

## Ethical leadership: A review and future directions

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### Abstract

Our literature review focuses on the emerging construct of ethical leadership and compares this construct with related concepts that share a common concern for a moral dimension of leadership (e.g., spiritual, authentic, and transformational leadership). Drawing broadly from the intersection of the ethics and leadership literatures, we offer propositions about the antecedents and outcomes of ethical leadership. We also identify issues and questions to be addressed in the future and discuss their implications for research and practice. Our review indicates that ethical leadership remains largely unexplored, offering researchers opportunities for new discoveries and leaders opportunities to improve their effectiveness.

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**Keywords:** Ethics; Leadership; Ethical leadership

Following Enron and other recent ethics scandals in business, government, sports, non-profits, and even religious organizations, people are asking, what is wrong with our leaders? Special sessions at the Academy of Management, calls from the Association to Advance Collegiate Schools of Business<sup>1</sup> (AACSB) ethics education task force, passage of the Sarbanes–Oxley Act, and revisions to the U.S. Federal Sentencing Guidelines all highlight the importance of ethical leadership. In a post-Enron world, practitioners have strong incentives to select for and develop ethical leadership in their organizations and researchers want to study ethical leadership in order to understand its origins and outcomes.

Much has been written about ethics and leadership from a normative or philosophical perspective, suggesting what leaders *should* do. But, a more descriptive and predictive social scientific approach to ethics and leadership has remained underdeveloped and fragmented, leaving scholars and practitioners with few answers to even the most fundamental questions, such as “what is ethical leadership?” Therefore, we conducted a comprehensive review of the relevant social scientific literatures that have linked ethics and leadership in order to clarify current understanding and point the way for future research.

We consider research that resides at the intersection of leadership and ethics. Within this broad category, we review recent research that systematically conceptualizes and develops an “ethical leadership” construct (Brown, Treviño, & Harrison, 2005; Treviño, Brown, & Hartman, 2003; Treviño, Hartman, & Brown, 2000). According to this research, ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication,

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E-mail address: [mbrown@psu.edu](mailto:mbrown@psu.edu) (M.E. Brown).

# Ethical Leadership A Review And Future Directions

**Samad, Ataus,Ahmed, Ezaz,Arora,  
Nitin**



## **Ethical Leadership A Review And Future Directions:**

*The Workplace and Spirituality* Joan Marques, Satinder Dhiman, Dr. Richard King, 2009 Offering new perspectives for a spiritual approach to work each of the contributors to this innovative resource is a business leader teacher speaker or writer on the topic of workplace spirituality      *Aktuelle Führungstheorien und -konzepte* Rainhart Lang, Irma Rybnikova, 2013-10-23 Das Buch bietet eine Übersicht über ausgewählte aktuelle Ansätze der Führungstheorie Forschung und Praxis Diese besteht in jeweils einer Skizze zum historischen Kontext Entstehungszusammenhang des Ansatzes sofern sinnvoll eine Zusammenfassung der konzeptionellen Modelle Mess Methoden und empirischen Erkenntnisse einer kritischen Beurteilung sowie gegebenenfalls Anwendungsbeispielen Fallstudien      Ethical Leadership C. Millar, Eve Poole, 2010-12-08 Presents analysis examples and ideas about the future in a lively yet academically robust format The book presents the ethical leadership dilemmas of day to day international business life in all their complexity providing a range of angles options and ideas to feed a questioning mind      *Trends der psychologischen Führungsforschung* Jörg Felfe, 2014-10-20 Dieser Band bietet einen qualitativ hochwertigen und komprimierten Überblick über den aktuellen Stand und neue Entwicklungen in dem dynamischen Feld der Führungsforschung Hierbei steht der Anspruch der Aktualität im Vordergrund Bewusst wurde darauf verzichtet nochmals klassische Konzepte und Befunde vorzustellen die in den meisten Lehrbüchern zu finden sind Alle Beiträge wurden von ausgewiesenen Experten verfasst die selbst intensiv im Bereich Führungsforschung Die insgesamt 44 Einzelbeiträge sind zur besseren Orientierung thematisch gruppiert und verteilen sich auf acht Bereiche aktuelle Konzepte z.B. authentische ethische und transformationale Führung der Führungsprozess Wirkung und Effektivität negative Aspekte der Führung z.B. Machiavellismus individuelle Voraussetzungen Führungskr.fteentwicklung neue Anforderungen und aktuelle Felder z.B. Diversity und neue Methoden z.B. Neuroleadership Das Buch richtet sich vorrangig an Wissenschaftler und Studierende aber auch an wissenschaftlich interessierte Praktiker die sich einen aktuellen und pointierten Überblick über neue Entwicklungen auf dem Gebiet der psychologischen Führungsforschung verschaffen möchten

*Organizational Change, Leadership and Ethics* Rune Todnem By, Bernard Burnes, 2013 Organizational Change Leadership and Ethics brings together leading international scholars in the fields of organizational change and leadership to explore and understand the context theory and successful promotion of ethical behaviour in organizations      **Proceedings of MAC 2018** group of authors, 2018-12-06 Multidisciplinary Academic Conference on Education Teaching and Learning Czech Republic Prague MAC ETL 2018 Multidisciplinary Academic Conference on Management Marketing and Economics Czech Republic Prague MAC MME 2018 Multidisciplinary Academic Conference on Transport Tourism and Sport Science Czech Republic Prague MAC TTSS 2018 Friday Sunday December 7-9 2018      **Leadership** Peter G. Northouse, 2024-11-27 Now with a new chapter on Social Identity Leadership Adopted in thousands of courses in 89 countries and translated into 15 different languages this market leading text successfully combines an academically robust account of the major theories and

models of leadership with an accessible style and focus on how leadership theory can inform leadership practice Peter G Northouse uses a consistent structure for each chapter allowing readers to easily compare and contrast different theories Case studies and questionnaires provide students with practical examples and opportunities to deepen their understanding of their own leadership style Policing Ethically Clive Harfield, Allyson Macvean, 2025-06-27 At a time when much in UK policing is the subject of intense public and media scrutiny there prevails a practitioner discourse about policing ethically that is ongoing formally in police ethics committee discussions and probably informally in station offices canteens classrooms and police vehicles Since January 2024 these conversations have added emphasis with the publication of the College of Policing's revised Code of Ethics with which policing practitioners in England and Wales are coming to grips This book explores thinking about policing ethically for those who have to use and implement the ideas to those who when law and policy is silent on the matter nevertheless have to make a justifiable decision and act upon it Applicable to policing generally not just to the UK Part 1 of this book presents conceptual contextualization for thinking about policing ethically Following which Part 2 considers practical implications of policing ethically Some of the key topics that the book covers are as follows Discussions of managing power and vulnerability Implementing frontline ethics in practice The process of making ethically informed decisions Considerations around ethics and the use of artificial intelligence by policing practitioners Prerequisites to ethical leadership Considering public interest in relation to policing ethically Risk management as a moral obligation Drawing upon the policing practitioner and policymaking experience of the authors this book will be of interest and use to all those involved in delivering policing constables of all ranks student probationary and experienced policing community support officers professional support staff policing ethics committee members and policymakers The book is also a contribution to the wider academic literature on policing and ethics and will be of interest not only to policing ethicists and ethnographers but also to students and policymakers in the fields of criminology sociology and governance

**Ethics in Public Policy and Management** Alan Lawton, Zeger van der Wal, Leo Huberts, 2015-08-14 Ethics in Public Policy and Management A global research companion showcases the latest research from established and newly emerging scholars in the fields of public management and ethics This collection examines the profound changes of the last 25 years including the rise of New Public Management New Public Governance and Public Value how these have altered practitioners delivery of public services and how academics think about those services Drawing on research from a broad range of disciplines Ethics in Public Policy and Management looks to reflect on this changing landscape With contributions from Asia Australasia Europe and the USA the collection is grouped into five main themes theorising the practice of ethics understanding and combating corruption managing integrity ethics across boundaries expanding ethical policy domains This volume will prove thought provoking for educators administrators policy makers and researchers across the fields of public management public administration and ethics **Global Leadership Perspectives on Industry, Society, and**

**Government in an Era of Uncertainty** Samad, Ataus,Ahmed, Ezaz,Arora, Nitin,2023-06-06 A person in a leadership position frequently navigates through challenging environments and crisis situations COVID 19 s fast global expansion has quickly surpassed the scale and breadth of other recent epidemics and people are naturally inclined to look to leaders for direction while seeking authority and certainty The importance of competent calm and trustworthy leadership is greater than ever during unpredictable and turbulent times as leadership effectiveness can be best judged in crisis environments Global Leadership Perspectives on Industry Society and Government in an Era of Uncertainty examines how leaders from industry society and government respond to and manage crises such as the COVID 19 pandemic in a variety of cultural and national contexts This book is poised to address contemporary leadership issues as well as the fundamental issues such as its definition evolution of leadership theories its distinction from management and implications for gender culture and different fields of knowledge Covering topics such as employee retention leadership skills and women entrepreneurs this premier reference source is an excellent resource for leaders managers executives investors economic analysts policymakers human resource managers entrepreneurs students and educators of higher education researchers and academicians

**Perspectives on Ethical Leadership** Steven L Grover,Thierry Nadisic,David L Patient,2015-09-07 Ethical leadership has come to the forefront of management thought in the twenty first century in the wake of breaches of judgement and integrity that have plagued international markets This volume assembles an international cadre of management scholars to explore questions surrounding ethical leadership Using a variety of methods and approaches this collection of studies examines how people determine the ethicality of their leaders the complex connection of trust and those perceptions and how that affects positive employee outcomes in the private and public sectors Issues are explored both from the standpoint of behaving unethically and behaving ethically at the individual and firm levels The diversity of approaches and penetrating insight makes this a valuable resource for anyone interested in understanding the dynamics of ethics and leadership This book was originally published as a special issue of the Journal of Change Management

**Leadership Approaches Antecedents, Consequences, and Measurements** Burcu Üzüml, Osman Seray Özkan,2024-04-26 Leadership represents a powerful force that shapes people s cognitive frameworks collaborative capacities and most crucially their visions for the future This force can manifest in myriad ways and the ripple effects of leadership can be considerable Therefore there exists an imperative to deepen our understanding of the potency invoked by leadership This book has been constructed to facilitate comprehension of the realm of leadership It explores various leadership paradigms including responsible leadership servant leadership laissez faire leadership ethical leadership authentic leadership shared leadership and toxic leadership types It also delves into foundational elements like the antecedents consequences and measurement methodologies of each leadership type This book is crafted for leaders and researchers keen to enhance their grasp and application of leadership By examining the unique characteristics and impacts of the leadership types within we aspire to hone leadership skills and mold the future

trajectory of the business world As readers you will discover insights that can serve as a compass as you navigate the intricate depths of the leadership domain The leadership styles addressed in this book aim to offer perspectives on how leaders can make a significant difference This work has emerged with the invaluable contributions of many esteemed academics Their endeavors have played a pivotal role in the book s fruition In conclusion we hope that this book proves instrumental for everyone wishing to harness and comprehend the power of leadership Leadership can catalyze not just the transformation of individuals but also societies and organizations We hope this book acts as a critical roadmap for leaders and researchers dedicated to leadership studies

**Handbook of Research on Ethics, Entrepreneurship, and Governance in Higher Education** Nair, Suja R.,Saiz-Álvarez, José Manuel,2018-09-14 Ethics entrepreneurship and governance are very essential and crucial for the sustainable development of institutions of higher education especially in the face of moral ambiguity or ethical lapses that could occur As such it is vital to explore how to facilitate the effective and efficient development of higher education institutions to put into practice ethical behaviors and entrepreneurial values for the progressive future of society The Handbook of Research on Ethics Entrepreneurship and Governance in Higher Education is a pivotal reference source that provides vital research on the application of ethics entrepreneurship and governance in higher education institutions Featuring coverage topics such academic misconduct ethical leadership and student values this publication is ideally designed for educational administrators professors academicians researchers and graduate level students seeking current research on the impact of globalization on the ethics and governance in higher education through various policy decisions and practices

**The Oxford Handbook of Leadership and Organizations** David Day,2014-05-20 As the leadership field continues to evolve there are many reasons to be optimistic about the various theoretical and empirical contributions in better understanding leadership from a scholarly and scientific perspective The Oxford Handbook of Leadership and Organizations brings together a collection of comprehensive state of the science reviews and perspectives on the most pressing historical and contemporary leadership issues with a particular focus on theory and research and looks to the future of the field It provides a broad picture of the leadership field as well as detailed reviews and perspectives within the respective areas Each chapter authored by leading international authorities in the various leadership sub disciplines explores the history and background of leadership in organizations examines important research issues in leadership from both quantitative and qualitative perspectives and forges new directions in leadership research practice and education

Ethical Leadership Madhumita Chatterji,László Zsolnai,2016-09-13 This original contribution to business ethics brings together chapters by leading European and Indian scholars and practitioners Addressing issues of human values ethics spirituality and leadership in business the authors aim to create a dialogue and interchange between Indian and European cultural traditions Topics include spiritual orientations to business in Hindu Buddhist and Christian traditions the effect of spirituality upon contemporary leadership theories sustainable business models in India and Europe and a

comparison between Indian and European philosophies of leadership In exploring what India and Europe can offer to one another in the development of ethical business leadership Ethical Leadership aims to demonstrate ways to achieve sustainability peace and well being The SAGE Handbook of Leadership Alan Bryman,David Collinson,Keith Grint,Brad Jackson,Mary Uhl-Bien,2011-02-17 Leadership pervades every aspect of organizational and social life and its study has never been more diverse nor more fertile With contributions from those who have defined that territory this volume is not only a key point of reference for researchers students and practitioners but also an agenda setting prospective and retrospective look at the state of leadership in the twenty first century It evaluates the domain and stretches it further by considering leadership scholarship from every angle concluding with an optimistic look at the future of leaders followers and their place in organizations and society at large Each section represents a distinctive slant on leadership Macro perspectives including strategic leadership organization theory charismatic leadership complexity leadership and networks Political and philosophical perspectives including distributed leadership critical leadership ethics the military and cults Psychological perspectives including personality leadership style and contingency theories transformational leadership exchange relationships shared leadership cognition leadership development gender trust identity and the dark side of leadership Cultural perspectives including spirituality aesthetics and creativity Contemporary and emergent perspectives followership historical methods virtual leadership emotions image celebrity and the quest for a general theory of leadership **Business Ethics** Denis Collins,2017-11-27 Now with SAGE Publishing Business Ethics Best Practices for Designing and Managing Ethical Organizations Second Edition focuses on how to create organizations of high integrity and superior performance Author Denis Collins shows how to design organizations that reinforce ethical behavior and reduce ethical risks using his unique Optimal Ethics Systems Model that outlines how to hire and train ethical employees make ethical decisions and create a trusting productive work environment Taking a practical approach this text is packed with tips strategies and real world case studies that profile a wide variety of businesses industries and issues A Complete Teaching Learning Package SAGE Premium Video Included in the interactive eBook SAGE Premium Video tools and resources boost comprehension and bolster analysis Watch this video Hiring Ethical People for a preview for a preview Learn more Interactive eBook Includes access to SAGE Premium Video multimedia tools and much more Save when you bundle the interactive eBook with the new edition Order using bundle ISBN 978 1 5443 2496 8 Learn more SAGE coursepacks FREE Easily import our quality instructor and student resource content into your school s learning management system LMS and save time Learn more SAGE edge FREE online resources for students that make learning easier See how your students benefit Leadership Studies in the Turbulent Business Ecosystem ,2025-02-19 Leadership Studies in the Turbulent Business Ecosystem weaves together a rich array of perspectives and practical insights to equip leaders with the knowledge and tools they need to succeed in uncertain times Each chapter authored by experts in their respective fields contributes to a broader understanding of how leaders can

inspire innovate and guide their organizations through the challenges of today's complex and unpredictable business environment Through these studies readers will appreciate the multifaceted nature of leadership learning to balance ethics innovation resilience and adaptability to thrive in a world defined by change      **Web 3.0 Unleashed** Balraj Verma,Amit Mittal,Murali Raman,Birud Sindhav,2025-08-25 The second of two volumes Web 3 0 Unleashed explores the groundbreaking technologies that define Web 3 0 blockchain decentralized finance DeFi augmented reality and artificial intelligence and their profound impact on the way businesses innovate grow and connect with customers      Behavioral Business Ethics David De Cremer,Ann E. Tenbrunsel,2012-03-12 This book looks at how and why individuals display unethical behavior It emphasizes the actual behavior of individuals rather than specific business practices It draws from work on psychology as Max Bazerman said efforts to improve ethical decision making are better aimed at understanding our psychological tendencies

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