on the other hand, experienced several corporate crises which harmed institutional integrity, the welfare of employees, as well as trust, most of them being preconditioned by unethical leadership practices. Such high-profile cases as Enron in the US and Satyam Computers in India show how

unethical leadership can lead to the doom of a business, employees, and the entire society in general (Ponnu & Tennakoon, 2009).

These crises have transformed the scholarly and practitioner interest in ethical leadership, particularly in the post-Enron era, when companies are facing more pressure to uphold ethical governance and sustainable economic practice. Practitioners and researchers are now emphasizing ethical leadership (Brown and Trevino, 2006), and they are interested in the causes and outcomes of ethical leadership. This renewed attention goes hand in hand with the global sustainability approach in the Sustainable Development Goals (SDGs) of the United Nations, SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions). These two are based on ethical plunge, the just treatment of the workforce and development of responsible institutions, all of which is largely impacted by the actions of leadership.

Despite the fact that much literature has been done that explores the concept of ethics and leadership based on normative and philosophical approaches, which are prescriptive to establish how leaders ought to act, descriptive and explanatory ones that explore ways in which ethics leadership operates in an organizational setting have been given limited attention. Consequently, its literature is piecemeal and there is very little consensus on the basics of leadership, including, what is ethical leadership and how does it affect individual and organizational performance in terms of sustainability? These issues are important as they may help to answer why ethical leadership is relevant to the long-term organizational performance, as opposed to being an ideal.

Empirical studies of ethical leadership have grown substantially since the mid-2000s, and thus it has become the focus of the study of leadership. Ethical leadership has generally been referred to as factoring in personal actions, interpersonal relationships and encouraging others by means of communication, reinforcement and decision-making that show normative appropriate conduct to followers (Brown, Trevino and Harrison, 2005). According to meta-analytic findings, ethical leadership is associated with numerous positive employee and organizational performance levels, such as trust, commitment, and minimized misconduct (Bedi, Alpaslan, and Green, 2015). These results have massive consequences on organizational sustainability including staff retention, ethical conduct, and institutional stability.

Although the number of empirical studies on the determinants, intermediating processes and contingencies of ethical leadership has been increasing, a more integrative evaluation is still required. The current literature is often seen singularly, with not much taking place to synthesize the role of ethical leadership with broader sustainability and development models, such as the SDGs. Moreover, ethical leadership has not been well consolidated concerning the sustainability-related employee outcomes, including ethical conduct, less workplace misconduct, commitment, and belief in the organizational institutions.

Consequently, the present study is descriptive and conceptual as it relies on the secondary data to generalize the current literature on the topic of ethical leadership and its consequences. The purpose of this study is to enhance the knowledge about ethical leadership as a micro-level facilitator of long-term organizational evolution since it clearly locates it against the framework of SDGs 8 and 16. The study to be particular, discusses and synthesizes the literature that has been done regarding the impact of ethical leadership on follower as a conceptual framework that highlights its significance in relation to decent work, ethical governance, and good organizational institutions. This way, the research provides practitioners with some guidance, and also it gives them a point of research that

needs to be advanced in the intersection of ethical leadership and sustainability.

Literature Review

The issue of great and inspiring leaders in motivating the followers with the help of enticing visions and convincing communication has long been a part of leadership studies (Bass, 1985). In addition to charisma and influence, ethical conduct is now a significant indicator of credibility and legitimacy of a leader. In the absence of ethical conduct, the leadership of any kind is not sustainable. It has been demonstrated that more and more corporate malpractice are being committed, thus, enhancing the perception that leadership success can be evaluated not only on the basis of performance results, but also the basis of ethical focus and sustainability.

Ethical leadership has been given a greater academic concern in the past twenty years, particularly as organizations fight to promote responsible actions, staff welfare, and organizational probity. This orientation coincides with other sustainability objectives presented in the United Nations Sustainable Development Goals (SDGs), especially SDGs 8 (Decent Work and Economic Growth) and 16 (Peace, Justice, and Strong Institutions). Ethical leadership has been identified as one of the strategies to be used in accomplishing these goals in firms through an overhaul of workers behavior, work culture, and governance standards.

Ethical Leadership: Conceptual Foundations

Initial debate about ethics and leadership remained largely normative or philosophical focusing on what ought to be done by leaders. These views were useful in offering moral guidance but not much concerning the practice of ethical leadership. Researchers responded to this and started applying descriptive and predictive methods of social science to examine ethical leadership as a visible and quantifiable phenomenon (Brown and Trevino, 2006). Ethical leadership has become a topic in the recent years of empirical leadership literature, supported by a growing body of quantitative and qualitative literature (Detert et al., 2007).

Brown, Trevino, and Harrison (2005) gave one of the most powerful definitions of ethical leadership which is as follows: This approach asserts that the ethical leadership style is behavioral and not trait-based and leaders are actively involved in establishing ethical standards within businesses. Meta-analytic findings indicate that ethical leadership is also associated with numerous positive results among employees and organizations, including trust and commitment and reduced unethical conduct (Bedi et al., 2015).

Theoretical Viewpoints: The Effects of Leadership Ethics

There are two dominant theoretical backgrounds of the impact of ethical leadership on the behavior of followers, namely social learning theory and social exchange theory.

Researchers argue that ethical leaders are suitable role models as presented by the social learning theory of Bandura (1986). Leaders remind the followers about moral standards and appropriate conduct by openly showcasing them. The followers get to know the proper conduct of the best behavior through what they see the leaders doing, rewards and punishments they give (Brown et al., 2005). This modelling process eventually permeates the ethical principles across the company and affects group behaviour. The idea that leaders can be influential on ethical norms is also supported by empirical data, since in many cases the followers turn to leaders to get guidance on what is considered as the right behavior at work (Mayer et al., 2009; Trevino et al., 2003).

The social exchange theory is a complementing explanation. Social transactions are described by Blau (1964) according to his definition as trust, reciprocity, and long-term commitments, instead of

contractual requirements. Ethical leaders are fair, caring and respectful towards their followers which fosters social exchange relationships. In response, followers feel morally obligated to act in positive attitudes and behaviors that are in line with the organizational standards (Gouldner, 1960). In the long term, reciprocity norms motivate an employee to exhibit commitment, cooperation and ethical conduct (Walumbwa et al., 2011). The actions are essential to preserve good working conditions and institutional trust, directly connecting the ethical leadership to SDG 8 and SDG 16 outputs.

Ethical Leadership and Related Leadership Constructs.

There are various leadership paradigms that have discussed the ethical conduct among them transformational, genuine and servant (Greenleaf, 1977), as well as spiritual leadership (Fry, 2003). Nevertheless, ethical leadership is different in philosophy as compared to these approaches. Brown and Trevino (2006) state that ethical leaders stand out against the crowd of leaders by focusing on normative ethical standards such as honesty, justice and trustworthiness as well as moral management.

Trevino et al. (2003) assert that ethical leadership is a moral manager as well as a moral person who promotes ethical actions by communicating, rewarding, and punishing. Such managerial focus makes ethical leadership with such concepts as idealized influence (Bass, 1985) and interactional justice (Colquitt, 2001). Ethical leaders also incorporate moral aspects in the process of decision making and weigh the ethical implications of the activities they perform and strive to be fair, even when faced by conflicting organizational pressures. These leadership styles are also known to facilitate long term organizational operation because they discourage short run, immoral performance benefits that undermine legitimacy.

Ethical Leadership, Effectiveness, and Complexity of Morals.

Ethical leadership is not an easy concept though it has normative appeal. Ciulla (2005) argues that ethical leadership and effective leadership are not necessarily parallel. There may be effective but unethical leaders, and ineffective but ethical leaders. Effectiveness is maximized when a person is considered ethical, but moral validity is granted when the person is considered highly ethical. Moreover, ethical actions that seem to be suitable in the short run may be detrimental in the long run or in society.

Enderle and Murphy (1995) emphasize the fact that ethical leadership involves not only meeting the minimum moral standards; moral courage and individual responsibility in the decisions-making process are required. This argument is informed by Gardner notion of the ethical mind, which challenges leaders to make decisions taking into consideration the implication of their actions to the wider society (Kannair, 2007). These methods also underline that ethical leadership is inherently situational and has to be evaluated in terms of its impact on diverse stakeholders, such as workers, businesses, and the community.

Continued Debates and Implications of Sustainability.

Eisenbeiss (2012) provides answers to such significant questions as what values define ethical behavior and how ethical failure is to be assessed. These considerations are particularly relevant when sustainability is a factor of interest, as a leadership decision can advantage certain stakeholders and disadvantage others. On the same note, scholars note that ethical leadership studies often combine social learning and social exchange perspectives, because they expect followers to repay ethical conduct (Masterson et al., 2000). In the long run, mutual exchanges encourage followers to partake in performances beyond the personal level, including, performance

that is helpful to the work group and the organization at large (Walumbwa et al., 2011). Such measures auger well in ethical governance and institutional stability, which strengthens the SDG 16 goals. Social influence perspectives view ethical leadership as the process of influencing the action in groups towards the socially responsible goals (De Hoogh and Den Hartog, 2009).

Kalshoven et al (2011) point out that ethical leaders are driven by moral principles, and they desire to serve their followers, organizations and society simultaneously. Researchers like Gini (1998) and Kanungo (2001) note that ethical leadership requires respect to the rights of stakeholders and the elimination of harm although it is challenging to establish the intentions and consequences (Price, 2003). These inconsistencies demonstrate the necessity to treat ethical leadership as the real process that influences long-term employee and organizational results, but not as an idealistic notion.

The Sustainable Development Goals, Employee Outcomes, and Leadership.

The introduction of the Sustainable Development Goals (SDGs) of the United Nations has led to an increasing level of research on the contribution of organizations and leaders to sustainable development. The initial research on SDG focused on macro-level indicators including national development indicators, corporate social responsibility (CSR), and environmental sustainability reporting (Sachs, 2015; United Nations, 2019). Nevertheless, the realized studies have highlighted that the application of SDGs relies not only on rules and in-company reporting, but also on the actions of the leaders and outcomes at the employee level of the companies.

SDG 8 (Decent Work and Economic Growth) and Leadership

SDG 8 underlines the importance of productive work, equality and fairness in the workplace and labor practices that are green. Researchers indicate that to fulfil SDG 8, it is essential to have leadership that fosters dignity, inclusion, and well-being of employees by establishing work environments that value them. Pfeffer (2010) argues that the sustainability of organizations is impossible to do without issues related to employee health, fairness and retention, with leadership behaviour being one of the primary predictors of decent work. This opinion is supported by empirical studies. In their meta-analytic research, Bedi, Alpaslan, and Green (2015) demonstrate that ethical leadership is associated with job satisfaction and organizational commitment and trust positively and counterproductive work behavior negatively. These results are usually recognized as important signs of decent work and employment relationships in the long term.

Equally, Koopman et al. (2016) reveal that ethical leadership can reduce the withdrawal behavior of employees, thereby ensuring that workforce is stable and productive over the long-term. The more recent sustainability studies have directly connected ethical leadership to the SDG-composed company performance. AlHares (2025) finds out that ethical leadership enhances results of corporate sustainability when leadership practices are related to the SDG principles, which suggests that ethical leadership is a micro-level process of attaining the SDG 8 goals in the companies.

SDG 16 (Peace, Justice, and Strong Institutions) and Ethical Governance.

SDG 16 dwells upon accountability, transparency and ethical institutions. Institutions are increasingly being interpreted as systems of established norms and behavior that are backed by the leadership within organizations and are not necessarily formal structures. Maak and Pless (2006) argue that legitimate and trustworthy institutions within the organization and the entire society in general, cannot be developed without responsible and ethical leadership. On the micro level, De Hoogh and Den Hartog (2009) identify ethical leadership as being socially responsible in exercising power, and with special emphasis placed on justice, integrity, and stakeholder concerns.

Experimentally, Kalshoven, Den Hartog and De Hoogh (2011) demonstrate that ethical leadership prevents unethical behavior and enhances ethical climate, which are associated with institutional trust and quality of governance. Trevino, Brown, and Hartman (2003) define ethical leadership as moral management practices such as development of standards and imposition of accountability by means of rewards and penalties. These leadership qualities play a direct part in SDG 16 as they allow the transparent decision-making process, reduce the misconduct in the workplace, and enhance the trust of the employees in the organizational system.

Outcomes of employees as micro-level drivers of SDGs achievement.

Although SDG studies have traditionally relied on such macro measures as ESG rating and sustainability reports, researchers are now calling on the incorporation of employee outcomes as micro-SDG indicators in success. Aguinis and Glavas (2012) state that sustainability programs can only succeed when individuals embrace the company principles and integrate them into their day-to-day conduct. On the same note, Voegtlin, Patzer, and Scherer (2012) postulate that leadership ethics determine the manner in which global sustainability initiatives are addressed at the individual and organizational levels.

Based on the research findings that attribute ethical leadership to less workplace deviance, enhanced commitment and enhanced ethical action, the employee performance demonstrates the practical application of SDG principles in the organization (Walumbwa et al., 2011; Mayer et al., 2009). These accomplishments are particularly applicable to SDGs 8 and 16, which imply good working conditions and powerful, moral organizations. However, real studies on the SDGs are fragmented even though they have brought these conceptual gains. The majority of studies do not directly include SDGs in leadership-employee outcome models, which leaves a large gap in our knowledge of the role of ethical leadership in sustainable development on the employee level.

Outcomes of Ethical Leadership

Ethical leadership has elicited a lot of scholarly attention due to the impacts that it is believed to cause on employee and the organizational results. According to previous studies, which are founded on social learning theory (Bandura, 1986) and social exchange theory (Blau, 1964), ethical leaders influence followers behavior in terms of role modelling, reinforcing and high quality relational exchange. The mechanisms are particularly crucial to the long-run organizational operation, as identified in SDGs 8 (Decent Work and Economic Growth) and 16 (Peace, Justice, and Strong Institutions).

Brown, Trevino, and Harrison (2005) state that ethical leaders are credible role models, whose behavior is normatively appropriate. The leaders clarify on what employees should and should not do through setting ethical principles, rewarding ethical conduct at all times, and penalizing misconduct. Notably, the followers need not have to personally experience the benefits or the penalties themselves but rather learn vicariously by observing the behavior of leaders to the actions of other people (Bandura, 1986). The social exchange theory suggests that ethical leadership fosters trust, fairness and reciprocity that motivated employees to demonstrate positive behavior and positive attitude (Blau, 1964; Gouldner, 1960). Based on these concepts, ethical leadership is projected to influence numerous staff results that are of importance to the organizational sustainability.

1. Follower Ethical Decision-Making

Ethical leadership is anticipated to influence the ethical quality of follower decision-making even when there is no direct supervision. Ethical leaders develop moral beliefs, communicate ethical expectations, and make fair decisions (Brown & Trevino, 2006). Following leaders' ethical reasoning

and balanced judgments teaches followers how to appraise difficult circumstances and weigh the interests of numerous stakeholders.

Research also shows that leaders' moral reasoning can influence the moral reasoning of group members. Dukerich, Nichols, Elm, and Vollrath (1990) demonstrate that leaders' ethical views shape group-level ethical reasoning processes. Because ethical leaders often have better levels of moral awareness and ethical sensitivity, they are likely to improve their followers' ability to make ethical decisions.

Ethical leaders hold followers accountable through rewards and sanctions (Trevino, Brown, & Hartman, 2003). Awareness of such accountability helps employees to consider the ethical implications of their decisions, ultimately improving ethical decision-making. Ethical decision-making among employees is an important micro-level indicator of SDG 16, since it promotes openness, justice, and institutional integrity inside firms.

Hypothesis 1: Ethical leadership is positively related to follower ethical decision-making.

2. Employee Prosocial Behavior

Ethical leadership is also intended to encourage employees' prosocial behavior, such as organizational citizenship activity. According to social learning theory, employees emulate ethical leaders who demonstrate concern for others, fairness, and accountability (Bandura, 1986; Brown et al., 2005). Followers who identify with ethical leaders are more inclined to engage in similar actions that benefit their teammates and the organization.

Beyond modeling effects, social exchange theory offers a compelling explanation for the ethical leadership-prosocial behavior link. According to Homans (1974) and Blau (1964), transactional transactions are contractual and economic, but social exchanges are relational and based on trust and reciprocity. Ethical leaders build social exchange connections based on mutual obligation and trust by treating others fairly and considerately.

Empirical evidence backs up this claim. Podsakoff, MacKenzie, Paine, and Bachrach (2000) show that high-quality social exchange relationships encourage employees to go beyond their formal job responsibilities. In terms of sustainability, these discretionary prosocial activities help to create decent and cooperative work settings, which directly supports SDG 8.

Hypothesis 2: Ethical leadership is positively related to employee prosocial (organizational citizenship) behavior.

3. Employee Counterproductive Behavior

Counterproductive work behavior (CWB) or deviance, as it is commonly referred to, antisocial behavior or organizational misbehavior can be defined as those activities that damage an organization or its individuals (Vardi and Weitz, 2003). Previous studies have indicated that there is a significant role played by leadership behavior in affecting such undesirable effects. As an illustration, the abusive supervision has been proved to promote counterproductive behavior and reduce citizenship behavior (Detert et al., 2007), but fair treatment and ethical leadership reduce these behaviors (Greenberg, 1990). Ethical leadership is expected to influence counterproductive behavior negatively due to the number of reasons supporting this view. To begin with, ethical leaders serve as moral role models and they motivate employees to do what is right instead of committing the wrong (Brown et al., 2005).

Second, Ethical leaders convey behavioral norms and repercussions, and they kill uncertainties on what is acceptable behavior (Trevino et al., 2003). Third, the followers will be less prone to the destructive activity when they perceive fairness and trust (Blau, 1964). Good leader-follower

relationships have been associated with a low degree of deviance several times because workers would rather maintain good exchange relationships than risk losing them through immoral acts. Once ethical institutions become viable in the long run, minimizing counterproductive behavior is essential and has a direct connection with SDG 16.

Hypothesis 3: Ethical leadership shows a negative correlation to employee counterproductive behavior.

4. Follower Work Attitudes

It is also expected that ethical leadership would facilitate desirable follower work attitudes, including job satisfaction, motivation, and organizational commitment. Studies have demonstrated that transformational leaders who inculcate mutual values and care towards their followers possess greater degree of employee commitment and happiness (Bass, 1985; Lowe et al., 1996). The presence of shared values and identification to leaders has also been suggested to be an important tool that facilitates these effects.

Brown and Trevino (2006) explain that ethical leaders put the interest of others, moral values, truthfulness, and trustworthiness before their own when making choices. These qualities convey respect and dignity, which intensifies emotional attachment of the employees with the organization. Brown et al. (2005) discovered that ethical leadership leads to job satisfaction and personal satisfaction toward the leader. Good work attitudes contribute to the creation of long-term employment relations, decreased turnover, and enhanced well-being of employees, which are the most essential aspects of SDG 8 (Decent Work and Economic Growth).

Hypothesis 4: There is a positive relationship between ethical leadership and follower satisfaction, motivation and organizational commitment.

Research Methodology

The paper employs a systematic and organized review methodology to evaluate the current literature on the topic of ethical leadership and its impact on individuals and organizations. Since the study is conceptual, the analysis is entirely dependent on the secondary data, which is gathered through peer-reviewed academic literature, which proves the credibility and rigor of the conclusions. The extensive search of the large academic databases (JSTOR, EBSCOhost, ProQuest, Scopus, and Google Scholar) was performed in order to identify the relevant works.

The review examined peer-reviewed articles in journals, academic books, and official reports that explored the subject of ethical leadership and its effects on employee behaviors, work attitudes, and organizational performance. The inclusion criteria were both empirical and conceptual research that touched on ethical leadership in organizations and researched on the results in terms of employee performance, ethical behavior, organization citizen behavior, counterproductive behavior, and sustainability.

Different descriptive and thematic search terms were used such as ethical leadership, employee outcomes, organizational behavior, business ethics, organizational performance, moral identity, sustainability and good work. The keywords assisted us in locating research that explicitly or implicitly associated ethical leadership with long-term organizational behaviors. The selected articles were thematically reviewed, and special attention was paid to theoretical bases, outcome variables and implications on sustainability and institutional integrity. This review offers an integrative insight into the concept of ethical leadership as a micro-level process whereby the principles of sustainable development, especially the principles that are in line with the SDG 8 and SDG 16 of the United Nations, are implemented within organizations.

Practical Implications

The current research analyzed in this paper has a number of great practical implications to companies and managers. As it is continually demonstrated in the literature, ethical leadership is essential in shaping employee behavior, enhancing performance and maintaining long term work cultures. When employees regard their leaders as fair, ethical role models, the employees will exert discretionary effort, raise ethical concerns, and positively interact with the management. Concerning sustainability, we find that sustainable development of ethical leadership can lead to the eventual realization of the organizational benefits in the long term in line with SDG 8 (Decent Work and Economic Growth). Ethical leadership facilitates fairness, psychological safety, trust, and employee well-being, which, in the long run, will retain employees and boost productivity. It is recommended that organizations should incorporate ethical leadership principles in their human resource practices like recruitment, selection, performance appraisal programs as well as leadership development programs. A feasible solution is to use selection and evaluation instrument to determine the integrity, moral reasoning, and ethical orientation of managerial applicants.

Ethical leaders who adhere to fairness, openness and responsibility can also be helped in the structured ethics training programs to know how to apply such ethical qualities. This kind of training will make employees receive the same messages regarding proper conduct and corporate values. It has also been found out that ethical leadership is more likely to trickle down along organizational lines (Mayer et al., 2013). Consequently, the high-ranking leadership should be sensitized on their significant contribution towards building ethical culture and institutional norms.

The use of coaching and mentoring programs between senior executives and lower-level leaders can be quite useful in facilitating ethical role modeling and decision making. In addition, the ethics programs must look into ethical cues posted by peers and work groups, as opposed to official leaders, to encourage shared accountability in ethical behavior. Although the reviewed literature supports the abovementioned conclusions to a great extent, caution is recommended. The majority of research is limited in the variety of unethical practices and hence before conclusive managerial prescriptions are arrived at, more research is required. The research in the future ought to explore more of the unethical and prosocial behaviors to narrow down practical recommendations.

Conclusion

The moral aspects of leadership have got a higher emphasis on organizational research, as there has been an emanating concern on unethical conducts, governance and sustainability. This body of literature identifies the importance of leaders in promoting moral conduct, ethical cultures and employee attitudes and behaviors. Companies are turning more curious about reducing the extent of unethical behavior, counterproductive work, and interpersonal conflict, which are highly related to SDG 16 (Peace, Justice, and Strong Institutions). The present study contributes to this debate by synthesizing past studies on ethical leadership and its findings in the light of sustainability.

Based on the results, leaders make a significant contribution in establishing the ethical tone of firms and in endorsing ethical conduct among employees. Notably, ethical leadership extends beyond the personal moral character, leaders should, in fact, demonstrate ethical behavior, communicate ethical norms and use reward and punishment regimes to strengthen ethical behavior. When organizations are effective in recruiting, training and sustaining ethical leaders chances are high that the organizations will establish ethical, peaceful and durable working environments. These cultures do not only help to avoid unethical behavior and conflict, but also employee well-being, dedication, and

trust, which are critical elements of decent work and sustainable organizational development (SDG 8).

Despite substantial advances in ethical leadership research, a number of issues persist. Further theoretical work is required to identify the distinguishing aspects of ethical leadership, the function of leader intentions, and the impact of contextual elements. Methodological issues like as measurement, construct validity, and research design also require attention. By addressing these concerns, future research can improve our understanding of how ethical leadership contributes to long-term organizational development and the achievement of global sustainability goals.

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