

# The Influence Of Ethical Leadership On Employee Behavior: A Systematic Review

Aysha Mohammed Alsoqae<sup>1</sup>, Ghazwa Marzouq Almutairi<sup>2</sup>, Zafar Ahmad (Corresponding Author)<sup>3</sup>, Entesar Hammad Almutairi<sup>4</sup>, Hameeda Matoq Aljanabi<sup>5</sup>, Ghala Haylan bin Libdah<sup>6</sup>, Latifah Abdulaziz Alqahtani<sup>7</sup>, Juhayyir Abdullah Almutairi<sup>8</sup>, Rehab Saleh Aldewihy<sup>9</sup>, Sabah Saad Alshahrani<sup>11</sup>

<sup>1</sup>Najran University (Nursing College)

<sup>2</sup>Almajmah University

<sup>3</sup>Assistant Professor, ORCID: <https://orcid.org/0000-0003-2216-8317>

<sup>4</sup>Almajmah University

<sup>5</sup>Dammam Health Network

<sup>6</sup>Prince Sultan bin Abdulaziz Health Center

<sup>7</sup>Prince Sultan bin Abdulaziz Center

<sup>8</sup>Almajmaah University

<sup>9</sup>Almajmah University

<sup>10</sup>King Saud University

## Abstract

**Background:** The research was carried out to understand the influence of ethical leadership practices which affect employee behavior in the workplace that ultimately leads to employee performance and organizational productivity. **Aim:** The purpose of the systematic review is to carefully analyze the existing literature on ethical leadership that directly influence employee behavior. **Method:** A systematic search of databases including PubMed and google scholar was conducted to identify relevant studies published between 2015-2023. The inclusion criteria for this study consisted of selecting articles written in English that specially examined ethical leadership and employee behavior in the healthcare sector. Additionally, the chosen articles had to use well-established scales for measurement and provide valuable data on ethical leadership which affect employee behavior in the workplace. After initial screening and quality assessment, ten studies were included in the synthesis. **Results:** It revealed a consistent pattern of ethical leadership practices which are affecting employee behavior. Job Performance, Job satisfaction, and Burnout which are the key factors in the workplace are found to be dependent and influenced by ethical leadership. Ethical leadership practices were identified as crucial factors in mitigating and fostering a positive and productive work environment and efficient workforce. **Conclusion:** The review underscores the importance of promoting ethical leadership to develop and promote employee performance in hospital settings. The research concluded that ethical leadership in the workplace plays a vital role to overcome workplace issues.

**Keywords:** Ethical Leadership, Employee, Behavior, Healthcare, Job Performance, Job Satisfaction, Burnout.

---

Article Submitted: 16<sup>th</sup> Aug 2023

Revised: 25<sup>th</sup> Aug 2023

Accepted: 01<sup>st</sup> Sept 2023

Published: 13<sup>th</sup> Sept 2023

Publication #: JPPW-2023-Sept-18

## Introduction

Ethical leadership has become an area of increasing interest because a leader's ethical or unethical behavior can influence the organization's culture. and consequently, determine the way that organizational members think and behave. Researchers suggest that ethical leader treats others with dignity, fully respect their rights, and use power in socially responsible ways, ethical behavior is a key component in a number of leadership theories such as transformational leadership, authentic leadership, servant leadership, and spiritual leadership. It has sub-components which are leaders' humane/people orientation, integrity, fairness, temperance, and responsibility. In accordance with these multidimensional approaches to ethical leadership. Ethical leadership is a complex construct comprised of people orientation, integrity, fairness, responsibility, and moderation. (Al-Kubaisi, Shahbal & Khan, 2022; Shahbal et al., 2022; Alharbi et al., 2022)

Scholars have paid more efforts to explore the effectiveness of ethical leadership. In recent years, research studies have shown interest in the relationship between ethical leadership and employee task performance and found that the task performance of healthcare employees is associated with ethical leadership practices at the workplace (Yang & Wei, 2017). Employee turnover is expensive and disruptive for an organization. Studies have already mentioned that the economic cost of turnover is huge, ranging from 90% to 200% of the existing employee's salary. With an increase in turnover rate, the social fabric of an enterprise may be disrupted, The empirical evidence indicates that ethical leadership reduces employees' turnover intentions significantly (Jian et al., 2022). Globally, employee burnout (EBO) is a black swan in healthcare management. Previous organizational management literature shows that

EBO was often misunderstood by assuming it as a personal issue. However, the new definition by the World Health Organization (WHO) clearly indicates that EBO is an occupational phenomenon that places responsibility on organizations to manage it. Although recent evidence suggests ethical leadership (ELP) style may be important to mitigate EBO. Empirical evidence confirmed that ELP reduces the risk of burnout among hospital employees, and AL mediates this relationship. The results also confirmed the conditional indirect role of IM in the above proposed mediated relationship (Wu et al., 2022; Almutairi et al., 2022).

Several studies have been conducted on ethical leadership and workplace ethical behavior but little is known about the role of organizational justice and each of its dimensions (procedural, distributive, interpersonal, informational) in this relationship. This study predicts that ethical leadership enhances organizational justice perceptions, including each of its specific dimensions, which in turn enhances employee ethical behavior. (Al Halbusi et al., 2021; Alotaibi et al., 2022).

Ethical leadership perceived by nurses is positively associated with trust in management and psychological well-being. Trust in management is also positively associated with nurses' organizational citizenship behaviors. The indirect effects of perceived ethical leadership on organizational citizenship behaviors through trust in management and psychological well-being were statically significant (Huang et al., 2021; Shahbal et al., 2022). Ethical leadership as workplace is directly effecting psychological wellbeing of employees (Teimouri et al., 2018) and cater three aspects of burnout syndrome, i.e., emotional exhaustion, depersonalization and personal accomplishment (Okpozo et al., 2017), positively related to trust in a leader but was not related to safety compliance. In addition, trust in leader was positively related to safety compliance

and also mediated the positive relationship between ethical leadership and safety compliance (Enwereuzor et al., 2020).

Research indicates that ethical leadership has positive relationship with job satisfaction and affective commitment and negatively related to burnout, frustration tolerance and emotional stability moderate the relationship between ethical leadership and burnout. Furthermore, a moderation effect of emotional stability in the ethical leadership and affective commitment relation was indicated. No moderation effect was found for frustration tolerance or emotional stability for the relationship between ethical leadership and job satisfaction (Franczukowska et al., 2021). It also influences employee task performance. Organizational identification (OID) mediates the relationship between ethical leadership and employee task performance. Furthermore, the relationship between ethical leadership and employee task performance via OID is moderated by employee proactive personality (Yang & Wei, 2017)

Based on the literature and researches it can be concluded the ethical leadership at workplace is an important aspect of employee behavior. Employee behavior can never be gauged solely as most of the time happened in organizations. Organizational leadership should be ethical leadership to cultivate positive work environment which directly affect employee behavior for better performance which ultimately improve organizational productivity.

### Research Question

- How does Ethical leadership in an organization affect employee behavior in the healthcare sector?

### General objectives

- Investigate the effect of ethical leadership on employee behavior in the healthcare sector.

### Specific objectives

- Assessing the effects of different techniques practiced by leadership and their impact on employees in organizations.

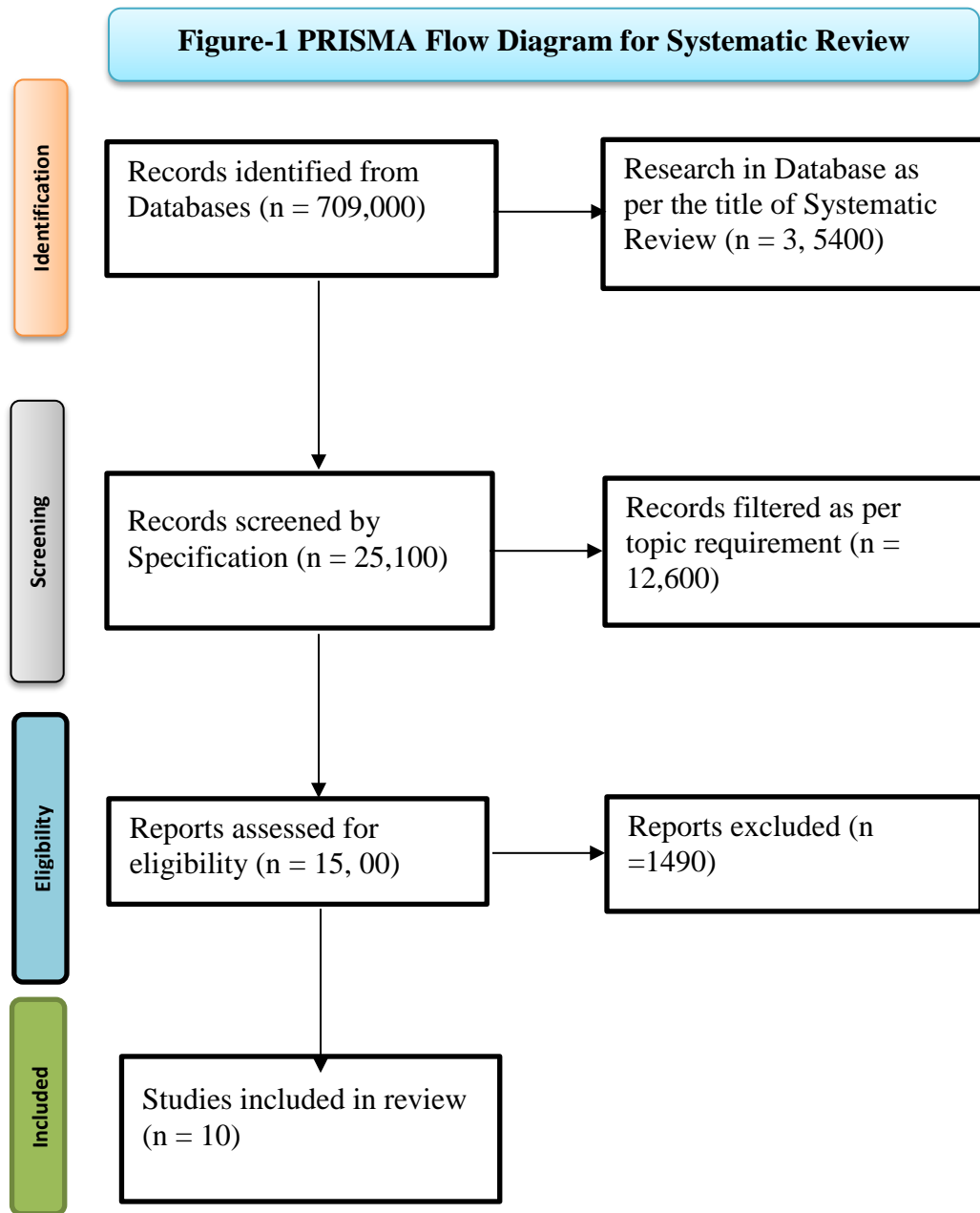
### Method

#### Search strategy and study selection

The search strategy for this systematic review followed the guidelines outlined in the Cochrane Handbook for Systematic Reviews of Interventions (Higgins et al., 2019). A detailed search was conducted through Google Scholar, using search terms related to "Ethical leadership", "Employee Behavior". The search was restricted to the English language and publication year from 2015 to 2023.

The search results were screened and duplicates were removed. After screening out the unrelated titles the full text of the selected articles was retrieved for further assessment based on predefined inclusion criteria. The criteria for inclusion in the study was quantitative research that showed influence of ethical leadership on employee behavior. The systematic review focused on the identification and analysis of relevant quantitative research.

The overall quality of evidence was assessed based on established criteria, taking into account study design, risk of bias, consistency of results, and precision. The results will contribute to our understanding of how ethical leadership influence employee behavior at healthcare sector/workplace. The PRISMA diagram is providing complete details for researches identified, screened and included in systematic review.



**Strategic Analysis of Ethical Leadership and Impact on Employee Behavior**

No	Strategy Implemented	Effectiveness of interventions	Reference
1	Plan to reduce Employees’ Turnover Intentions through Ethical Leadership in Healthcare Sector	Employee Turnover Addressed	(Jian et al., 2022)
2	Reduction in Healthcare Employees’ Burnout through Ethical Leadership by checking the role of Altruism and Motivation	Overcome Employee Burnout	(Wu et al., 2022)

3	Activation of employee ethical behaviors, organizational Justice Perception	Improved Job Satisfaction	(Al Halbusi et al., 2021)
4	Psychological Wellbeing through ethical leadership among employee	Improved Psychological wellbeing	(Teimouri et al., 2018)
5	Organizational Citizenship Behavior through with Trust in management and Psychological Well-Being	Positive Impact on Citizenship Behavior, Trust , Psychological Wellbeing	(Huang et al., 2021)
6	Employee Burnout Reduction Through Ethical Leadership Practices	Reduced Burnout	(Okpozo et al., 2017)
7	Address Safety compliance and Trust among Employees	High Safety Compliance	(Enwereuzor et al., 2020)
8	Development of Employee Work Attitudes through Ethical Leadership	Increased Job Satisfaction High Affective Commitment Low Burnout	(Franczukowska et al., 2021)
9	Address workplace deviance and Ethical Climate in public healthcare sector	Positive Impact on Ethical Climate Low Workplace Deviance	(Yasir & Rasli, 2018)
10	Development of High Task Performance and Organizational Identification	High Task Performance Organizational Identification	(Yang & Wei, 2017)

**Table 1 Characteristics of Studies variables and impact on outcome variables**

Significant Predictor variable	Outcome variables/Mod erator/Mediato r			r and p-value	Reference
		M	SD		
Ethical Leadership	Turnover Intention	3.05	0.58	-0.478	(Jian et al., 2022)
	Intrinsic Motivation	2.63	0.64	0.502	
	Psychological contract fulfillment	2.96	0.610	0.392	
	Resilience	3.14	0.548	0.286	
Ethical Leadership	Employee Burnout	3.16	0.54	-0.39	

	Altruism	3.06	0.51	0.46	(Wu et al., 2022)
	Intrinsic Motivation	2.77	0.43	0.49	
Ethical Leadership (Senior Managers)	Employee Ethical Behavior	4.090	0.510	0.633	(Al Halbusi et al., 2021)
	Organizational Justice	3.930	0.410	0.673	
Ethical Leadership	Psychological Wellbeing			0.56 p=0.001	(Teimouri et al., 2018)
	Ethical Behaviors			4.65 p=0.001	
	Respect for Others			0.15 p=0.050	
	A servant of others			4.203 p=0.001	
Ethical Leadership	Organizational Citizenship Behavior	3.78	0.79	0.10 p=0.064	(Huang et al., 2021)
	Trust in Management	3.43	1.05	0.92 & p<0.01	
	Psychological Wellbeing	3.75	0.88	0.50 p<0.01	
Ethical Leadership	Supervisor Support	4.67	0.84	0.70** p<0.001	(Okpozo et al., 2017)
	Self-Efficacy	3.15	0.43	0.31** p<0.001	
	Emotional Exhaustion	3.38	1.17	-0.21** p<0.001	
	Depersonalization	2.23	1.08	0.54** p<0.001	
	Personal Accomplishment	4.65	0.71	-0.26** p<0.001	
Ethical Leadership	Trust in leader	44.25	7.28	0.34*** p<0.001	(Enwereuzor et al., 2020)
	Safety Compliance	3.90	0.56	0.19** p=0.004	
Ethical Leadership	Job Satisfaction	3.706	0.787	0.485** p=0.01	
	Affective Commitment	4.134	1.162	0.535** p=0.01	
	Burnout	2.158	0.842	-0.359**	

	Frustration Tolerance	2.630	0.560	-0.431**	p=0.01	(Franczukowska et al., 2021)
	Emotional Stability	4.361	0.784	0.533**	p=0.01	
Ethical Leadership	Workplace Deviance	3.48	0.62	-0.85**	p=0.00	(Yasir & Rasli, 2018)
	Organizational Ethical Climate	2.80	0.74	0.84**	p=0.00	
	Organizational Ethical Climate with Workplace Deviance			-0.78**	p=0.00	
	Task Performance	3.75	0.72	0.31**	p<0.01	(Yang & Wei, 2017)
	Organization Identification	3.36	0.73	0.28**	p<0.01	
Ethical Leadership	Employee Proactivity	3.77	0.83			
	OID & Task Performance			0.30**	p<0.01	
	Employee Proactivity & Task Performance			0.26**	p<0.01	

\*P < 0.05, \*\*P < 0.01

### Research Matrix

sr	Author, Year	Aims/ Objective	Hypothesis	Variables	Analysis	Conclusions
0 1	(Jian et al., 2022)	The aim of the research is to Propose a Robust Model to Reduce Employees' Turnover Intentions through Ethical Leadership in Healthcare Sector	The presence of an ethical leader in an organization reduces the likelihood of employees' turnover intentions	Ethical leadership , (ETHL) Turnover Intention (TUI), Intrinsic Motivatio n( INM), psycholog ical	Structural Equation Modeling (SEM) Reliability, Validity, Model Fitness, Correlation, Moderation and	The study findings suggest that Ethical leadership and Turnover intentions are negatively associated and INM and PSC are mediator whereas RES is moderator among ETHL and TUI.

				contract fulfillment (PSC), Resilience (RES)	Mediation	
02	(Wu et al., 2022)	To Reducing Healthcare Employees' Burnout through Ethical Leadership by checking the role of Altruism and Motivation	The manifestation of Ethical leadership in organization reduce employee burnout	Ethical Leadership (ELP) Employee Burnout (EBO) Altruism (AL) Intrinsic Motivation (IM)	Structural Equation Modeling (SEM) Reliability, Validity, Model Fitness, Correlation and Mediation	Empirical evidence confirmed that ELP reduces the risk of burnout among hospital employees, and AL mediates this relationship. The results also confirmed the conditional indirect role of IM in the above proposed mediated relationship.
03	(Al Halbusi et al., 2021)	How ethical leadership activates employee ethical behaviors, role of organizational Justice Perception among Employees	Ethical leadership of (senior) managers positively relates to employee ethical behavior. Perceived organizational justice and its dimensions of distributive (a), procedural (b), interpersonal (c), and informational (d) justice each mediate the positive relationship between the ethical leadership of	Ethical Leadership, Employee Ethical Behavior, Organizational Justice	Structural Equation Modeling (SEM), Partial Least Square (PLS), Regression	The ethical leadership of (senior) managers was observed to influence employee ethical behavior positively. A significant indirect effect of the ethical leadership of (senior) managers on employee ethical behavior through organizational justice exists, distributive justice mediates between managerial ethical leadership and employee ethical behavior. Procedural justice mediates in this relationship as the indirect effect is positive and



			(senior) managers and employee ethical behavior.			significant
04	(Teimouri et al., 2018)	To find out The role of ethical leadership in employee psychological well-being.	There is a significant relationship between ethical leadership and employee PWB.	Ethical Leadership, Psychological Wellbeing	Structural Equation Modeling (SEM), Path Analysis, Correlation	The results indicated a positive and significant relationship between ethical leadership and its components, i.e., being a servant of others, ethical and values-based behaviors, and respect for others, on the one side, and employee psychological well-being on the other side
05	(Huang et al., 2021)	To Examine Ethical Leadership and Organizational Citizenship Behavior with the Mediating role of Trust and Psychological Well-Being	Nurses' perceived ethical leadership was positively associated with their patient-oriented OCBs. Nurses' perceived ethical leadership was positively associated with Trust and their psychological well-being	Ethical Leadership, Organizational Citizenship Behavior, Trust, Psychological Wellbeing	SPSS correlation, Process Hayes for Mediation Analysis	This study adds value to the literature by revealing ethical leadership boosts nurses' trust in leadership and their psychological well-being, resulting in more organizational citizenship behaviors towards patients
06	(Okpozo et al., 2017)	Investigating the impact of ethical leadership on aspects of burnout	Ethical leadership behaviors of attending physicians will lead to lower	Ethical Leadership, Burnout	Confirmatory Factor Analysis, Correlation, Mediation Analysis	The results showed that ethical leadership had a negative indirect effect on emotional exhaustion through

			<p>levels of emotional exhaustion, depersonalization, personal accomplishments among residents. Ethical leadership is positively related to general self-efficacy and PSS. General self-efficacy will mediate the relationship between ethical leadership and emotional exhaustion, depersonalization and personal accomplishments.</p>			<p>PSS and a positive indirect effect on personal accomplishment through general self-efficacy. However, PSS and general self-efficacy did not mediate the relationship between ethical leadership and depersonalization.</p>
07	(Enwereuzor et al., 2020)	Trust in leader as a pathway between ethical leadership and safety compliance	<p>Ethical leadership has a positive relationship with trust in a leader. Ethical leadership has a positive relationship with safety compliance. The positive relationship between ethical leadership and safety</p>	Trust, Ethical leadership, Safety Compliance	Correlation, Process Hayes for Mediation	<p>The findings showed that ethical leadership was positively related to trust in a leader but was not related to safety compliance. In addition, trust in leader was positively related to safety compliance and also mediated the positive relationship between ethical leadership and safety compliance</p>

			compliance is mediated by trust in the leader.			
08	(Franczukowska et al., 2021)	The aim of the study is to Examine ethical leadership in health care organizations and its impacts on employee work attitudes	Ethical leadership of direct supervisors is positively related to employee job satisfaction in health care settings. Ethical leadership of direct supervisors is positively related to employee affective commitment in health care settings. Ethical leadership of direct supervisors is negatively related to employee burnout in health care settings. Frustration tolerance moderates the relationship between ethical leadership of direct supervisors and employee job	Ethical Leadership, Job Satisfaction, Affective Commitment, Burnout, Frustration Tolerance, Emotional Stability	Correlation, Regression, Linear Regression, Moderation, Reliability Analysis	Findings indicated that ethical leadership is significantly positively related to job satisfaction ( $r = 0.485$ , $p < 0.01$ ) and affective commitment ( $r = 0.461$ , $p < 0.01$ ) and is significantly negatively related to burnout ( $r = 0.347$ , $p < 0.01$ ). The results also suggest that frustration tolerance ( $\beta = 0.101$ , $p < 0.1$ ) and emotional stability ( $\beta = 0.093$ , $p < 0.1$ ) moderate the relationship between ethical leadership and burnout. Furthermore, a moderation effect of emotional stability in the ethical leadership and affective commitment relation was indicated. No moderation effect was found for frustration tolerance or emotional stability for the relationship between ethical leadership and job satisfaction.

			satisfaction, affective commitment and burnout in health care settings.			
09	(Yasir & Rasli, 2018)	To find direct and indirect effects of ethical leadership on workplace deviance in public healthcare sector	Ethical leadership is negatively related to workplace deviance in the public healthcare sector. Ethical leadership is positively related to the organizational ethical climate in the public healthcare sector. Organizational ethical climate mediates the relationship between ethical leadership and workplace deviance in the public healthcare sector.	Ethical leadership, workplace deviance, ethical climate	Structural Equation Modeling (SEM) AMOS, Validity, Correlation, Mediation (Process Hayes)	Results of this study revealed that ethical leadership negatively influenced workplace deviance. Ethical leadership was further found to have a positive effect on ethical climate. Moreover, the ethical climate had a negative relationship with workplace deviance. Finally, ethical climate mediated the relationship between ethical leadership and workplace deviance.
10	(Yang & Wei, 2017)	To find Ethical leadership and employee task performance	Ethical leadership is positively related to employee task performance. Ethical leadership is positively	Task Performance, Organizational Identification, Proactive Personalit	Confirmatory Factor Analysis (CFA), Correlation, Mediation Analysis	The empirical findings indicate that ethical leadership positively influences employee task performance. Organizational identification (OID) mediates the

			related to employee OID. OID mediates the effect of ethical leadership on employee task performance	y		relationship between ethical leadership and employee task performance. Furthermore, the relationship between ethical leadership and employee task performance via OID is moderated by employee proactive personality.
--	--	--	---	---	--	---

### Discussion:

The comprehensive review is based to understand the role of ethical leadership at workplace and its impact on employee behavior in healthcare settings. To understand the multifaceted effects of leadership on employee outcomes, with a specific focus on interventions that aim to enhance job performance, job satisfaction, overcome burnout, improve psychological wellbeing and have positive effect on work environment and ultimately organizational productivity. By concentrating on these essential aspects, the review seeks to uncover valuable insights into the efficacy of various strategies employed by leaders within the organizational context. Furthermore, the findings are expected to improve our understanding of the impact of ethical leadership and managerial strategies on employee attitudes and commitment within the broader organizational framework.

The findings derived from this comprehensive review contribute significantly to the existing body of knowledge in the realm of ethical leadership and management practices which are directly linked with employee behavior at workplace. The present review utilizes the findings of researches including quantitative studies with a diverse number of interventions associated with ethical leadership and their

effects on employee outcomes. Notably, the referenced studies are underpinned by empirical research designs that lend credibility and reliability to the reported results.

The collective view of the findings of the studies included in this review provide evidence for the positive influence of ethical leadership on employee attitudes and behavior at workplace. This is exemplified by studies such as Jian et al. (2022) that Ethical leadership and Turnover intentions are negatively associated, intrinsic motivation and psychological contract fulfilment are mediator whereas resilience is moderator among ethical leadership and turnover intentions. In his research, Wu et al. (2022) provide empirical evidence that ethical leadership reduces the risk of burnout among hospital employees, and Altruism mediates this relationship. The results also confirmed the conditional indirect role of intrinsic motivation mediate the relationship. The ethical leadership of (senior) managers was observed to influence employee ethical behavior positively. A significant indirect effect of the ethical leadership of (senior) managers on employee ethical behavior through organizational justice exists, distributive justice mediates between managerial ethical leadership and employee ethical behavior. Procedural justice mediates in this relationship as the indirect effect is positive and significant (Al Halbusi et al.,

2021).

In his research findings Teimouri et al. (2018) indicated a positive and significant relationship between ethical leadership and its components, i.e., being a servant of others, ethical and values-based behaviors, and respect for others, on the one side, and employee psychological well-being on the other side which shows that ethical leadership is influencing employee psychological well-being at workplace. Whereas Huang et al, 2022 adds value to the literature by revealing ethical leadership boosts nurses' trust in leadership and their psychological well-being, resulting in more organizational citizenship behaviors towards patients. In 2017, Okpozo and colleagues found that ethical leadership had a negative indirect effect on emotional exhaustion through perceived supervisor support and a positive indirect effect on personal accomplishment through general self-efficacy. However, perceived supervisor support and general self-efficacy did not mediate the relationship between ethical leadership and depersonalization.

Enwereuzor et al. (2020) found that ethical leadership was positively related to trust in a leader but was not related to safety compliance. In addition, trust in leader was positively related to safety compliance and also mediated the positive relationship between ethical leadership and safety compliance. The research conducted by Franczukowska and colleagues (2021) findings indicated that ethical leadership is significantly positively related to job satisfaction and affective commitment and is significantly negatively related to burnout. The results also suggest that frustration tolerance and emotional stability moderate the relationship between ethical leadership and burnout. Furthermore, a moderation effect of emotional stability in the ethical leadership and affective commitment relation was indicated. No moderation effect was found for frustration tolerance or emotional

stability for the relationship between ethical leadership and job satisfactions. The study findings also revealed that ethical leadership negatively influenced workplace deviance, positive effect on ethical climate. Moreover, the ethical climate had a negative relationship with workplace deviance whereas ethical climate mediated the relationship between ethical leadership and workplace deviance (Yasir & Rasli, 2018). The empirical findings indicate that ethical leadership positively influences employee task performance. Organizational identification (OID) mediates the relationship between ethical leadership and employee task performance. Furthermore, the relationship between ethical leadership and employee task performance via OID is moderated by employee proactive personality.

The diverse range of interventions examined within this review attests to the nature of ethical leadership and its impact on employee behavior. Ethical leadership approach demonstrates its distinct potential to influence employee behavior and attitudes, contributing to the broader narrative of organizational effectiveness.

This comprehensive review offers an invaluable contribution to the domain of ethical leadership and associated employee behaviors. By unearthing the effects of various employee behaviors which are directly and indirectly effected by the leadership practices in organizations, The extensive review provide direction and sensitization to the human resource department, Heads of departments, people at leading positions in organizations, policy makers, administrators, healthcare leaders, and managers leading departments to understand how ethical leadership is linked with employee behavior, performance at work and ultimately organizational productivity.

### **Limitations**

It is essential to acknowledge certain limitations within these studies. The primary limitation maybe it's generalizability as the review is limited to studies selected for review. Contextual factors, such as organizational culture, healthcare type (Private or public etc.), and employee demographics, could contribute to potential confounding of the observed relationships and differences in the observed outcomes which is why it may prove useful to include an analysis of the demographic interaction effects on the outcomes for employees. Furthermore, the reliance on self-reported measures in these quantitative studies may introduce response bias and impact the generalizability of the findings as such future research may benefit from including both quantitative and qualitative research available within the topic range.

Potential sources of heterogeneity within this review may arise from the wide variation in the observed techniques used by management and organizations as well as the variety of results in the form of different types of organizational commitment and satisfaction. Furthermore, similar variable may have been measured through different scales as such results may vary for even similar variables possibly affect robustness of the findings in the possible case of studies with weaker definitions for specific variables.

Sensitivity analyses conducted in the studies provide insights into the robustness and strengthen the validity of the observed effects and the influence of individual studies on the overall conclusions. While this review provides valuable contributions to the field of ethical leadership and employee behavior, it is important to acknowledge the need for further exploration. More systematic reviews are required to understand the mechanisms underlying the observed effects, as well as to explore the applicability of these findings across different industries, organizational sizes, and cultural contexts.

## Implications and Suggestions

These findings hold implications for both practitioners and researchers, offering valuable insights into the strategies that can be employed to foster ethical leadership within organizations. While the study is specific to the healthcare context, there is potential for insights from this research to be applicable in other industries and cultural contexts. However, further research is needed to explore the generalizability of these findings. By understanding the strategic importance of ethical leadership that positively influence employee attitudes and behaviors, organizations and especially human resource departments can implement changes that enhance ethical leadership and ethical climate at workplace for psychological well-being of employees.

The study suggests that a leadership practices, supportive work environment, adequate staffing, and resources can enhance employee interest in their jobs. Hospital administrators and leaders can leverage this information to prioritize initiatives that enhance working conditions, leading to better outcomes for patients.

The emphasis on ethical leadership highlights the importance of training and developing leaders who can inspire and motivate employees to develop ethical climate of the organization. Organizations can invest in leadership development programs that focus on these aspects to improve work environment.

## Conclusion

In conclusion, this comprehensive review offers an invaluable contribution to the domain of organizational leadership and management. By unearthing the effects of various strategies on employee outcomes, it can guide senior management and leaders to practice ethical leadership and develop ethical climate for betterment of the organization.

## References

- Al Halbusi, H., Ruiz-Palomino, P., Jimenez-Estevez, P., & Gutiérrez-Broncano, S. (2021). How upper/middle managers' ethical leadership activates employee ethical behavior? The role of organizational justice perceptions among employees. *Frontiers in Psychology*, 12, 652471.
- Alharbi, N. S., Youssef, H. A., Felemban, E. M., Alqarni, S. S., Alharbi, N. M., Alsayed, A. A. O., ... & Shahbal, S. (2022). Saudi Emergency Nurses Preparedness For Biological Disaster Management At The Governmental Hospitals. *Journal of Positive School Psychology*, 6(9), 1218-1235.
- AL-KUBAISI, H. U. D. A., SHAHBAL, S., & KHAN, A. (2022). Educational Institutional Management: Pedagogical and Distributed Leadership-A Competencies Based Learning Model. *The Seybold Report Journal*, 17(10), 1601-1622.
- Almutairi, S. M., Noshili, A. I., Almani, H. A., Aldousari, N. Y., Aljedani, G. H., Bakhsh, A. A., ... & Shahbal, S. (2022). The Magnet Hospital Concept is an Ideological Approach to Job Satisfaction and Quality of Care: A Systematic Review. *Journal of Positive Psychology and Wellbeing*, 137-145.
- Alotaibi, A. B., Shahbal, S., Almutawa, F. A., Alomari, H. S., Alsuwaylih, H. S., Aljohani, J. M., ... & Almutairi, S. M. (2022). Professional Exhaustion Prevalence And Associated Factors In Doctors And Nurses In Cluster One Of Riyadh. *Journal of Positive School Psychology*, 94-109.
- Enwereuzor, I. K., Adeyemi, B. A., & Onyishi, I. E. (2020). Trust in leader as a pathway between ethical leadership and safety compliance. *Leadership in Health Services*, 33(2), 201–219.
- Franczukowska, A. A., Krczal, E., Knapp, C., & Baumgartner, M. (2021). Examining ethical leadership in health care organizations and its impacts on employee work attitudes: an empirical analysis from Austria. *Leadership in Health Services*, 34(3), 229–247.
- Higgins, J. P. T., López-López, J. A., Becker, B. J., Davies, S. R., Dawson, S., Grimshaw, J. M., McGuinness, L. A., Moore, T. H. M., Rehfuss, E. A., & Thomas, J. (2019). Synthesising quantitative evidence in systematic reviews of complex health interventions. *BMJ Global Health*, 4(Suppl 1), e000858.
- Huang, N., Qiu, S., Yang, S., & Deng, R. (2021). Ethical leadership and organizational citizenship behavior: Mediation of trust and psychological well-being. *Psychology Research and Behavior Management*, 655–664.
- Jian, Q., Wang, X., Al-Smadi, H. M., Waheed, A., Badulescu, A., & Samad, S. (2022). Proposing a Robust Model to Reduce Employees' Turnover Intentions in an Ethical Leadership Framework: Empirical Evidence from the Healthcare Sector. *International Journal of Environmental Research and Public Health*, 19(15), 8939.
- Okpozo, A. Z., Gong, T., Ennis, M. C., & Adenuga, B. (2017). Investigating the impact of ethical leadership on aspects of burnout. *Leadership & Organization Development Journal*, 38(8), 1128–1143.



- Shahbal, S., Al-Kubaisi, H., Khan, A., Ahmad, Z., & Usman, M. (2022). Leadership Styles, Role, And Opportunities; Reflection in Educational Management System. *Journal of Pharmaceutical Negative Results*, 1452-1460.
- Shahbal, S., Noshili, A. I., Hamdi, A. M., Zammar, A. M. A., Bahari, W. A., Al Faisal, H. T., ... & Buraik, L. M. (2022). Nursing profession in the light of Social Perception in the Middle East. *Journal of Positive Psychology and Wellbeing*, 6(1), 3970-3976.
- Teimouri, H., Hosseini, S. H., & Ardeshiri, A. (2018). The role of ethical leadership in employee psychological well-being (Case study: Golsar Fars Company). *Journal of Human Behavior in the Social Environment*, 28(3), 355–369.
- Wu, Y., Fu, Q., Akbar, S., Samad, S., Comite, U., Bucurean, M., & Badulescu, A. (2022). Reducing healthcare employees' burnout through ethical leadership: the role of altruism and motivation. *International Journal of Environmental Research and Public Health*, 19(20), 13102.
- Yang, Q., & Wei, H. (2017). Ethical leadership and employee task performance: examining moderated mediation process. *Management Decision*, 55(7), 1506–1520.
- Yasir, M., & Rasli, A. (2018). Direct and indirect effects of ethical leadership on workplace deviance in public healthcare sector of Pakistan. *Journal of Advances in Management Research*, 15(4), 558–574.