



INTERNATIONAL JOURNAL OF
EDUCATION, PSYCHOLOGY
AND COUNSELLING
(IJEPC)

www.ijepec.com



ETHICAL LEADERSHIP PRACTICE IN EDUCATION: A SIGNIFICANT SYSTEMATIC REVIEW

Suzzanna Amir^{1,2*}, Halimah Mohd Yusof³, Khairunnisa Mokhtar⁴, Zulkifli Rahman⁵

¹ Bahagian Tajaan, Kementerian Pendidikan Malaysia
Email: darimatairis@gmail.com

² School of Human Resource Development and Psychology, Faculty of Social Sciences and Humanities, University of Technology Malaysia, Skudai, Johor Bahru, Johor
Email: suzanna@graduate.utm.my

³ School of Human Resource Development and Psychology, Faculty of Social Sciences and Humanities, University of Technology Malaysia, Skudai, Johor Bahru, Johor
Email: halimahmy@utm.my

⁴ School of Education, University of Science Malaysia
Email: eichamokhtar@gmail.com

⁵ Faculty of Engineering Technology and Electrical, University of Technical Malaysia, Malacca
Email: marcjue@gmail.com

* Corresponding Author

Article Info:

Article history:

Received date: 25.10.2023

Revised date: 10.11.2023

Accepted date: 23.11.2023

Published date: 13.12.2023

To cite this document:

Amir, S., Yusof, H. M., Mokhtar, K., & Rahman, Z. (2023). Ethical Leadership Practice In Education: A Significant Systematic Review. *International Journal of Education, Psychology and Counseling*, 8 (52), 258-275.

DOI: 10.35631/IJEPC.852021

This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)



Abstract:

This systematic literature review explores the significance of ethical leadership practices in the context of education. The introduction provides an overview of the importance of ethical leadership within educational settings. However, these leaders contend with complex moral dilemmas, navigating the delicate balance between adhering to laws and potentially disobeying some, which could result in a competitive disadvantage. This study employed the PRISMA methodology, conducting a systematic search across academic databases, specifically Scopus and the Web of Science, resulting in a comprehensive selection of studies, reviews, and articles pertaining to ethical leadership in educational contexts. By utilizing an advanced search strategy involving keywords such as 'ethical leadership,' 'ethical management,' and 'education,' the analysis revealed the pivotal role played by ethical leadership in educational settings and organizations, contributing to higher-quality leadership. The final dataset consisted of 35 items, with the review identifying key themes that were subsequently validated by experts and categorized into three distinct themes: (1) the impact of ethical leadership on workplace behavior, (2) ethical leadership within educational contexts, and (3) ethical leadership across diverse industries and sectors. In conclusion, ethical leadership stands as a foundational element of responsible and effective leadership within the contemporary educational system.

Keywords:

Ethical Leadership, Ethical Management, Practice, Values, Leaders, Education

Introduction

In the complex landscape of modern organizations, ethical leadership has emerged as a pivotal concept, capturing the essence of virtuous, responsible, and morally sound leadership practices. Ethical leadership embodies a set of principles and values that guide leaders in their decision-making and actions, emphasizing the importance of transparency, integrity, and empathy (Bhana & Suknunan, 2019, 2020; Caldwell et al., 2007; Pérezts et al., 2020). This article explores ethical leadership, its importance in today's world, and its impact on organizational culture, employee engagement, and workforce ethical compass. Ethical leaders uphold high moral standards, exhibit honesty and integrity, and serve as role models, fostering trust and accountability. (Al Hadhrami et al., 2022; Ghanem, 2018; Hwang, 2001; McKimm & McLean, 2020). They recognize the importance of fairness, empathy, and social responsibility, and their decisions reflect these values. As a result, organizations led by ethical leaders tend to experience greater levels of employee satisfaction, as they feel valued and respected, and, in turn, are more motivated to contribute their best efforts (George & Rose, 2023; Imam & Kim, 2023; Khan et al., 2023; Mahmoud, 2023; Pérezts et al., 2023; Zhang et al., 2023).

Ethical leadership emphasizes long-term responsibilities, balancing immediate needs with organizational interests, contributing to business sustainability by understanding the repercussions of decisions and actions. (George & Rose, 2023; Hameed et al., 2023; Mahmoud, 2023; Singo et al., 2022; Vynoslavská & Kononets, 2021). Ethical leadership improves organizational performance by fostering innovation, enhancing relationships, and attracting top talent. It prioritizes stakeholder well-being, creating shared value for both organizations and society. Ethical leaders set positive examples for other leaders and institutions. (Hameed et al., 2023; Hosseini & Ferreira, 2023). Ethical leadership is crucial in fostering a responsible and ethical business culture, addressing ethical challenges like environmental concerns and social justice issues, and promoting sustainable, equitable, and responsible practices. (Anheier & Knudsen, 2023; Ghafourifard et al., 2022; Kristijono et al., 2022).

Ethical leadership, rooted in integrity, transparency, empathy, and social responsibility, is crucial in shaping organizational culture, employee engagement, and ethical standards. It not only enhances organizational well-being but also impacts the business environment and society, guiding organizations towards sustainable, prosperous futures.

Literature Review

Three recent studies shed light on the crucial role of ethical leadership in various educational contexts. In Zhejiang Province, China, a study explored the relationships between ethical leadership (EL), work engagement (WE), wellbeing, and innovative work behavior (IWB) among academic staff (Jia et al., 2022). The study highlights the importance of a positive work environment and healthy interpersonal interactions in fostering innovative work behavior (IWB). It also emphasizes the relationship between ethical leadership and work engagement, highlighting the interconnectedness of these factors in academia. The findings suggest practical recommendations for businesses, such as providing training programs, selecting ethical

executives, and making ethical conduct a clear condition for employment. (Guo et al., 2023). Moreover, it underscores the importance of top management and leadership in raising awareness about the value of ethical behavior in the workplace (Iromea & Reynolds, 2021). These studies collectively underline the pivotal role of ethical leadership in education and offer insights into fostering ethical work behavior and innovative work practices among staff in different contexts.

Wangari Maathai's life-long struggle against patriarchal customs in Kenya highlights the transformative potential of cultural values on women's independence and environmental dedication. This perspective calls for Afrocentric education to sustain women's freedom. (Sesanti, 2021). This chapter analyzes ethical leadership education challenges in transition economies like Poland, emphasizing the need for leaders to navigate complex moral dilemmas, balancing adhering to laws and potentially disobeying them for competitive advantage. (Szymański & Olszewska, 2021). A study involving 400 instructors at the Office of the Basic Education Commission found that ethical leadership directly impacts organizational citizenship behavior, with work satisfaction and stress acting as mediators, highlighting the importance of job stress. (Phetsombat & Na-Nan, 2023). These interconnected narratives underscore the overarching importance of ethical leadership in fostering personal, cultural, and organizational values within diverse contexts.

These three studies and chapters collectively underscore the critical role of ethical leadership in fostering moral judgment, ethical decision-making, creativity, and values within different contexts. The first work serves as a foundational framework, addressing research gaps and emphasizing the utility of incorporating transformational leadership elements to train ethical leaders and guide educators in building a robust moral compass (Holst, 2023a, 2023b). The study explores the relationship between ethical leadership and creativity in Colombia's energy sector, highlighting the influence of teleworking and the importance of strong ethical standards in addressing social issues. (Santiago-Torner, 2023). The third chapter emphasizes university core values like academic freedom, justice, and integrity, emphasizing the importance of ethical codes, committees, audits, and staff education (Gurgu, 2022). Together, these contributions collectively stress the multifaceted importance of ethical leadership in shaping individuals, organizations, and institutions.

Two studies highlight ethical leadership's role in improving higher education, with the first in Indonesia revealing its positive impact on performance measurement systems (PMS) effectiveness, with participative decision-making acting as a mediator. (Nazaruddin et al., 2021)The second chapter focuses on the US and the importance of fair inclusion for marginalized students in higher education, highlighting the role of ethical leadership in implementing policies that prioritize equity and justice. (Lohani, 2021). Both contributions collectively emphasize the critical significance of ethical leadership in fostering positive change and inclusivity within higher education, despite differing cultural and regional contexts.

Material and Methods

Identification

The three primary stages of the systematic review procedure are utilised to select several relevant papers for this report. The process starts with the identification of keywords and the search for related terms based on the thesaurus, dictionaries, encyclopaedia, and past research.

As a result, search strings on Scopus and Web of Science databases (refer to Table 1) have been established after all pertinent keywords have been determined. The current study endeavour effectively extracted 937 publications from the two databases during the initial phase of the systematic review procedure.

Table 1: The Search String

Scopus	TITLE-ABS-KEY (("ethical leadership" OR "ethical manage*") AND (education OR learn*)) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (PUBYEAR , 2023)) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SRCTYPE , "j"))
WOS	("ethical leadership" OR "ethical manage*") AND (education OR learn*) (Topic and Article (Document Types) and English (Languages) and 2023 (Publication Years)

Screening

The screening process involved removing duplicate papers, removing 85 in the first phase and examining 14 articles in the second phase. The primary inclusion criteria were research publications, excluding book series, chapters, reviews, meta-analyses, syntheses, and systematic reviews, specifically English-written papers, for a year (2023). In total, 852 publications were excluded based on these specific criteria.

Eligibility

A group of 71 articles was chosen for the eligibility phase, the third stage. In order to verify that all of the articles fulfilled the inclusion requirements and complemented the ongoing research goals, a thorough examination of their titles and essential contents was carried out at this phase. As a result, 36 papers were disqualified because their abstracts did not support the goals of the study, they did not relate to the pertinent subject, or their titles were not closely related. Thus, 35 publications are still pending approval (see Table 2).

Table 2: The Selection Criterion is Searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Time line	2023	< 2023
Literature type	Journal (Article)	Conference, Book, Review
Publication Stage	Final	In Press

Data Abstraction and Analysis

This study used integrative analysis to synthesize different research designs, including qualitative, quantitative, and mixed methods. The authors reviewed 35 papers to develop themes related to ethical leadership in education. The three main themes were ethical leadership and workplace behaviour, education, and various industries. The authors worked with co-authors to establish themes based on findings, maintaining a log for analysis and addressing discrepancies. The themes were then revised by two experts, ensuring clarity, importance, and adequacy. Adjustments were made based on expert feedback and comments.

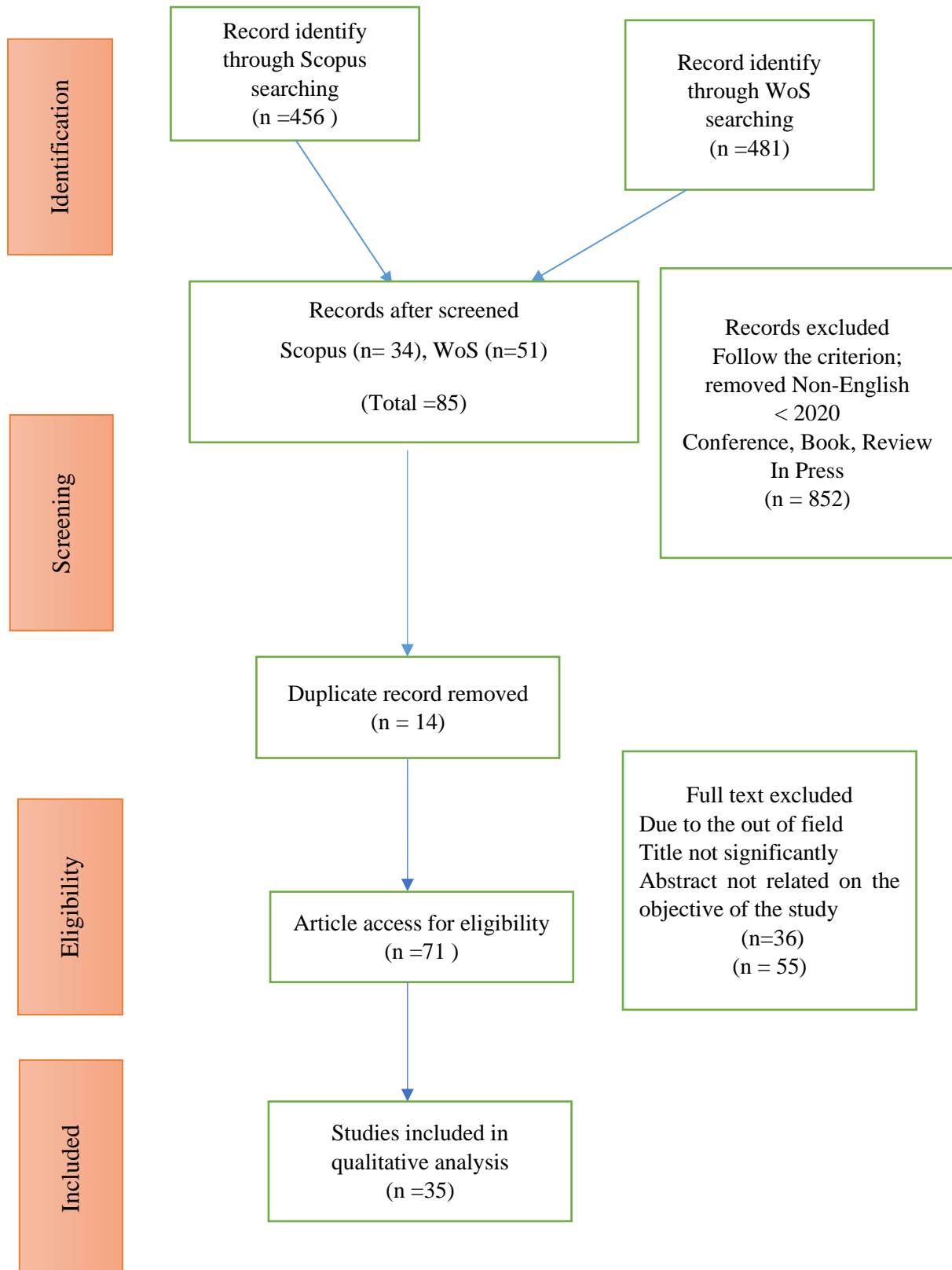


Figure 1: Flow Diagram Of The Proposed Searching Study

Source: (Moher D, Liberati A, Tetzlaff J, 2009)

Copyright © GLOBAL ACADEMIC EXCELLENCE (M) SDN BHD - All rights reserved

Result and Findings**Table 3: The Research Article Finding Based on the Proposed Searching Criterion
Theme 1: Ethical Leadership and Workplace Behaviour**

Authors	Study Scope	Journal	Methodology	Advantages and Findings
Guo F.; Xue Z.; He J.; Yasmin F.(Guo et al., 2023)	Workplace ethics and ethical leadership in the education sector: The consequences of workers' ethical conduct	Frontiers in Psychology	The study examined the impact of ethical leadership on employee behavior and the role of organizational commitment in facilitating this connection within a Chinese public- sector educational institution.	Ethical positively employee requiring commitment, programs, hiring with strong values, management sessions to ensure favorable outcomes. leadership impacts behavior, organizational training leaders training ensure
Jensen D.C.; Hansen A.-K.L.; Pedersen L.D.; Andersen L.B.(Jensen et al., 2023)	Authority and Moral Guidance Scope in Highly Skilled Public Institutions	Public Personnel Managemen t	The study explores the link between span of control and ethical leadership in Danish hospitals, revealing that a broad span can hinder effective ethical leadership.	The study found no significant correlation between clinical directors' span of control and ethical leadership, suggesting that perceived power distances can influence ethical guidance and professionalism.
Musenze I.A.; Mayende T.S.(Musenze & Mayende, 2023)	Examining the moderating influence of perceived organisational support (POS) on the relationship between innovative work behaviour (IWB) and ethical leadership (EL) in public universities	Managemen t Research Review	The study explores the influence of organizational support on ethical leadership and innovative work behavior among Ugandan public university academic staff through quantitative and structural equation modeling.	The study reveals that perceived organizational support (POS) moderates the relationship between ethical leadership and innovative work behavior, suggesting that promoting ethical leadership requires POS cultivation among employees.

Yue L.; Men C.; Ci X.(Yue et al., 2023)	Relationship between workplace dishonesty and perceived ethical leadership: A moderated mediation model of moral identity and leader- follower value congruence	Current Psychology	The study investigates the impact of ethical leadership on employees' moral identity and workplace cheating, highlighting the importance of aligning values to mitigate the indirect effect.	This study, involving 243 full-time employees and supervisors, confirms the hypotheses and provides valuable insights into the relationship between ethical leadership and workplace cheating behavior.
Shu-Ling C.; Zikani M.(Shu- Ling & Zikani, 2023)	Moral identity has a moderating effect on ethical leadership, psychological capital, work engagement, and job satisfaction in Malawi's public sector.	Internationa l Review of Public Administ ration	This study investigates the role of psychological capital and moral identity in the relationship between ethical leadership, work engagement, and job satisfaction among 177 Malawi public servants.	The study, based on social learning theory, reveals that psychological capital mediates the relationship between ethical leadership, work engagement, and job satisfaction among 177 Malawi public servants.
Kim J.(J. Kim, 2023)	Programmes to lessen unethical behaviour among public personnel and ethical leadership	Public Managemen t Review	The research examined how ethical leadership impacts the unethical conduct of public employees by using ethics programs rooted in social learning theory and reinforcement theory as a means of analysis.	The study found that ethical leadership and the implementation of ethics programs significantly reduce unethical behavior among public employees, underscoring the importance of ethical leadership and the effective use of ethics programs.
Phetsombat P.; Na-Nan K.(Phetsombat & Na-Nan, 2023)	An Empirical Framework of Ethical Leadership Influencing the Organisational	Sustainabilit y (Switzerlan d)	The study examined the impact of ethical leadership on organizational citizenship behavior among	The study reveals that ethical leadership positively influences organizational citizenship behavior, with job stress and satisfaction acting as mediators, enhancing our

	Citizenship Conduct of Teachers at the Basic Education Commission Office		400 teachers at the Office of the Basic Education Commission.	understanding of its dynamics.
Kim C.; Lee C.; Lee G.(C. Kim et al., 2023)	Influence of Ethical Leadership by Supervisors on Unethical Pro- Organizational Behaviour by Subordinates: Followership's Mediating Effects	Behavioral Sciences	The study investigated the relationship between ethical leadership, followership, and unethical pro- organizational behavior (UPB) among South Korean government officials using 404 questionnaires and multiple regression analysis.	The study reveals that ethical leadership positively impacts followership, thereby influencing unethical pro- organizational behavior (UPB), with followership playing a mediating role in this relationship.
Al Halbusi H.; Ruiz-Palomino P.; Williams K.A.(Al Halbusi et al., 2023)	Moral identity and self- control of followers, as well as ethical leadership: the influence of two and three- way interactions on followers' moral behaviour	Journal of Business Research	A study in Iraq reveals that ethical leadership significantly impacts employee ethics when employees possess high moral identity and self-control, emphasizing the significance of these qualities in ethical behavior.	The results carry significant implications, emphasizing that realizing the complete advantages of ethical leadership necessitates a focus on the attributes of both leaders and their subordinates.
Liu X.; Huang Y.; Kim J.; Na S.(X. Liu et al., 2023)	How Can Ethical Leadership Foster Creative Workplace Practices in Employees? Openness to Experience, Work Engagement,	Sustainabilit y (Switzerlan d)	The study, involving 397 Chinese full-time employees, found that ethical leadership positively influences innovative work behaviors, demonstrating the influence of social	The study reveals that ethical leadership enhances employee innovation by promoting psychological safety and engagement, while openness to experience moderates this relationship, offering valuable insights for companies.

	and Psychological Safety		exchange and learning theories.	
Zhang G.; Zhang T.; Mao S.; Xu Q.; Ma X.(Zhang et al., 2023)	The moral leadership of supervisors and graduate students' perspectives on academic misbehaviour	PLoS ONE	The study explores the impact of ethical leadership on graduate students' attitudes towards academic misconduct, using social cognitive and role congruity theories, and employs experimental vignette methodology for validity.	Studies show that ethical leadership by supervisors can reduce students' acceptance of academic misconduct, particularly for female supervisors, and have implications for ethical leadership, academic misconduct, and gender differences.
Santiago-Torner C.(Santiago- Torner, 2023)	The moderating influence of high intensity telework on ethical leadership and creativity in employees with university education	Intangible Capital	A study of 448 online workers found a convex relationship between ethical leadership and creativity, with teleworking intensity positively influencing creativity, and reduced remote work neutralizing the relationship.	The study highlights the significance of ethical leadership in e-ethics in the Colombian energy sector, emphasizing the impact of low-intensity teleworking on creativity and the need for public energy organizations to prioritize common good.
Asif M.; Hussain M.A.; Humayun S.; Awais M.; Li M.(Asif et al., 2023)	Examining the Impact of Ethical Leadership on Staff Creativity via Bottom-Up Work Reorganisatio n: Individual Leadership as a Spark	Sustainabilit y (Switzerlan d)	The study explores the impact of ethical leadership on employee innovative behaviors, examining job crafting and self- leadership, using 370 responses from Zhejiang's service industry, using Mplus 8.0.	The study reveals a positive correlation between ethical leadership (EL) and innovative work behavior (IWB) and job crafting (JC), with job crafting mediating the relationship and self- leadership strengthening the association.

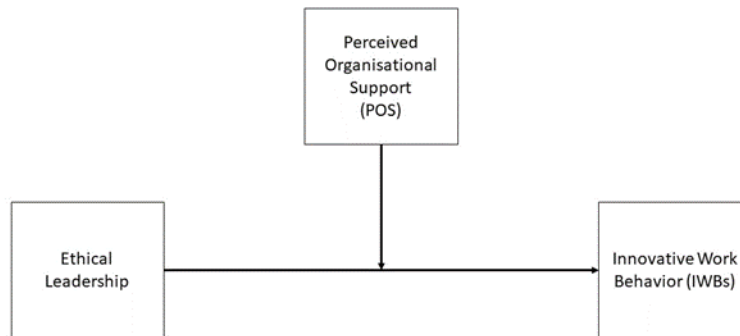


Figure 2: Ethical Leadership And The Innovative Work Behaviour

Source: (Muchiri Et Al., 2023)

Theme 2: Ethical Leadership in Education

Authors	Title	Journal	Methodology	Advantages and Findings
Kwesiga E.; Spraul K.; Zoogah B.D.(Kwesiga et al., 2023)	An analysis of how positive psychological concepts affect business school educational outcomes	International Journal of Management Education	A study involving 272 students from the U.S. and Germany found that relational compassion, ethical leadership, and perceived supervisory support significantly influence service- learning benefits judgments.	The study provides insights into the impact of positive education on two countries and discusses the implications for theory and research on service-learning benefits.
Amani D.(Amani, 2023)	An employee's perspective on internal corporate social responsibility and university brand credibility in Tanzania's higher education sector	Social Responsibility Journal	This study investigates the impact of internal corporate social responsibility on university brand legitimacy in Tanzania, examining the mediation effect of perceived ethicality.	This study reveals that internal CSR influences UBRL in higher education institutions through perceived ethicality. It suggests investing in ethical management practices to ensure employees' legitimacy and is an initial study on this topic.

Liu S.; Yin H.(S. Liu & Yin, 2023)	A moderated-mediation investigation of the ways in which teacher duty and decision-making engagement in professional learning communities are impacted by ethical leadership	Educational Management Administration and Leadership	This research examined a model where ethical leadership by school principals influences the development of professional learning communities in China. It specifically looked at the role of teacher obligation as a mediator and teacher involvement in school decision-making as a moderator in this relationship.	The study, involving 3374 teachers, found that ethical leadership significantly impacts professional learning communities through teacher obligation and participation in decision-making, with principals' positive influence amplified by high teacher involvement.
------------------------------------	--	--	--	---



Figure 3: School Leaders' Values

Source: (Papaloi Et Al., 2023)

Theme 3: Ethical Leadership in Various Industries and Sectors

Authors	Title	Journal	Methodology	Advantages and Findings
Hoang G.; Yang M.; Luu T.T.(Hoang et al., 2023)	An organised survey of the literature and research agenda on ethical	International Journal of Hospitality Management	This study reviews 33 studies on ethical leadership in the tourism and hospitality industry, revealing	The study identifies ethical leadership in tourism and hospitality as consistent, affecting employee attitudes, behaviors, and

	leadership in tourism and hospitality management		uniformity in definition and measurement, using social exchange, social learning, and conservation of resources theories.	outcomes through social exchange, social learning, and resource conservation theories.
Wang J.; Feng T.(Wang & Feng, 2023)	A moderated mediation analysis between green supply chain integration and ethical leadership in the supply chain	International Journal of Logistics Research and Applications	This study investigates the impact of supply chain ethical leadership (SCEL) on green supply chain management (GSCI) using social learning theory and data from 317 Chinese firms.	The study reveals that Sustainable Corporate Environmental Leadership positively impacts Green Supply Chain Integration, with the Green Image mediating its effect, and strategic integration facilitating its impact.
Halvorsen B.; Bartram T.; Kia N.; Cavanagh J.(Halvorsen et al., 2023)	An examination of ethical leadership and customer-focused training among Australian bank employees	Asia Pacific Journal of Human Resources	This study explores the relationship between ethical leadership and training, focusing on 187 Australian bank employees, and how ethical climate, service climate, and customer orientation mediate these relationships.	The relationship between ethical leadership and employee performance is mediated by the ethical climate and customer orientation, with ethical leadership having a stronger impact than ethical training, according to a study.
Srivastava S.; Madan P.(Srivastava & Madan, 2023)	investigating how workplace spirituality, moral leadership, and behavioural results relate to each other in the Indian hotel industry	Social Responsibility Journal	This study investigates the mediating role of workplace spirituality on ethical leadership and behavioral outcomes, using social exchange and social learning theories and data from 348 North Indian hotel employees.	The study reveals a positive correlation between ethical leadership and organizational citizenship behavior, while a negative correlation exists with unethical pro-organizational behavior, highlighting the role of workplace spirituality.

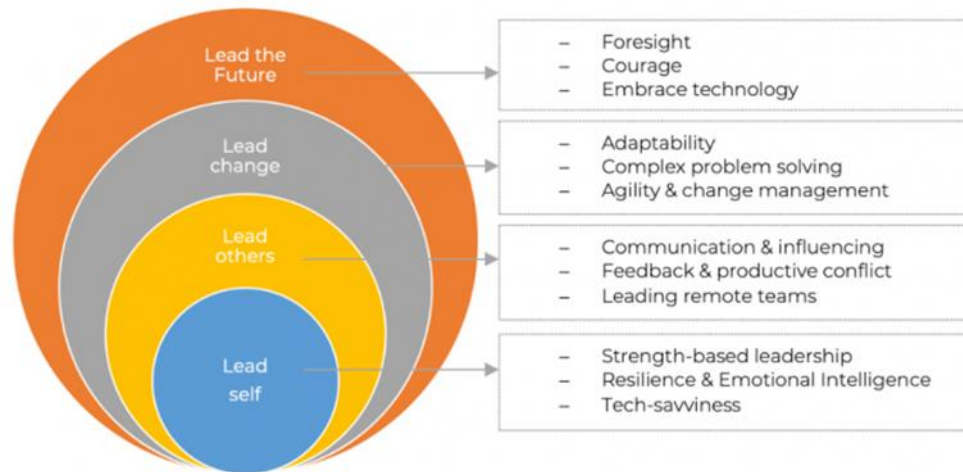


Figure 4: The Leadership Skills For The Workplace Of The 21st Century

Source: (Bláha Et Al., 2022)

Discussion and Conclusion

Ethical leadership significantly influences employee behavior in various ways, such as commitment, innovation, and reduced unethical conduct. To foster this, organizations should implement training, hire ethical leaders, and establish clear ethical expectations (Holst, 2023). Additionally, factors like organizational commitment, reduced power distances, and perceived support play vital roles (Santiago-Torner, 2023). These findings highlight the importance of ethical leadership in achieving organizational success.

It underscores the importance of ethical management practices, teacher involvement, and ethical leadership for fostering professional learning communities and enhancing university brand reputation and loyalty. The followings discussion and conclusion are made:

- 1) Positive Education Impact: The study provides insights into the impact of positive education on two countries and discusses implications for service-learning benefits (Xie et al., 2023).
- 2) Internal CSR and UBRL: Internal CSR influences UBRL (University Brand Reputation and Loyalty) in higher education institutions through perceived ethicality. The study suggests that investing in ethical management practices can enhance employee legitimacy (Musenze & Mayende, 2023).
- 3) Ethical Leadership and Professional Learning Communities: Findings based on responses from 3,374 teachers highlight the significant impact of ethical leadership on professional learning communities. Ethical leadership has direct and indirect effects on these communities through teacher obligation. The level of teacher participation in decision-making moderates the positive influence of ethical leadership, with high involvement in decision-making enhancing its impact (Brunetto et al., 2023).

The study highlights the consistent and positive impact of ethical leadership in tourism and hospitality, measured cohesively through various theories. Sustainable Corporate Environmental Leadership (SCEL) positively influences Green Supply Chain Integration (GSCI) through the Green Image, with significant business and social factors. Ethical leadership significantly impacts employee attitudes, with workplace spirituality mediating

organizational citizenship behavior and reducing unethical conduct, bearing implications for research and managerial practices in the industry (Arar et al., 2016; Szymański & Olszewska, 2021).

Conflicts of Interest

The authors declare that they have no conflicts of interest to report regarding the present study.

Acknowledgment

Appreciation goes to all anonymous reviewers for their insightful and constructive comments and for your all cooperation and time in making this review a success.

References

- Al Hadhrami, A., Al Sharji, H., Alrishan, A. M. H., Al Maawali, I., & Gmach, I. (2022). Principals of basic education schools practice in the Sultanate of Oman of ethical leadership dimensions. *Cypriot Journal of Educational Sciences*, 17(9). <https://doi.org/10.18844/cjes.v17i9.7435>
- Anheier, H. K., & Knudsen, E. L. (2023). The 21st century trust and leadership problem: Quoi faire? *Global Policy*, 14(1). <https://doi.org/10.1111/1758-5899.13162>
- Bhana, A., & Suknunan, S. (2019). The impact of ethical leadership on employee engagement within a South African public higher education institution. *Problems and Perspectives in Management*, 17(4). [https://doi.org/10.21511/ppm.17\(4\).2019.26](https://doi.org/10.21511/ppm.17(4).2019.26)
- Bhana, A., & Suknunan, S. (2020). Building ethical leadership through training and development approach at a higher education institution in South Africa. *Problems and Perspectives in Management*, 18(1). [https://doi.org/10.21511/ppm.18\(1\).2020.35](https://doi.org/10.21511/ppm.18(1).2020.35)
- Caldwell, C., Shapiro, J. P., & Gross, S. J. (2007). Ethical leadership in higher education admission: Equality vs. equity. *Journal of College Admission*, 195.
- George, A. J. T., & Rose, S. (2023). Ethical decision-making: Virtues for senior leadership in higher education. In *Management in Education*. <https://doi.org/10.1177/08920206231172027>
- Ghafourifard, M., Zamanzadeh, V., Valizadeh, L., & Rahmani, A. (2022). Compassionate Nursing Care Model: Results from a grounded theory study. *Nursing Ethics*, 29(3). <https://doi.org/10.1177/09697330211051005>
- Ghanem, B. M. (2018). Ethical leadership in education and its relation to education management ethics. *European Journal of Education Studies*, 4(6).
- Guo, F., Xue, Z., He, J., & Yasmin, F. (2023). Ethical leadership and workplace behavior in the education sector: The implications of employees' ethical work behavior. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1040000>
- Gurgu, E. (2022). Leadership on ethical bases in the university environment to improve standards in higher education. In *New Perspectives on Using Accreditation to Improve Higher Education*. <https://doi.org/10.4018/978-1-6684-5195-3.ch003>
- Hameed, A. A., Waqas, M., Fatima, T., & Anjum, Z. U. Z. (2023). Ideals Versus Actual Practice of Ethical Leadership: A Case Study Analysis of Public Sector Organizations in Pakistan. *Global Business Review*. <https://doi.org/10.1177/09721509221149605>
- Holst, A. L. (2023a). Finding a Moral Compass: Grounded Theory Research on Ethical Leadership Training for Education for Sustainable Development (ESD). In *Sustainable Development and Environmental Stewardship*. https://doi.org/10.1007/978-3-031-28885-2_2

- Holst, A. L. (2023b). Finding a Moral Compass: Grounded Theory Research on Ethical Leadership Training for Education for Sustainable Development (ESD). In *Handbook of Engaged Sustainability*. https://doi.org/10.1007/978-3-319-53121-2_57-2
- Hosseini, E., & Ferreira, J. J. (2023). The impact of ethical leadership on organizational identity in digital startups: does employee voice matter? *Asian Journal of Business Ethics*. <https://doi.org/10.1007/s13520-023-00178-1>
- Hwang, K. K. (2001). Introducing human rights education in the Confucian society of Taiwan: Its implications for ethical leadership in education. *International Journal of Leadership in Education*, 4(4). <https://doi.org/10.1080/13603120110077981>
- Imam, A., & Kim, D. Y. (2023). Ethical leadership and improved work behaviors: A moderated mediation model using prosocial silence and organizational commitment as mediators and employee engagement as moderator. *Current Psychology*, 42(13). <https://doi.org/10.1007/s12144-021-02631-5>
- Iromea, J., & Reynolds, M. (2021). Access, ethical leadership and action in Solomon Islands education: A tok stori. *International Education Journal*, 20(3).
- Jia, K., Zhu, T., Zhang, W., Rasool, S. F., Asghar, A., & Chin, T. (2022). The Linkage between Ethical Leadership, Well-Being, Work Engagement, and Innovative Work Behavior: The Empirical Evidence from the Higher Education Sector of China. *International Journal of Environmental Research and Public Health*, 19(9). <https://doi.org/10.3390/ijerph19095414>
- Khan, N. U., Shaheen, I., & Jahanzeb, M. (2023). THE NEXUS BETWEEN ETHICAL LEADERSHIP AND EMPLOYEES' CYNICISM: EVIDENCE FROM HIGHER EDUCATION INSTITUTIONS. *Journal of Social Sciences Development*, 02(02). <https://doi.org/10.53664/jssd/02-02-2023-04-163-172>
- Kristijono, N. H., Pramono, R., Supratikno, H., Sudibjo, N., & Juliana. (2022). Ethical Decisions of Leaders in Sustainable Investing to Promote Sustainable Development. *International Journal of Sustainable Development and Planning*, 17(1). <https://doi.org/10.18280/ijjdp.170102>
- Lohani, S. N. (2021). Increasing access to and success in higher education and the role of ethical leadership. In *Teaching Practices and Language Ideologies for Multilingual Classrooms*. <https://doi.org/10.4018/978-1-7998-3339-0.ch009>
- Mahmoud, A. N. (2023). The Impact of Ethical Leadership on Educational Excellence Among Kindergarten Teachers in Public Schools Affiliated with the Ministry of Education in Jordan. *Dirasat: Educational Sciences*, 50(2). <https://doi.org/10.35516/edu.v50i2.4686>
- McKimm, J., & McLean, M. (2020). Rethinking health professions' education leadership: Developing 'eco-ethical' leaders for a more sustainable world and future. In *Medical Teacher* (Vol. 42, Issue 8). <https://doi.org/10.1080/0142159X.2020.1748877>
- Nazaruddin, I., Sofyani, H., & Saleh, Z. (2021). The role of ethical leadership, organizational support and participative decision-making in the implementation of effective performance measurement systems in higher education institutions. *Malaysian Online Journal of Educational Management*, 9(1).
- Pérezts, M., Russon, J. A., & Painter, M. (2020). This Time from Africa: Developing a Relational Approach to Values-Driven Leadership. *Journal of Business Ethics*, 161(4). <https://doi.org/10.1007/s10551-019-04343-0>
- Pérezts, M., Russon, J. A., & Painter, M. (2023). This Time from Africa: Developing a Relational Approach to Values-Driven Leadership. In *Issues in Business Ethics* (Vol. 63). https://doi.org/10.1007/978-3-031-24445-2_8

- Phetsombat, P., & Na-Nan, K. (2023). A Causal Model of Ethical Leadership Affecting the Organizational Citizenship Behavior of Teachers in the Office of the Basic Education Commission. *Sustainability (Switzerland)*, 15(8). <https://doi.org/10.3390/su15086656>
- Santiago-Torner, C. (2023). Ethical leadership and creativity in employees with University education: The moderating effect of high intensity telework. *Intangible Capital*, 19(3). <https://doi.org/10.3926/IC.2238>
- Sesanti, S. (2021). Afrocentric education's foundations of Wangari Maathai's philosophical (ethical) leadership. *South African Journal of Philosophy*, 40(4). <https://doi.org/10.1080/02580136.2021.2001223>
- Singo, T. A., Mafunisa, M. J., & Vermaak, N. J. (2022). Ethical Leadership as an Imperative to Good Governance in the Public Service: The Case of Limpopo Province. *Journal of Public ...*
- Szymański, M., & Olszewska, A. (2021). To teach leadership ethically or to teach ethical leadership? Leadership education in the Polish executive education context. In *Research Anthology on Business and Technical Education in the Information Era*. <https://doi.org/10.4018/978-1-7998-5345-9.ch073>
- Vynoslavskaja, O., & Kononets, M. (2021). DISTINCTIVE FEATURES OF ETHICAL LEADERSHIP IN ORGANIZATION ACTIVITY. *Visnyk of the Lviv University*, 35. <https://doi.org/10.30970/ppp.2021.35.2>
- Zhang, G., Zhang, T., Mao, S., Xu, Q., & Ma, X. (2023). Supervisors' ethical leadership and graduate students' attitudes toward academic misconduct. *PLoS ONE*, 18(4 April). <https://doi.org/10.1371/journal.pone.0283032>
- Al Hadhrami, A., Al Sharji, H., Alrishan, A. M. H., Al Maawali, I., & Gmach, I. (2022). Principals of basic education schools practice in the Sultanate of Oman of ethical leadership dimensions. *Cypriot Journal of Educational Sciences*, 17(9). <https://doi.org/10.18844/cjes.v17i9.7435>
- Anheier, H. K., & Knudsen, E. L. (2023). The 21st century trust and leadership problem: Quoi faire? *Global Policy*, 14(1). <https://doi.org/10.1111/1758-5899.13162>
- Bhana, A., & Suknunan, S. (2019). The impact of ethical leadership on employee engagement within a South African public higher education institution. *Problems and Perspectives in Management*, 17(4). [https://doi.org/10.21511/ppm.17\(4\).2019.26](https://doi.org/10.21511/ppm.17(4).2019.26)
- Bhana, A., & Suknunan, S. (2020). Building ethical leadership through training and development approach at a higher education institution in South Africa. *Problems and Perspectives in Management*, 18(1). [https://doi.org/10.21511/ppm.18\(1\).2020.35](https://doi.org/10.21511/ppm.18(1).2020.35)
- Caldwell, C., Shapiro, J. P., & Gross, S. J. (2007). Ethical leadership in higher education admission: Equality vs. equity. *Journal of College Admission*, 195.
- George, A. J. T., & Rose, S. (2023). Ethical decision-making: Virtues for senior leadership in higher education. In *Management in Education*. <https://doi.org/10.1177/08920206231172027>
- Ghafourifard, M., Zamanzadeh, V., Valizadeh, L., & Rahmani, A. (2022). Compassionate Nursing Care Model: Results from a grounded theory study. *Nursing Ethics*, 29(3). <https://doi.org/10.1177/09697330211051005>
- Ghanem, B. M. (2018). Ethical leadership in education and its relation to education management ethics. *European Journal of Education Studies*, 4(6).
- Guo, F., Xue, Z., He, J., & Yasmin, F. (2023). Ethical leadership and workplace behavior in the education sector: The implications of employees' ethical work behavior. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1040000>

- Gurgu, E. (2022). Leadership on ethical bases in the university environment to improve standards in higher education. In *New Perspectives on Using Accreditation to Improve Higher Education*. <https://doi.org/10.4018/978-1-6684-5195-3.ch003>
- Hameed, A. A., Waqas, M., Fatima, T., & Anjum, Z. U. Z. (2023). Ideals Versus Actual Practice of Ethical Leadership: A Case Study Analysis of Public Sector Organizations in Pakistan. *Global Business Review*. <https://doi.org/10.1177/09721509221149605>
- Holst, A. L. (2023a). Finding a Moral Compass: Grounded Theory Research on Ethical Leadership Training for Education for Sustainable Development (ESD). In *Sustainable Development and Environmental Stewardship*. https://doi.org/10.1007/978-3-031-28885-2_2
- Holst, A. L. (2023b). Finding a Moral Compass: Grounded Theory Research on Ethical Leadership Training for Education for Sustainable Development (ESD). In *Handbook of Engaged Sustainability*. https://doi.org/10.1007/978-3-319-53121-2_57-2
- Hosseini, E., & Ferreira, J. J. (2023). The impact of ethical leadership on organizational identity in digital startups: does employee voice matter? *Asian Journal of Business Ethics*. <https://doi.org/10.1007/s13520-023-00178-1>
- Hwang, K. K. (2001). Introducing human rights education in the Confucian society of Taiwan: Its implications for ethical leadership in education. *International Journal of Leadership in Education*, 4(4). <https://doi.org/10.1080/13603120110077981>
- Imam, A., & Kim, D. Y. (2023). Ethical leadership and improved work behaviors: A moderated mediation model using prosocial silence and organizational commitment as mediators and employee engagement as moderator. *Current Psychology*, 42(13). <https://doi.org/10.1007/s12144-021-02631-5>
- Iromea, J., & Reynolds, M. (2021). Access, ethical leadership and action in Solomon Islands education: A tok stori. *International Education Journal*, 20(3).
- Jia, K., Zhu, T., Zhang, W., Rasool, S. F., Asghar, A., & Chin, T. (2022). The Linkage between Ethical Leadership, Well-Being, Work Engagement, and Innovative Work Behavior: The Empirical Evidence from the Higher Education Sector of China. *International Journal of Environmental Research and Public Health*, 19(9). <https://doi.org/10.3390/ijerph19095414>
- Khan, N. U., Shaheen, I., & Jahanzeb, M. (2023). THE NEXUS BETWEEN ETHICAL LEADERSHIP AND EMPLOYEES' CYNICISM: EVIDENCE FROM HIGHER EDUCATION INSTITUTIONS. *Journal of Social Sciences Development*, 02(02). <https://doi.org/10.53664/jssd/02-02-2023-04-163-172>
- Kristijono, N. H., Pramono, R., Supratikno, H., Sudibjo, N., & Juliana. (2022). Ethical Decisions of Leaders in Sustainable Investing to Promote Sustainable Development. *International Journal of Sustainable Development and Planning*, 17(1). <https://doi.org/10.18280/ijstdp.170102>
- Lohani, S. N. (2021). Increasing access to and success in higher education and the role of ethical leadership. In *Teaching Practices and Language Ideologies for Multilingual Classrooms*. <https://doi.org/10.4018/978-1-7998-3339-0.ch009>
- Mahmoud, A. N. (2023). The Impact of Ethical Leadership on Educational Excellence Among Kindergarten Teachers in Public Schools Affiliated with the Ministry of Education in Jordan. *Dirasat: Educational Sciences*, 50(2). <https://doi.org/10.35516/edu.v50i2.4686>
- McKimm, J., & McLean, M. (2020). Rethinking health professions' education leadership: Developing 'eco-ethical' leaders for a more sustainable world and future. In *Medical Teacher* (Vol. 42, Issue 8). <https://doi.org/10.1080/0142159X.2020.1748877>

- Nazaruddin, I., Sofyani, H., & Saleh, Z. (2021). The role of ethical leadership, organizational support and participative decision-making in the implementation of effective performance measurement systems in higher education institutions. *Malaysian Online Journal of Educational Management*, 9(1).
- Pérezts, M., Russon, J. A., & Painter, M. (2020). This Time from Africa: Developing a Relational Approach to Values-Driven Leadership. *Journal of Business Ethics*, 161(4). <https://doi.org/10.1007/s10551-019-04343-0>
- Pérezts, M., Russon, J. A., & Painter, M. (2023). This Time from Africa: Developing a Relational Approach to Values-Driven Leadership. In *Issues in Business Ethics* (Vol. 63). https://doi.org/10.1007/978-3-031-24445-2_8
- Phetsombat, P., & Na-Nan, K. (2023). A Causal Model of Ethical Leadership Affecting the Organizational Citizenship Behavior of Teachers in the Office of the Basic Education Commission. *Sustainability (Switzerland)*, 15(8). <https://doi.org/10.3390/su15086656>
- Santiago-Torner, C. (2023). Ethical leadership and creativity in employees with University education: The moderating effect of high intensity telework. *Intangible Capital*, 19(3). <https://doi.org/10.3926/IC.2238>
- Sesanti, S. (2021). Afrocentric education's foundations of Wangari Maathai's philosophical (ethical) leadership. *South African Journal of Philosophy*, 40(4). <https://doi.org/10.1080/02580136.2021.2001223>
- Singo, T. A., Mafunisa, M. J., & Vermaak, N. J. (2022). Ethical Leadership as an Imperative to Good Governance in the Public Service: The Case of Limpopo Province. *Journal of Public ...*
- Szymański, M., & Olszewska, A. (2021). To teach leadership ethically or to teach ethical leadership? Leadership education in the Polish executive education context. In *Research Anthology on Business and Technical Education in the Information Era*. <https://doi.org/10.4018/978-1-7998-5345-9.ch073>
- Vynoslavska, O., & Kononets, M. (2021). DISTINCTIVE FEATURES OF ETHICAL LEADERSHIP IN ORGANIZATION ACTIVITY. *Visnyk of the Lviv University*, 35. <https://doi.org/10.30970/ppp.2021.35.2>
- Zhang, G., Zhang, T., Mao, S., Xu, Q., & Ma, X. (2023). Supervisors' ethical leadership and graduate students' attitudes toward academic misconduct. *PLoS ONE*, 18(4 April). <https://doi.org/10.1371/journal.pone.0283032>