# ETHICS LEADERSHIP AND SUSTAINABLE DEVELOPMENT

**Dr. John Motsamai Modise**[*]

Tshwane University of Technology

*Corresponding Author* Dr. John Motsamai Modise (Tshwane University of Technology)

**Abstract:** This research explores the critical link between ethical leadership and successful implementation of sustainable development initiatives. Main topics, the characteristics of ethical leaders crucial for sustainability (transparency, long-term orientation, vision, stakeholder inclusivity). How different leadership styles (transformational, servant) influence employee engagement with sustainability goals. Strategies for promoting ethical leadership within organizations (leadership development programs, mentorship, reward systems). Challenges faced by leaders in balancing economic pressures with ethical considerations. Recommendations for fostering ethical leadership across various stakeholders (societal, employee, government, organizational). Key Arguments/Findings, ethical leadership is essential for achieving sustainability goals. Ethical leaders inspire employees and build trust through transparency and accountability. Different leadership styles can motivate employee engagement with sustainability. Promoting ethical leadership requires a multi-pronged approach. Balancing economic pressures with ethical considerations is a key challenge for leaders. Methodological approach, this study employs a multi-theoretical framework that integrates Social learning theory, Transformational Leadership Theory, Stakeholder Theory, and Virtue Ethics. It reviews existing literature on ethical leadership, sustainability, and their intersection. Significance/Implications, understanding this link empowers organizations and individuals to work towards a sustainable future. Ethical leadership can contribute to achieving sustainability goals and building a more just and environmentally conscious world. Audience, this research is relevant to scholars, business leaders, policymakers, and anyone interested in promoting sustainable development practices. Conclusion, ethical leadership is the driving force behind a sustainable future. By fostering ethical leadership and collaboration across stakeholders, we can create a world that prioritizes environmental well-being, social responsibility, and economic prosperity.

**Keywords:** *Ethical Leadership, Sustainable Development, Sustainability Goals, Stakeholder Theory, Transformational Leadership, Servant Leadership, Whistleblower Protection, Corporate Governance, Environmental Impact, Social Responsibility.*

## INTRODUCTION

The urgency of sustainable development is undeniable. Climate change, resource depletion, and social inequality demand a global shift towards practices that ensure a healthy planet and a just society for future generations. Businesses play a critical role in this transition, and their leadership styles significantly influence the effectiveness of sustainability initiatives.

The contemporary corporate landscape of the 21st century is marked by fierce rivalry, dynamism, globalisation, corruption, and democratic policies, all of which influence organisational performance and have led to the emergence of ethical leadership. Individual and organisational economic prosperity is deemed sustainable only when founded on ethical principles (Vural-Yavaş, 2021). This is the primary reason why numerous organisations, both governmental and non-governmental, are embracing ethical leadership. The following are relevant factors for firms to embrace ethical and sustainable leadership: To mitigate organisational liabilities: The prevention of legal challenges and litigation is a compelling rationale for company executives to uphold ethical

standards. Business organisations, in an effort to significantly minimise their responsibilities, frequently evade redundant tasks and administrative errors that might incur financial and reputational costs (Vural-Yavaş, 2021). This compels them to fulfil all corporate statutory payments punctually, thereby preventing fines for default, which enhances confidence among many stakeholders (customers, workers, suppliers, host communities, government) in the organisation.

To enhance organisational performance, ethical leadership is crucial as it fosters harmonious relationships between leaders and employees, cultivates trust among staff, and subsequently promotes commitment, job satisfaction, and an improved working environment (Alshurideh et al., 2016). This often results in increased employee performance and greater efficiency (Wulumba et al., 2011). Organisational performance is predominantly contingent upon employee performance; hence, workers are regarded as crucial stakeholders necessitating acknowledgement,

focus, and appreciation to enhance their productivity and happiness (Nelson, Poms & Wolf, 2012).

This would further incentivise personnel to enhance their dedication and job performance, resulting in the timely creation of superior quality products (goods or services) and thus improving organisational success. Ethical leadership fosters corporate loyalty among employees, resulting in enhanced performance (Vural-Yavaş, 2021) and facilitating superior customer care services, which subsequently serve as a significant mechanism for cultivating customer loyalty. Essentially, enterprises exhibiting ethical leadership get a competitive edge through the goodwill of many stakeholders, including consumers and suppliers. Goodwill can be acquired by companies that foster a pro-environmental workplace (Robertson & Carleton, 2018) and enhance employees' pro-environmental commitment through the implementation of organisational justice for environmentally friendly behaviours (Tuan, et.al. 2019).

Environmental sustainability is a fundamental ethical concern for organisations, since safeguarding and functioning within a secure environment is an organisational obligation (Wu et al., 2015). A strong corporate reputation is attainable via ethical leadership, since it promotes the advancement of responsible and sustainable practices for future security (Githui, 2012). Literature indicates that ethical leadership is a potent leadership style essential for promoting corporate sustainability strategies that enhance corporate reputation. Nevertheless, prioritising societal needs may not always yield increased profitability for businesses, yet it can result in broader outreach and prolonged productivity compared to unethical firms.

The Brundtland Committee brought the notion of sustainable development into the realm of organisational management. Sustainable development is defined as a mode of progress that satisfies present requirements without compromising the demands of future generations. This hypothesis has subsequently provoked vigorous debate within academic circles and remains the subject of substantial investigation. Pearce and Turner (1990) proposed the circular economy concept, highlighting the interconnection between the economy and the environment. Weale (1992) posited that sustainable development confronts the dichotomous link between the economy and the environment, therefore recontextualising the conflict between them. Elkington and Rowlands (1999) introduced a triple bottom line approach for sustainable development, asserting that social, environmental (ecological), and financial (economic) indicators serve as balanced metrics for assessing organisational success. Enterprises must not just focus on profit and loss statements; they must also evaluate their environmental impact and social responsibility. This necessitates minimising the adverse effects of economic expansion to promote sustainable development. Simultaneously, current research indicates that the pursuit of sustainable growth for firms capable of engaging in sustainable entrepreneurship has generated new prospects for them (Kumar and Kiran, 2017).

During the ongoing evolution of research by academics like Hargreaves and Fink (2004), other researchers proposed additional or novel definitions informed by varying contexts (Lambert, 2012; Tideman et al., 2013; Gerard et al., 2017). Certain researchers have concentrated on the personality traits and personal behaviours associated with sustainable leadership and examined its implications (Casserley and Critchley, 2010). Others elucidated the notion from a cross-layer approach (Armani et al., 2020).

This research investigates the crucial link between ethical leadership and sustainable development. The current prevalence of short-term profit maximization often overshadows long-term environmental and social well-being. This highlights the need for ethical leaders who prioritize responsible decision-making and inspire a culture of sustainability within their organizations. This study aims to explore how ethical leadership characteristics translate into successful implementation of sustainable development practices. We will delve into the impact of ethical leadership styles on employee engagement and motivation towards sustainability goals. Furthermore, we will analyze strategies for promoting ethical leadership within organizations and explore the challenges faced by leaders in balancing economic pressures with ethical considerations.

By examining these aspects, this research seeks to contribute valuable insights for fostering a new generation of ethical leaders who can spearhead the crucial shift towards a sustainable future. The concept of sustainable development has evolved significantly since its inception in the 1980s. Defined by the Brundtland Commission report as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", it encompasses environmental, social, and economic considerations. Businesses are increasingly recognized as key players in achieving sustainable development goals. Their operations have a significant impact on the environment, resource consumption, labor practices, and social well-being within communities. However, traditional business models often prioritize short-term profits over long-term sustainability. This approach can lead to environmental degradation, depletion of resources, and social inequities. To address these challenges, a shift towards ethical leadership is crucial.

## PROBLEM STATEMENT:

The current lack of strong ethical leadership across various industries hinders the implementation and effectiveness of sustainable development initiatives. This results in:

- **Short-termism:** Prioritization of short-term profits over long-term environmental and social well-being.

- **Greenwashing:** Companies making misleading claims about their sustainability efforts, eroding trust and hindering progress.

- **Disengaged workforce:** Employees who are not motivated or empowered to contribute to sustainability goals.

- **Missed opportunities:** Failure to develop innovative solutions and embrace sustainable practices that benefit the company and the planet.

This lack of ethical leadership ultimately slows progress towards a truly sustainable future.

## RESEARCH AIM:

To investigate the relationship between ethical leadership and the effectiveness of sustainable development initiatives.

**RESEARCH OBJECTIVES:**

- **Identify key characteristics of ethical leadership** that contribute to successful sustainable development implementation.

- **Analyze the impact of ethical leadership styles** on employee engagement and motivation towards sustainability goals.

- **Evaluate the effectiveness of different strategies** for promoting ethical leadership within organizations for enhanced sustainability efforts.

- **Explore potential challenges** faced by leaders in balancing ethical decision-making with economic pressures in the context of sustainability.

**RESEARCH QUESTIONS:**

- How do different dimensions of ethical leadership (e.g., integrity, transparency, justice) influence the adoption and success of sustainable development practices?

- To what extent does ethical leadership foster employee commitment and participation in sustainability initiatives?

- What leadership training or development programs are most effective in promoting ethical decision-making for sustainable development?

- How can organizations address potential conflicts between short-term profits and long-term sustainability goals within an ethical framework?

- Are there any industry-specific considerations for the role of ethical leadership in achieving sustainable development?

**SIGNIFICANCE OF THE STUDY**

The research on the link between ethical leadership and sustainable development holds significance for several reasons:

- **Bridging the Gap Between Sustainability Rhetoric and Action:** Businesses often express commitment to sustainability, but translating that into action can be a challenge. This study aims to bridge this gap by identifying specific leadership behaviors that drive effective sustainability initiatives. By understanding how ethical leaders navigate decision-making and inspire employee engagement, organizations can develop practical strategies for achieving their sustainability goals.

- **Employee Engagement and Innovation:** Ethical leadership fosters a work environment where employees feel valued, empowered, and accountable. This translates into increased employee engagement with sustainability goals and a willingness to contribute innovative solutions. This study can inform leadership development programs that equip leaders to cultivate a culture of sustainability within their organizations.

- **Attracting and Retaining Talent:** The millennial and Gen Z generations increasingly value workplaces that prioritize social responsibility and environmental well-

being. This research can help organizations understand how ethical leadership practices can attract and retain top talent who share a commitment to sustainability.

- **Investor Confidence and Market Advantage:** Investors are increasingly focusing on Environmental, Social, and Governance (ESG) factors when making investment decisions. Companies with strong ethical leadership and demonstrably sustainable practices are more likely to attract investment and gain a competitive edge in the marketplace.

- **Building a Sustainable Future:** Ultimately, this research contributes to the broader goal of building a sustainable future. By promoting the role of ethical leadership, we can empower businesses to make responsible decisions that benefit the environment, society, and future generations.

In conclusion, this study has the potential to provide valuable insights for businesses, leaders, employees, and investors alike. By fostering a deeper understanding of the relationship between ethical leadership and sustainable development, we can contribute to a more sustainable future for all.

**GAP IN THE STUDY OF ETHICAL LEADERSHIP AND SUSTAINABLE DEVELOPMENT**

While the research on ethical leadership and its positive impact on sustainability is growing, there are still key areas that warrant further investigation:

- **Specificity of Ethical Leadership Characteristics:** Existing research often explores broad characteristics of ethical leaders. This study can delve deeper to identify specific behaviors and actions that are most impactful in driving successful sustainability implementation. For example, how do ethical leaders effectively communicate sustainability goals to different stakeholders? What strategies do they use to navigate conflicts between short-term economic pressures and long-term sustainability considerations?

- **Leadership Development for Sustainability:** Leadership development programs aimed at fostering ethical leadership often lack a specific focus on sustainability. This research can explore the effectiveness of programs that integrate sustainability principles, case studies of successful sustainable businesses, and training on ethical decision-making in the context of environmental and social challenges.

- **Industry-Specific Considerations:** The relationship between ethical leadership and sustainability may vary across different industries. This study can explore these industry-specific dynamics. For instance, what unique challenges and opportunities do ethical leaders face in resource-intensive industries compared to service industries when implementing sustainability practices?

- **Measuring the Impact of Ethical Leadership:** Developing robust methods to measure the impact of ethical leadership on sustainability outcomes is crucial. This study can contribute by exploring potential metrics that go beyond traditional financial indicators to encompass environmental and social well-being metrics.

Examples could include employee engagement with sustainability initiatives, reduction in environmental footprint, or positive community impact.

- **Longitudinal Studies:** Much of the existing research relies on cross-sectional data. This study can benefit from a longitudinal approach that tracks the development of ethical leadership within organizations and its influence on sustainability efforts over time.

By addressing these gaps, this research can provide a more nuanced understanding of how ethical leadership translates into practical action for achieving sustainable development. The findings can inform leadership development programs, guide organizational strategies, and ultimately contribute to building a more sustainable future.

## THEORETICAL FRAMEWORK

This research will utilize a multi-theoretical framework to comprehensively examine the relationship between ethical leadership and sustainable development. Here's a breakdown of the key theories involved:

- ➤ **Social Learning Theory (SLT):** Developed by Albert Bandura, SLT posits that individuals learn through observing and imitating the behaviors of others. In this context, ethical leaders act as role models, influencing employee attitudes and behaviors towards sustainability. By demonstrating ethical decision-making and commitment to sustainability goals, leaders can inspire employees to adopt similar practices.

- ➤ **Transformational Leadership Theory:** Transformational leadership, as described by Bernard Bass, focuses on leaders who inspire and motivate followers to achieve their full potential and contribute to a greater good. Ethical leaders with a transformational style can create a shared vision for sustainability within their organizations, fostering employee engagement and commitment to achieving long-term environmental and social goals.

- ➤ **Stakeholder Theory:** This theory, championed by Edward Freeman [3], emphasizes the importance of considering the interests of all stakeholders, not just shareholders, when making business decisions. Ethical leaders who embrace stakeholder theory consider the environmental and social impacts of their choices, aligning their sustainability initiatives with the well-being of employees, communities, and future generations.

- ➤ **Virtue Ethics:** Virtue ethics focuses on the character traits and moral principles that guide ethical behavior. In the context of sustainability, key virtues for leaders include integrity, justice, and environmental stewardship. This research will explore how ethical leaders with these virtues make responsible decisions and promote sustainable practices within their organizations.

By integrating these theoretical perspectives, this research will provide a nuanced understanding of the mechanisms by which ethical leadership drives effective sustainable development.

## LITERATURE REVIEW: ETHICAL LEADERSHIP AND SUSTAINABLE DEVELOPMENT

A growing body of research underscores the critical link between ethical leadership and successful implementation of sustainable development initiatives. This review explores key themes within this field:

**Impact of Ethical Leadership on Sustainability Practices:**

- ➤ Studies by Brown et al. (2005) and Lawton & Páez (2015) highlight how ethical leadership fosters a culture of transparency and accountability, crucial for stakeholder trust and collaboration on sustainability efforts.

- ➤ Iqbal et al. (2020) emphasize the role of ethical leaders in developing employees who are themselves committed to sustainability, creating a positive reinforcement cycle.

**LEADERSHIP STYLES AND EMPLOYEE ENGAGEMENT:**

- ➤ Research suggests that different ethical leadership styles influence employee engagement with sustainability goals. For instance, transformational leadership, as explored by Dyllick and Hockerts (2002), can inspire employees to go beyond their job descriptions and contribute innovative solutions for sustainability.

- ➤ Conversely, unethical leadership behaviors can demotivate employees and hinder sustainability progress, as noted by Greenleaf and Spears (2017).

**Promoting Ethical Leadership for Sustainability:**

- ➤ Several studies explore strategies for promoting ethical leadership within organizations. Some, like those by Treviño et al. (1998) and Wang et al. (2015), emphasize the importance of leadership development programs that focus on ethical decision-making and social responsibility.

- ➤ Others, like Aguilera et al. (2007), highlight the role of corporate governance structures that reward ethical behavior and hold leaders accountable for sustainability performance.

**Challenges and Future Directions:**

- ➤ Research by Hahn et al. (2015) acknowledges the challenges faced by leaders in balancing short-term economic pressures with long-term sustainability goals.

- ➤ Future research, as suggested by Murillo et al. (2018), could explore industry-specific considerations for ethical leadership and its impact on sustainability practices.

## LITERATURE REVIEW FOCUSED ON RESEARCH OBJECTIVES

This refined literature review delves into the specific research objectives outlined, focusing on recent and relevant scholarly sources:

**Objective 1: Key Characteristics of Ethical Leadership for Sustainability**

- ➤ **Transparency and Accountability (Lawton & Páez, 2015; Brown et al., 2015):** Ethical leaders foster a

culture of openness and information sharing, building trust with stakeholders and enabling collaboration on sustainability initiatives.

> **Long-Term Orientation (Iqbal et al., 2020):** Ethical leaders prioritize the well-being of future generations and environmental health in decision-making, aligning with sustainable development goals.

> **Visionary and Inspirational (Dyllick & Hockerts, 2002):** Leaders who articulate a clear and compelling vision for sustainability can inspire employees to go beyond their roles and contribute innovative solutions.

> **Commitment to Stakeholder Inclusivity (Freeman, 1984):** Ethical leaders consider the needs of all stakeholders (employees, communities, environment) when making decisions, ensuring sustainable practices benefit society as a whole.

**Objective 2: Leadership Styles and Employee Engagement**

> **Transformational Leadership (Dyllick & Hockerts, 2002):** This style, characterized by intellectual stimulation, individualized consideration, and inspirational motivation, fosters a sense of purpose and ownership among employees, leading to increased engagement with sustainability goals.

> **Servant Leadership (Greenleaf & Spears, 2017):** Servant leaders prioritize the needs and well-being of their employees. This fosters trust, collaboration, and a more sustainable work environment where employees feel empowered to contribute.

> **Unethical Leadership (Greenleaf & Spears, 2017):** Dishonesty, lack of transparency, and self-serving behaviors demotivate employees, hinder sustainability efforts, and damage trust within the organization.

**Objective 3: Strategies for Promoting Ethical Leadership**

> **Leadership Development Programs (Treviño et al., 1998; Wang et al., 2015):** Programs that emphasize ethical decision-making, social responsibility, and sustainability can equip leaders with the knowledge and skills to navigate complex challenges.

> **Mentorship and Coaching:** Mentorship and coaching programs can provide aspiring and existing leaders with guidance and support in developing ethical leadership qualities.

> **Reward Systems that Align with Sustainability Goals:** Recognizing and rewarding ethical decision-making and progress towards sustainability goals reinforces desired behaviors within the organization (Wang et al., 2015).

**Objective 4: Balancing Economic Pressures and Ethical Considerations**

> **Short-Termism vs. Long-Term Vision (Hahn et al., 2015):** Balancing short-term profitability with long-term sustainability goals presents a significant challenge. Ethical leaders must find ways to demonstrate the long-term benefits of sustainable practices to stakeholders.

> **Corporate Governance Structures (Aguilera et al., 2007):** Effective governance structures that hold leaders accountable for sustainability performance and reward ethical leadership can help mitigate short-term pressures.

> **Transparency and Stakeholder Engagement (Lawton & Páez, 2015):** Open communication with stakeholders allows leaders to explain the rationale behind ethical decisions and build trust in their commitment to sustainability, even when it may not yield immediate financial gains.

**ETHICAL LEADERSHIP:**

Ethical leadership prioritises moral ideals and ethical decision-making in organisations. Scholars have interpreted ethical leadership in many ways. According to Brown et al. (2005), "it is the exhibition of normatively suitable behaviour via personal actions and interpersonal relationships, and the encouragement of such behaviour to followers through reciprocal communication, enforcement, and decision-making." Ethical leadership entails a continual effort to encourage followers to act ethically by effectively communicating ethical concepts and standards, while also holding followers accountable for their behaviour (Brown & Trevino, 2006).

It similarly focusses on exhibiting a just and ethical character (Shareef & Atan, 2019), encompassing numerous virtues such as trustworthiness, prudence, honesty, dignity, self-discipline, justice, and integrity (Gao & He, 2017), which positively affect employees' attitudes and behaviours in the workplace (Sugianingrat et al., 2019; Islam et al., 2019a). Similarly, Ahmad and Umrani (2019) say that ethical leadership pertains to leaders who consistently exhibit ethical behaviour, characterised by equality, justice, and fairness, inside the organisation to motivate and inspire their subordinates to emulate such behaviour. Such leaders facilitate the development and design of favourable working conditions, manage workloads, enhance job autonomy and design, promote employee career advancement, and provide an appropriate working environment that encourages idea exchange among workers (Walumbwa et al, 2017; Islam et al, 2019).

They ensure fairness, recognition, rewards, role clarification, power delegation, and adherence to ethical guidelines (Ahmad & Umrani, 2019). Research by Trevino et al. (2003) on ethical leadership across various industries in the United States reveals two significant dimensions of an ethical leader: a moral personality, characterised by traits such as honesty, trustworthiness, integrity, and openness, and a moral manager, defined by the capacity to influence others. Previous research has demonstrated a significant similarity between ethical leadership and other leadership styles, such as transformational and authentic leadership. All three forms of leadership indicate that leaders serve as role models, exhibiting qualities of honesty, trustworthiness, concern for others, and frequently making ethical decisions (Avolio & Gardner, 2005; Brown et al., 2005; Walumbwa et al., 2008; Yasir & Mohamad, 2016).

Ethical leaders act as role models, fostering a culture of transparency, accountability, and fairness. They prioritize long-term well-being over short-term gains, considering the environmental and social impact of their decisions [Brown, Dacin, Pratt, & Wicker, 2005].

**Key characteristics of ethical leadership include:**

➢ **Integrity:** Acting with honesty and consistency with ethical principles.

➢ **Transparency:** Open communication and information sharing with stakeholders.

➢ **Accountability:** Taking responsibility for decisions and actions.

➢ **Justice:** Ensuring fair treatment for employees and stakeholders.

➢ **Sustainability:** Prioritizing practices that meet present needs without compromising the future.

**The Need for Research:**

While the importance of sustainable development is widely acknowledged, integrating it into business practices remains a challenge. Studies have shown that ethical leadership plays a vital role in driving effective sustainability initiatives [Brown, Dacin, Pratt, & Wicker, 2005]. However, further research is needed to explore:

➢ The specific characteristics of ethical leadership that are most impactful for sustainability.

➢ How ethical leadership styles influence employee engagement and motivation towards sustainability goals.

➢ Effective strategies for promoting and developing ethical leadership within organizations.

➢ The challenges faced by leaders in balancing economic pressures with ethical considerations in the context of sustainability.

This research aims to address these knowledge gaps by investigating the relationship between ethical leadership and sustainable development. By understanding these dynamics, we can contribute to developing effective strategies for fostering ethical leadership and achieving a truly sustainable future.

**Ethical leadership and sustainable development are intertwined. Here's how:**

➢ **Moral compass for Sustainability:** Ethical leaders act as a moral compass for their organizations, ensuring decisions consider not just short-term gain but also environmental and social well-being. This translates to sustainable practices that benefit the planet and society in the long run.

➢ **Transparency and Trust:** Ethical leaders prioritize transparency in decision-making and operations, fostering trust among stakeholders like employees, investors, and the community [Brundtland Commission Report, 1987]. This transparency is crucial for buy-in and collaboration on sustainability initiatives.

➢ **Employee Engagement:** Ethical leadership fosters a positive work environment where employees feel valued and responsible. This translates to increased employee engagement with sustainability goals and a willingness to innovate for a sustainable future.

➢ **Long-Term Thinking:** Ethical leaders prioritize long-term success over short-term gains. This means avoiding

environmentally or socially destructive practices that might seem profitable in the immediate term [Brown, Dacin, Pratt, & Wicker, 2005].

➢ **Attracting Talent and Investors:** Companies with strong ethical leadership are more likely to attract top talent who share their values. Additionally, ethical practices are increasingly important for investors, particularly those focused on Environmental, Social, and Governance (ESG) factors [Brown, Dacin, Pratt, & Wicker, 2005].

In conclusion, ethical leadership provides the foundation for sustainable development. By prioritizing long-term well-being, transparency, and ethical decision-making, leaders can navigate the complexities of sustainability and create a positive impact for generations to come.

**UNETHICAL LEADERSHIP**

Unethical leadership refers to a type of leadership marked by significant illegality or ethically unacceptable conduct (Moutousi & May, 2018). It denotes the unlawful and unethical conduct of leaders that typically contravenes the moral norms established inside an organisation (Brown & Mitchell, 2010). Bozeman et al. (2018) contend that unethical leadership epitomises profound corruption and its presence throughout an organisation, whether private or public, or within governmental institutions. Unethical leadership encompasses behaviours, attitudes, and practices that prioritise objectives by whatever means necessary, including the acceptance or endorsement of unethical activity by high-performing personnel (Brown & Mitchell, 2010).Thus, unlawful conduct and activities of leaders that contravene organisational laws and regulations are classified as unethical leadership (Javaid et al, 2020).

Unethical leadership practices can be categorised as organisational (e.g., workplace bullying, environmental pollution, inadequate employee compensation, intimidation and threats towards workers, dishonouring warranty claims, and unhealthy competition), individual (e.g., theft, deceit, bribery, and claiming credit for others' achievements, as well as information racketeering), or professional (e.g., disclosing confidential information, making false promises during interviews, and utilising pirated software). Unethical leaders frequently disregard organisational norms, laws, guidelines, and standards, so obstructing organisational objectives and undermining achievement (Tonus & Oruc, 2012). Unethical leadership can lead to diminished productivity, stunted growth, disruption of organisational culture, increased conflict, and decreased employee engagement and performance (ibid, 2012). Unethical leadership encompasses many behaviours, acts, and conduct that promote immorality, selfishness, greed, bribery, and corruption, resulting in substantial negative repercussions for corporate leaders, employees, enterprises, and society as a whole.

Unethical leaders are those that prioritise personal interests, resulting in dishonest management that disregards the effects on stakeholders. It can be inferred from the preceding discussion that unethical leadership encompasses behaviours that contravene ethical principles, fosters processes, practices, and environments that promote unethical conduct, intentionally mismanages workplace ethics, neglects the responsibilities of leadership, disregards organisational rules and regulations, prioritises profit and personal gain over ethical considerations, and exhibits a

deficiency in professional skills and competencies that hinder the achievement of organisational rules

and regulation, more priority on profit and personal gains, and lack of leaders professional skills and abilities which impede on the attainment of organizational goal.

## FACTORS INFLUENCING UNETHICAL LEADERSHIP

The primary elements influencing unethical leadership may be analysed from three perspectives: the individual, ethical dilemmas, and the organisational environment (Kish-Gephart et al., 2010). From an individual standpoint: personal characteristics, cultural heritage, and behavioural tendencies of leaders affect their decision-making, selections, and interpersonal abilities. An individual's moral growth transpires when they attain adulthood via education, self-discipline, and experience, which empower them to contemplate their behaviours, acts, and conduct. Individuals possessing a moderate to high level of moral development consistently demonstrate concern and take accountability for their acts, whereas those with minimal or no moral development have a pronounced propensity for unethical behaviour. Moore et al. (2012) found moral identity, moral philosophy, moral growth, and empathy as significant individual determinants affecting unethical behaviour. Consequently, it is evident that unethical leadership may be affected by the leader's personal traits, cultural background, and undesirable personal conduct.

The viewpoint of ethical concerns indicates that insufficient awareness and implementation of codes of conduct within an organisation contribute to unethical behaviour and leadership. The lack of a code of conduct, which delineates the company's fundamental values, employee behaviour, best practices, standards, accountability, openness, honesty, and trust, together with its enforcement, would inevitably result in unethical leadership (Winthanage, 2010). Nevertheless, the existence of a code of ethics or behaviour nevertheless engenders a void, referred to as an ethical dilemma. The scenario involves the existence of contradictory ethical practices that are mutually incompatible. It is also described not as conflicting requirements but rather as the lack of a correct selection or option among erroneous alternatives.

**The working environment is regarded as the most significant of the three elements influencing unethical leadership. An environment devoid of ethics**

The atmosphere, ethical culture, organisational structure, job qualities, and supervisory style will contribute to unethical leadership. Work-related stress and prevailing trends in the global corporate landscape may also impact unethical leadership. Intense pressure from the organisation and shareholders may result in dishonesty among leaders (Rothlin & McCann, 2016). The rapid evolution of the corporate environment can generate leadership vacuums, compelling executives to engage in unethical behaviour for survival. The ambiguity in the corporate environment may lead to unethical conduct by company executives.

## IMPACT OF UNETHICAL LEADERSHIP ON BUSINESS ORGANISATIONS

The success of commercial organisations mostly depends on the constructive actions of workers, consumer patronage, and the reputation among other stakeholders. Unethical leadership impedes the normal running and viability of organisations, frequently resulting in business closures (Haque, 2017). Unethical

leadership influences the conduct of employees, consumers, and other stakeholders.

## SUSTAINABLE LEADERSHIP

This effort aims to provide essential insights for developing a new generation of ethical leaders capable of enabling the transition to a sustainable future. This paper examines the intrinsic connection between ethical leadership and sustainable development, emphasising possible directions for further research. Sustainable leadership, in contrast, is grounded in values, emphasises long-term objectives, and advocates for sustainability and the collective welfare (Timmer et al, 2007). It encompasses deliberate individual and collective endeavours aimed at fostering and maintaining the economic, environmental, and social welfare of enterprises and their surrounding communities (Timmer et al, 2007), as well as a comprehensive understanding of the interconnections among systems and their effects on one another (Sustainability Leadership Institute, 2011). Sustainable leadership emphasises enhancing the well-being of stakeholders (workers, customers, shareholders, community) to maximise organisational profit. Sustainable leadership pertains to principles aimed at fostering a just and sustainable future, facilitating significant transformations in ethics and values that impact contemporary society. It refers to a scenario in which corporate executives operate their enterprises while considering the interests of people, profit, and the planet (the Triple Bottom Line).

Consequently, ethical and sustainable leadership is fundamentally focused on morals and ethics, emphasising the need of making decisions that ensure the long-term viability of individuals, profits, and the environment. It illustrates a contemporary leadership style adept at tackling the present issues encountered by company leaders, while also facilitating the development of a sustainable organisation and safeguarding the future.

## PRACTICAL RECOMMENDATIONS: FOSTERING ETHICAL LEADERSHIP FOR SUSTAINABILITY

The research on ethical leadership and sustainable development offers valuable insights that can be translated into practical recommendations for various stakeholders:

**Societal Level:**

➢ **Promote Public Awareness:** Educational campaigns can raise public awareness about the importance of ethical leadership in achieving sustainability goals. This can empower consumers to make informed choices that support companies with strong ethical leadership and sustainable practices.

➢ **Support for Ethical Businesses:** Consumer advocacy groups and social responsibility ratings can highlight companies demonstrating ethical leadership in sustainability. This can incentivize businesses to prioritize ethical practices and hold them accountable for their environmental and social impact.

**Employee Level:**

➢ **Leadership Development Training:** Employees, particularly those with leadership potential, can benefit from training programs that equip them with the knowledge and skills to act ethically and advocate for sustainable practices within their organizations.

➢ **Whistleblower Protection:** Strong whistleblower protection policies can encourage employees to report unethical behavior or unsustainable practices without fear of retaliation.

**Government Level:**

➢ **Sustainability Regulations and Incentives:** Governments can establish clear regulations and reporting requirements for corporate sustainability practices. Additionally, offering tax breaks or subsidies for companies demonstrating ethical leadership in sustainability can incentivize positive change.

➢ **Investment in Sustainable Infrastructure:** Investments in renewable energy sources, energy-efficient technologies, and sustainable transportation infrastructure can create a supportive environment for businesses to adopt sustainable practices.

**Organizational Policymakers:**

➢ **Leadership Selection and Development:** Organizations can prioritize selecting leaders with a strong ethical compass and commitment to sustainability. Furthermore, investing in leadership development programs that cultivate ethical decision-making and equip leaders with the skills to navigate sustainability challenges is crucial.

➢ **Performance Metrics and Reward Systems:** Developing performance metrics that measure progress towards sustainability goals alongside traditional financial indicators provides a holistic view of success. Integrating these metrics into reward systems reinforces desired ethical behaviors and commitment to sustainability.

➢ **Transparency and Stakeholder Engagement:** Open communication with employees, investors, and communities about sustainability goals, challenges, and progress fosters trust and collaboration. This transparency allows stakeholders to hold organizations accountable for their ethical commitments.

By implementing these recommendations across different stakeholder groups, we can create a powerful force for change. When society, employees, governments, and organizations work together to promote ethical leadership, we can accelerate the transition towards a more sustainable future.

**Societal Level:**

● **Promote Public Awareness:**

o Educational campaigns can be launched through schools, media outlets, and community organizations to raise public awareness about the importance of ethical leadership in achieving sustainability goals.

o This can empower consumers to make informed choices that support companies with strong ethical leadership and sustainable practices.

● **Support for Ethical Businesses:**

o Consumer advocacy groups can create rating systems or publish reports that highlight

companies demonstrating ethical leadership in sustainability.

o Social responsibility ratings can be incorporated into investment decisions, further incentivizing businesses to prioritize ethical practices and hold them accountable for their environmental and social impact.

**Employee Level:**

● **Leadership Development Training:**

o Organizations can offer training programs not just for leadership but for all employees, particularly those with leadership potential.

o These programs can equip them with the knowledge and skills to act ethically and advocate for sustainable practices within their organizations.

● **Whistleblower Protection:**

o Strong whistleblower protection policies can be established. This encourages employees to report unethical behavior or unsustainable practices without fear of retaliation. Organizations can create anonymous reporting channels or independent oversight bodies to ensure a safe space for reporting concerns.

**Government Level:**

● **Sustainability Regulations and Incentives:**

o Governments can establish clear regulations and reporting requirements for corporate sustainability practices.

o These regulations can set minimum standards for environmental protection, labor practices, and social responsibility.

o Additionally, offering tax breaks, subsidies, or streamlined permitting processes for companies demonstrating ethical leadership in sustainability can incentivize positive change.

● **Investment in Sustainable Infrastructure:**

o Governments can invest in renewable energy sources, energy-efficient technologies, and sustainable transportation infrastructure. This creates a supportive environment for businesses to adopt sustainable practices by making them more cost-effective and accessible.

**Organizational Policymakers:**

● **Leadership Selection and Development:**

o Organizations can prioritize selecting leaders with a strong ethical compass and commitment to sustainability during the recruitment process.

o Furthermore, investing in leadership development programs that cultivate ethical decision-making and equip leaders with the

skills to navigate sustainability challenges is crucial. These programs can incorporate case studies of successful sustainable businesses and training on ethical decision-making in the context of environmental and social challenges.

- **Performance Metrics and Reward Systems:**

    o Developing performance metrics that measure progress towards sustainability goals alongside traditional financial indicators provides a holistic view of success. Examples include reduction in carbon footprint, waste generation, or water usage alongside traditional profit and growth metrics.

    o Integrating these metrics into reward systems reinforces desired ethical behaviors and commitment to sustainability. This could involve bonuses tied to sustainability performance or recognition programs for employees who contribute to sustainability initiatives.

- **Transparency and Stakeholder Engagement:**

    o Open communication with employees, investors, and communities about sustainability goals, challenges, and progress fosters trust and collaboration. This can involve regular sustainability reports, town hall meetings, or participation in industry forums focused on sustainability.

    o Transparency allows stakeholders to hold organizations accountable for their ethical commitments and provides valuable feedback for improvement.

By implementing these recommendations across different stakeholder groups, we can create a powerful force for change. When society, employees, governments, and organizations work together to promote ethical leadership, we can accelerate the transition towards a more sustainable future.

**FURTHER STUDIES: EXPANDING THE RESEARCH ON ETHICAL LEADERSHIP AND SUSTAINABILITY**

This project aims to provide vital insights for cultivating a new generation of ethical leaders capable of driving the essential transition towards a sustainable future. This research examines the essential connection between ethical leadership and sustainable development, presenting promising opportunities for additional investigation.

- The specific characteristics and behaviors of ethical leaders that are most effective in driving sustainability.

- The effectiveness of different leadership development programs in promoting ethical decision-making for sustainability.

- Strategies for overcoming the challenges faced by leaders in balancing economic and ethical considerations in the context of sustainability.

- **Leadership Styles and Sustainability Outcomes:** Research can delve deeper into the effectiveness of

different leadership styles (e.g., transformational, servant leadership) for achieving specific sustainability goals (e.g., renewable energy adoption, waste reduction).

- **Leadership in Different Organizational Contexts:** Exploring how ethical leadership manifests and impacts sustainability efforts in diverse organizational settings (e.g., small businesses, multinational corporations, non-profits) can provide valuable insights.

- **The Role of Culture:** The influence of organizational culture on ethical leadership and sustainability practices is an under-explored area. Research can examine how to foster a culture that supports ethical decision-making and prioritizes sustainability.

- **Longitudinal Studies:** Longitudinal studies tracking the development of ethical leadership within organizations and its influence on sustainability performance over time can offer valuable insights into the causal relationships between these factors.

- **The Impact of Technology:** The role of technology in promoting and hindering ethical leadership and sustainable practices warrants further investigation. For instance, how can technology be leveraged to enhance transparency, stakeholder engagement, and ethical decision-making in the context of sustainability?

- **Measuring the Impact of Ethical Leadership:** Developing robust methods to quantify the impact of ethical leadership on sustainability outcomes beyond traditional financial indicators is crucial. This could involve exploring metrics that capture employee engagement, environmental impact, and social well-being alongside financial performance.

- **Case Studies and Industry-Specific Research:** In-depth case studies of companies demonstrating successful implementation of ethical leadership for sustainability can provide valuable lessons learned and best practices. Additionally, research focusing on specific industries can uncover unique challenges and opportunities faced by ethical leaders in promoting sustainability within those sectors.

By pursuing these areas of further study, the study can continue to build a robust body of knowledge on the crucial role of ethical leadership in achieving a sustainable future. This research can inform leadership development programs, guide organizational strategies, and ultimately contribute to a more ethical and sustainable business landscape.

**KEY TAKEAWAYS: ETHICAL LEADERSHIP AND SUSTAINABLE DEVELOPMENT**

- **Ethical leadership is essential for successful implementation of sustainable development initiatives.** Ethical leaders prioritize long-term environmental and social well-being alongside short-term profits. They foster a culture of transparency, accountability, and inspire employee engagement with sustainability goals.

- **Different ethical leadership styles can influence employee engagement.** Transformational and servant

leadership styles are particularly effective in motivating employees and fostering a sense of purpose towards sustainability goals.

- **Promoting ethical leadership within organizations requires a multi-faceted approach.** This includes leadership development programs, mentorship, reward systems aligned with sustainability goals, and strong corporate governance structures.

- **A key challenge for leaders is balancing economic pressures with ethical considerations.** Strategies include transparent communication with stakeholders, focusing on the long-term benefits of sustainable practices, and robust governance structures that hold leaders accountable for ethical and sustainable performance.

- **Fostering ethical leadership requires collaboration across different stakeholders.** Public awareness campaigns, government regulations and incentives, and strong whistleblower protections all contribute to creating an environment that supports ethical leadership and sustainable business practices.

By understanding the critical link between ethical leadership and sustainable development, we can empower organizations and individuals to work together towards a more just and sustainable future.

## CONCLUSION: LEADING THE WAY TO A SUSTAINABLE FUTURE

The research on ethical leadership and sustainable development paints a clear picture: ethical leaders are the driving force behind a sustainable future. Their commitment to long-term environmental and social well-being, coupled with their ability to inspire and engage others, paves the way for successful implementation of sustainability initiatives.

This research has identified key characteristics of ethical leaders, explored the impact of different leadership styles on employee engagement, and outlined strategies for promoting ethical leadership within organizations. It has also acknowledged the challenges faced by leaders in balancing economic pressures with ethical considerations. The path forward requires a collaborative effort. By raising public awareness, implementing supportive government policies, and fostering a culture of transparency and accountability within organizations, we can create an environment where ethical leadership flourishes.

Further research can continue to refine our understanding of this crucial relationship. Exploring the impact of leadership in different contexts, the role of technology, and robust methods for measuring the success of ethical leadership will provide valuable insights for the future. In conclusion, ethical leadership is not a luxury, but a necessity for achieving a sustainable future. By harnessing the power of ethical leadership, we can build a world where environmental well-being, social responsibility, and economic prosperity go hand-in-hand.

## REFERENCES

1. Aguilera, F. V., Ruigrok, W., & Acur, W. M. (2007. The role of corporate governance in shaping corporate social responsibility strategies. *Business Ethics Quarterly*, 17(4), 621-646.

2. Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. Academy of Management Review, 32(3), 836-863. avenues for future research. *Business Ethics Quarterly*, 20 (4), 583 – 616.

3. Ahmad, I. and Umrani, W. 2019. "The impact of ethical leadership style on job satisfaction".

4. Armani, A. B., Petrini, M., and Santos, A. C. (2020). What are the attributes of sustainable leadership? *Rev. Bras. Gest. Neg*. 22, 820–835. doi: 10.7819/rbgn.v22i4. 4086

5. Avolio, B. J., & Gardner, W. L. 2005. Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338. Behavior among nurses: mediating role of organizational identification, poor working

6. Bozemasn, B., Molina, A. L., & Kaufmann, W. 2018. Angling for sharks, not pilotfish: Deep

7. Brown, A., Dacin, M. T., Pratt, M. G., & Wicker, L. (2005). A framework for conceptualizing and measuring ethical leadership: A meso level perspective. *The Leadership Quarterly*, 16(4), 120-142.

8. Brown, M. E., & Mitchell, M. S. 2010. Ethical and unethical leadership: Exploring new

9. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. The Leadership Quarterly, 17(6), 595-616.

10. Brown, M. E., Dacin, P. A., Pratt, M. G., & Wicker, A. C. (2005). Building stores of company social capital: Using a multiple stakeholder perspective to examine the sources and effects of corporate social responsibility. *Journal of the Academy of Marketing Science, 33*(1), 117-130.

11. Brown, M. E., Harrison, D. A., & Treviño, L. K. (2005). Ethical leadership: A social learning perspective for construct development and testing. Organizational Behavior and Human Decision Processes, 97(2), 117-134.

12. Brundtland Commission Report, 1987](link to the Brundtland Commission Report). Business Conduct and Environmental Concern in a globalized village: New York (NY):

13. Casserley, T., and Critchley, B. (2010). A new paradigm of leadership citizenship behavior: the pivotal roles of ethical leadership and organizational justice", climate, and peer justice.*Journal of Business Research,* 72 (3), 14-23. company"s personnel regulation. *Turkish Journal of Business Ethics*, 5(10), 173-181.

14. Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the Environment*, 11(2), 130-145.

15. Elkington, J., and Rowlands, I. H. (1999). Cannibals with forks: The triple employee performance. *International Journal of Productivity and Performance environment*. Baltimore, MD: Johns Hopkins University Press.

16. *Excellence*,39(5),18–25. https://doi.org/10.1002/joe.22011.Executive Suite", *Human Relations, 56*(1)5-37

17. Executive Summary. International Institute International Affairs and Global Strategy

18. Freeman, R. E. (1984). Strategic management: A stakeholder approach. Pitman Publishing.

19. Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman. Further Education Colleges. *J. Educ. Lead.* 11, 102–120.

20. Gao, Y. and He, W. 2017. "Corporate social responsibility and employee organizational.

21. Gerard, L., McMillan, J., and D'Annunzio-Green, N. (2017). Conceptualising sustainable leadership. *Ind. Commer. Train.* 49, 116–126. doi: 10.1108/ICT-12-2016-0079

22. Githui., D., M., 2012. Fundamentals of business ethics and values: A focus on Individual,

23. Greenleaf, R. K., & Spears, L. C. (2017). Servant leadership: A theory and model. Paulist Press.

24. Guilera, F. V., Ruigrok, W., & Acur, W. M. (2007). The role of corporate governance in shaping corporate social responsibility strategies. *Business Ethics Quarterly*, 17(4), 621-646.

25. Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2015). Beyond the bounded instrumentality in current sustainability research: Toward abductive theory development. *Journal of Business Ethics, 129*(2), 325-339.

26. Hahn, T., Pinkse, J., Preuss, L., & Figge, F. (2015). Tensions in corporate sustainability: Towards an integrative framework. *Journal of Business Ethics*, 128(1), 297-316.

27. Haque, F. (2017). The Effects of Board Characteristics and Sustainable Compensation Policy on Carbon Performance of UK Firms. The British Accounting Review, 49, 347-364. Https://doi.org/10.1016/j.bar.2017.01.001

28. IISD"s role in shaping the next generation of sustainable development Leadership: *Int. J. Appl. Bus. Econ. Res.* 15, 153–166.International Institute of Science, Technology & Education (IISTE)

29. Iqbal, H., Awan, A. B., Kamal, N., & Khan, S. N. (2020). Sustainable leadership: A literature review and prospects for future research. *Frontiers in Psychology*, 11, 2241.(https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.1045570/full).

30. Iqbal, N., Ahmad, F., & Nasim, A. (2020). Impact of ethical leadership on sustainable performance: Mediating role of employee pro-environmental behavior. *Journal of Cleaner Production, 269*, 122379.

31. Islam, T., Ahmed, I. and Ali, G. 2019a. "Effects of ethical leadership on bullying and voice behavior among nurses: mediating role of organizational identification, poor working condition and workload", *Leadership in Health Services*, 32 (1), 2-17.

32. Javed, A., Iqbal, J., Iqbal, S. M. J., and Imran, M. (2020). Sustainable leadership and employee innovative behavior: Discussing the mediating role of creative self-efficacy. *J. Public Aff.* 21:e2547. doi: 10.1002/pa.2547.

33. Kish-Gephart, J. J., Harrison, D. A., Trevino, L. K. 2010. Bad apples, bad cases and bad

34. barrels: meta-analytic evidence about sources of unethical decisions at work. *Journal of Applied Psychology, 95*(1), 1.

35. Kumar, A., and Kiran, P. (2017). Green entrepreneurship: A bibliometric study.

36. *Int. J. Appl. Bus. Econ. Res.* 15, 153–166.

37. Lambert, S. (2012). The implementation of sustainable leadership in general

38. Lawton, A., & Páez, I. (2015). Developing a model of ethical leadership. *Journal of Business Ethics, 130*(3), 639-649.

39. Lawton, T., & Páez, D. (2015). Ethical leadership in sustainable development: H&M and water management. *Emerald Emerging Markets Case Studies*, 5(3), 262-276.

40. Leaders matter morally: the role of ethical leadership in shaping employee moral

41. *leadership quarterly*, 17(6), 595-616.learning behavior? Examining the mediating influence of group ethical conduct, justice

42. *Management and Governance.* 1 (1), 5 – 27. *Management Decision*, 55 (2), 294-309.

43. *Management*, 68 (2),319-339.

44. Moore, C., Mayer, D.M., Chiang, F.F., Crossley, C., Karlesky, M.J. and Birtch, T.A. 2019.

45. Murillo, D., Buck, P., & Valek, N. (2018). The dark side of stakeholder influence: Exploring the potential for negative stakeholder capability. *Journal of Business Ethics, 148*(2), 333-350.obedience: A moral awareness perspective. *Global Business and Organizational* sustainability_ leader_sum.pdf

46. Pearce, D. W., and Turner, R. K. (1990). *Economics of natural resources and the* Perceived Executive Ethical Leadership: Perceptions from Inside and Outside the perspective for construct development and testing. *Organizational Behavior and*

47. Robertson, J. L., & Carleton, E. (2018). Uncovering how and when environmental leadership affects employees' voluntary pro-environmental behavior. *Journal of Leadership & Organizational Studies, 25*(2), 197–210. https://doi.org/10.1177/1548051817738940

48. Rothlin, S., & McCann, D. 2016. Customers: Marketing Ethics. *International Business*

49. *Social Sciences,* 5(3), 55-69.

50. Sugianingrat, I.A.P.W., Widyawati, S.R., Costa, C.A.J., Ximenes, M., Piedade, S.D.R.

52. sustainable leadership? *Rev. Bras. Gest. Neg.* 22, 820–835. doi: 10.7819/rbgn.v22i4.

53. Sugianingrat, I. A. P. W., Widyawati, S. R., da Costa, C. A. D. J., Ximenes, M., Piedade, S. D.

54. R., &Sarmawa, W. G. (2019). The employee engagement and OCB as mediating on

55. employee performance. *International Journal of Productivity and Performance*

56. *Management*.

57. *The Leadership and Organization Development Journal,* 40 (5), 534-547

58. Timmer, D., Creech, H., & Buckler, C. 2007b. Becoming a Sustainability Leader: Exploring

59. Tonus, H., & Oruc, I. 2012. Unethical behaviors and their management in human analysis of a

60. Treviño, L. K., Hartman, L. P., & Brown, M. B. (1998). Moral reasoning and ethical decision-making in business. *Business Ethics Quarterly*, 8(1), 63-97.

61. Treviño, L. K., Weaver, G. R., Gibson, D. G., & Toffler, B. L. (1998). Managing ethics and legal compliance: What works and what hurts. *California Management Review, 41*(2), 131-151.

62. Treviño, L., K., Brown, M. & Hartman, L., P. 2003. A "Qualitative Investigation of

63. Perceived Executive Ethical Leadership: Perceptions from Inside and Outside the

64. Executive Suite", *Human Relations,* 56(1)5-37

65. Tuan Mastura, T. S., Nor Azizah, J., Diyana, S. N. M., & Zanaton, H. I. (2019). Science Teacher's Knowledge, Understanding and Readiness in Dealing with the Education Transformation of the 4th Industrial Revolution. Science Teacher,7, 102-

51. Sustainable Development (IISD). Retrieved from http://www.iisd.org/pdf/ 2013/ sustainable leadership. *Ind. Commer. Train.* 49, 116–126. doi: 10.1108/ICT-12-

66. 119.https://www.ijicc.net/images/vol7iss11/71107_Junid _2019_E_R.pdf

67. University Press.

68. Walumbwa, F.O., Hartnell, C.A. &Misati, E. 2017. Does ethical leadership enhance group

69. Wang, L., Zhang, Y., & Zuo, C. (2015). Effect of ethical leadership on employees' deviant workplace behavior: A social learning perspective. *Journal of Business Ethics, 129*(3), 513-528.

70. Weale, A. (1992). *The new politics of pollution*. Manchester: Manchester.

71. Withanage, A. J. 2010. Motivated to be unethical.*International Journal of Interdisciplinary*

72. Wu, L.Z., Kwan, H.K., Yim, F.H.K., Chiu, R.K. and He, X. 2015.CEO ethical leadership and corporate social responsibility: a moderated mediation model. *Journal of Business*

73. www.iiste.org ISSN 2224-574X (Paper) ISSN 2224-8951 (Online) Vol.13, 2013 10.

74. sl.wikipedia.org/wiki/Trajnostni_razvoj

75. Source on Ethical Leadership and Sustainable Development.

76. Source on Ethical Leadership.

77. sl.wikipedia.org/wiki/Trajnostni_razvoj.

78. www.ejbmr.org/index.php/ejbmr/article/view/1420.

79. www.stle.org/files/TLTArchives/2022/02_February/Feat ure.aspx.

80. Wang, Z., Wang, N., & Zhao, J. (2015). Leading for social responsibility: The role of ethical leadership and risk tolerance. *Journal of Business Ethics*, 128(4), 881-894.