



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 Business¹ (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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Ethical Leadership A Review And Future Directions

James G. Hunt, John David Blair



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

Organizational Behavior Stephen P. Robbins, Tim Judge, 2009 Robbins Judge provide the research you want in the language your students understand accompanied with the best selling self assessment software SAL Some topics include management functions the social sciences helping employees balance work and other responsibilities improving people skills improving customer service motivational concepts communication power and politics conflict and negotiation culture and stress management Globally accepted and written by one of the most foremost authors in the field this is a necessary read for all managers human resource workers and anyone needing to understand and improve their people skills

Fundamentals of Organizational Behaviour Chia-Yu Kou-Barrett, 2024-03-03 Obtain real world knowledge of organizational behaviour to better understand people within organizations and make businesses operate more effectively Fundamentals of Organizational Behaviour is a hands on and streamlined textbook exploring an area that can at times seem challenging and abstract It covers key areas including individual differences at work motivation leadership styles and conflict and negotiation without assuming students prior knowledge or working experience It also explores cutting edge topics such as the implications of technology and remote working on workplace behaviour This new textbook examines power status and political behaviours organizational change and culture and organizational structure and design It includes real world examples throughout and is supported by a range of features including learning outcomes key concepts and terminology boxes and reflective exercises to aid professional development Fundamentals of Organizational Behaviour is an essential resource for masters level and upper level undergraduate students on HRM and Management degrees taking modules on Organizational Behaviour

The Routledge Companion to Inclusive Leadership Joan Marques, 2020-03-17 An important reference work on a practice that is needed more than ever in a VUCA world this book helps readers understand the importance of responsible and constructive practices and behavior in leadership The broad approach to inclusive leadership presented in this volume highlights correlations between inclusive leadership and myriad issues qualities and circumstances that serve as foundations or impact factors on it Some contributors review contemporary concepts and challenges such as change innovation the bottom line sustainability and performance excellence against inclusive leadership Other contributors reflect on critical practices and qualities such as trust passion ethics spirituality and empathy and their relationships with inclusive leadership A range of religious and spiritual influences are also evaluated in the context of inclusive leadership such as but not limited to Buddhism Taoism Hinduism Jainism and Christianity Postgraduate students instructors and coaches will appreciate this comprehensive look at inclusive leadership which has become an urgent concept to be internalized and practiced by all regardless of positions possessions locations or generations

The State of Public

Administration Donald C Menzel, Harvey E White, 2015-01-28 The trends and practices of public administration are ever changing and it is essential that they be appraised from time to time Designed as a capstone survey of the field The State of Public Administration focuses on leading edge issues challenges and opportunities that confront PA study and practice in the 21st Century New Horizons in Positive Leadership and Change Satinder Dhiman, Joan Marques, 2020-03-11 This edited

volume provides managers as well as students with the best practices in effectively leading the 21st century workforce and managing change It applies positive principles arising from the newly emerging fields of positive psychology positive change and positive organizational studies to the field of leadership and change offering managers strategies and tools to lead change effectively in the present day boundary less work environment At its most fundamental level the uniqueness of this volume lies in its anchorage in the moral and spiritual dimension of leadership an approach most relevant for contemporary organizations *Psychopathy in the Workplace* Marie-Line Germain, 2024-04-25 The onset of the pandemic has placed a

greater emphasis on mental health with many organizations making it a business imperative to ensure that employees are fully supported Research on mental health in the workplace continues to grow though there is a dearth of scholarly writings taking a micro approach to understanding the impact of negative work environments This three book series explores issues related to personality disorders and work related suicides and the effect on employees and leaders This volume focuses on the harmful effects of psychopathy in the workplace The book is divided into three sections defining psychopathy identifying it through its effects on workplace productivity and performance and understanding how that knowledge can limit its effect With chapter contributions from authors around the world this collection offers global perspectives on the harmful role that psychopathy can play in the workplace Tackling topics such as abusive supervision and workplace bullying this book will advance scholarship related to employee well being employee engagement and counterproductive workplace behaviors

Selected Readings in Educational Leadership Azam bin Othman, Hairuddin bin Mohd. Ali, 2016 **Organizational Behavior and Dynamics** Oliver T. Chen, 2009 Organisational Behaviour OB is the study and application of knowledge about how people individuals and groups act in organisations It does this by taking a system approach That is it interprets people organisation relationships in terms of the whole person whole group whole organisation and whole social system Its purpose is to build better relationships by achieving human objectives organisational objectives and social objectives The organisation s base rests on management s philosophy values vision and goals This in turn drives the organisational culture which is composed of the formal organisation informal organisation and the social environment The culture determines the type of leadership communication and group dynamics within the organisation The workers perceive this as the quality of work life which directs their degree of motivation The final outcomes are performance individual satisfaction and personal growth and development All these elements combine to build the model or framework that the organisation operates from This book presents carefully selected current research on this subject **Performance Improvement Quarterly**, 2012 Research

Handbook of Responsible Management Oliver Laasch, Roy Suddaby, R. E. Freeman, Dima Jamali, 2020-05-29 Outlining origins of the field and latest research trends this Research Handbook offers a unique and cutting edge take on the numerous avenues to responsible management in the 21st century Renowned contributors present iconic viewpoints that have formed the foundation of responsible management research introducing cutting edge conceptual lenses for the study of the responsible management process

Ethical Leadership in the Community College David M. Hellmich, 2007-05-18 The avalanche of day to day responsibilities facing those in community colleges threatens to bury ethical intent This book addresses the importance of ethical leadership and explores real world applications so that community college leaders can develop the institutional savvy to be extraordinary ethical leaders Written for community college faculty staff presidents and trustees who are committed to being ethical leaders this book is divided into two sections The first provides brief theoretical foundations for ethical leadership and relates those foundations to daily practice the second explores in depth daily practice for ethical leaders Contents include Virtue theory and leadership theory Plato's Republic and the ethical leader Considerations of power influence and cultural norms The role of the president Why presidents and trustees should care about ethics Professional ethical identity development Ethical leadership A faculty obligation The interface of ethics and courage in the life of a chief academic officer Threats to ethical leadership Leading from the head and the heart Transformational leadership and ethical dilemmas Presidential support for civic engagement and leadership education A guide to ethical decision making by presidents and boards The consequences of compromised ethical identity development

Ethics in Physical Therapy: A Case Based Approach Nancy Kirsch, 2018-04-13 A Case Based Approach to Learning Ethics in Physical Therapy Ethics in Physical Therapy utilizes a unique case based approach to teach students and clinicians how to apply theoretical concepts to real world situations The cases were carefully selected to encourage thinking and discussion The accompanying text provides a framework to answer the should questions such as What should I do and How should I act The format provides the opportunity to move beyond the individual realm when appropriate resolving issues within an institutional or societal perspective The text is divided into two sections Ethics for the Physical Therapist and Types of Ethical Decisions Case Analysis They are designed to integrate with one another but each section can also be used separately Part I provides more didactic foundational material while Part II strives to apply ethical decision making tools to relevant cases in physical therapy practice with the second section focusing on case analyses The purpose of Ethics in Physical Therapy is to give students and clinicians a lens through which to analyze contemporary ethical challenges Philosophical theory within the text is limited to that which can be applied practically in the clinical setting This book is not intended to be a work on ethical behavior rather it is designed to provide students and clinicians with a framework in which to approach the uncertainty of ethical decision making with tools to aid their inherent judgment

Annual Review of Psychology Calvin Perry Stone, 2009 Publishes original critical reviews of the significant literature and current developments in psychology **Professional**

Issues and Ethics in Physical Therapy: A Case-Based Approach, Second Edition Nancy Kirsch, 2023-11-17 This unique case based resource provides real life ethical scenarios and dilemmas that build your expertise on this increasingly important topic Carefully selected to encourage thinking and discussion the cases in Professional Issues and Ethics in Physical Therapy provide a framework for quickly and accurately answering vital questions when it comes to professional ethics in a physical therapy setting like What should I do and How should I act In addition to addressing clinician patient situations it explains how to resolve issues within institutional and societal perspectives With content specifically designed to help students excel in their Professional Issues Types of Ethical Decisions Case Analysis applies ethical decision making tools to relevant cases with the second section focusing on case analyses The two sections integrate with one another but each can also be read separately

Leadership on the Future Battlefield James G. Hunt, John David Blair, 1985

Personnel Management Abstracts, 1991

Stakeholder Theory Abe J. Zakhem, Daniel E. Palmer, Mary Lyn Stoll, 2008 This valuable collection of essential articles from the most prominent authors in the field serves as the standard reference source for research into stakeholder theory the dominant framework for analyzing ethical issues within the field of business ethics

The Leadership Quarterly, 2004

Baldrige User's Guide John Latham, John R. Latham, John Vinyard, 2006 Whether diagnosing the existing organization designing or redesigning systems or leading the transformation this practical guide has the tools and advice that readers will need to build a high performing organization The second edition delves into the latest advances in the Baldrige process which helps drive organizations to be more competitive and achieve performance excellence Authors Latham and Vinyard strike a balance between theoretical and practical approaches emphasizing the impact of the leader's role in determining healthy directions for a changing organization

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