

# Synergizing Ethical Leadership, Resilience, and Motivation for Enhanced Organizational Effectiveness: A Conceptual Model

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## Abstract

*This paper offers a thorough review of the existing literature on ethical leadership, organizational effectiveness, employee resilience, and employee motivation. In the contemporary business environment, the emphasis on business ethics has become essential for achieving organizational success. Ethical leadership is particularly significant as it guides employees' moral conduct and shapes their job performance. The reviewed literature comprises research studies that explore the relationships between ethical leadership, employee resilience, employee motivation, and organizational effectiveness. The analysis highlights a strong positive correlation between ethical leadership and these key organizational outcomes. The proposed conceptual model seeks to unify ethical leadership, organizational effectiveness, employee resilience, and employee motivation into a cohesive framework. Despite the rich body of research, a notable gap persists, as no studies have yet examined the interconnectedness of all these variables simultaneously. The historical association between ethics and leadership underscores the lasting importance of ethical leadership in the modern business context. The development of this innovative model paves the way for exciting future research in the Indian context. This model facilitates in-depth exploration within diverse Indian contexts, enriching our understanding of how these factors influence organizational outcomes.*

**Keywords:** Ethical leadership, Organizational effectiveness, employee resilience, employee motivation, Organizational performance.

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## INTRODUCTION

In today's dynamic environment, personal ethics are widely recognized as essential for leading a fulfilling life. However, applying these ethical principles in the workplace can be challenging, especially under the pressure to meet targets and sustain high performance. This pressure can sometimes lead individuals to take shortcuts, ultimately raising concerns about the integrity and moral values of employees. Across the world, the operations of every business organization are deeply rooted in its values, beliefs, and opinions. These foundational elements shape the organization's culture and climate. The business strategy and framework are developed based on the organization's vision, mission, and values, which in turn dictate its management approach. The ultimate goal of business organizations is to maximize profit returns, linked to achieving superior organizational performance. This performance, in turn, relies on the overall effectiveness of the organization. Organizational effectiveness is largely determined by the leaders at the helm. Their personal and professional values are reflected in the strategic decisions they make, guiding the direction of the business. Numerous examples illustrate how ethical and unethical practices of leaders can drive both the success and failure of businesses respectively. Leaders such as Ratan Tata, Azim Premji, Nandan Nilekani, Warren Buffett, Jeff Bezos, Jack Welch, and Satya Nadella are distinguished leaders who exemplify qualities of integrity, honesty, effective communication, and emotional intelligence—that have been pivotal to their business success (Leadership Dynamic, 2023; World Magazine, 2021). Conversely, there are instances where leadership has failed businesses through unethical practices and misconduct, in India and internationally. Scandals such as the Mundhra Scam, PNB Crisis, Satyam Scam, Enron Scandal, Volkswagen Emissions Scandal, Wirecard Scandal, and 1MDB Scandal serve as stark reminders of how unethical leadership can lead to business failure (Jain, 2023; Connell, 2024). Most organizations have both short- and long-term

objectives. Effective leadership is essential in achieving these goals, as it depends on the spiritual and emotional resources of followers—such as their values, dedication, and aspirations—especially in the absence of direct leadership actions. Ethical leaders are likely to inspire positive energy and favorable results among their employees, as they are seen as fair, just, and trustworthy. When employees perceive their leaders to be ethical and equitable, it often leads to increased motivation and job satisfaction. This positive perception fosters a supportive work environment, where employees feel valued and respected, which in turn enhances their overall engagement and contentment at work (Fan et al., 2021). The alignment of leaders' ethical practices with the organization's objectives is essential for fostering a motivated and satisfied workforce, which in turn contributes to the successful attainment of organizational goals (Samad et al., 2022).

### 1. Leadership Traits/ Styles

Above mentioned examples underscore the critical role that leadership plays in shaping an organization's trajectory. A leader's positive or negative approach can profoundly impact the organization's way of conducting business. This raises an intriguing question: What specific leadership traits inspire employees to excel, both individually and collectively, driving overall organizational success? Leadership styles such as authentic, virtuous, servant, spiritual, and transformational leadership share key attributes that converge to form the foundation of ethical leadership. This convergence suggests that these leadership styles coexist with the ethical leadership, as they all emphasize high ethical values. The amalgamation of these values positions ethical leadership as the ideal approach for organizations, guiding them toward sustainable success.

### 2. Leadership in the Indian Context and Ancient Ethical Values

Leadership in the Indian context is deeply

intertwined with ancient ethical values, with roots extending back over 4,000 years. The rich cultural heritage of India, as reflected in Vedic literature written in Sanskrit, emphasizes the significance of ethical and moral values, where every action determines its outcome. Ancient classics such as the Valmiki Ramayana, Upanishads, and Puranas provide comprehensive guidelines for leading an ethical life, which is often associated with success (Olivelle, 1996; Goldman, 2005).

The teachings of the Bhagavad Gita are particularly relevant to contemporary business environments. For instance, Bhagavad Gita Shloka 3.37 addresses how a leader's unchecked desires can transform into anger, compelling them toward unethical practices. Furthermore, Shloka 3.38 advises leaders to curb their desires at the outset to maintain an ethical perspective (Gita and Mascaro, 1994). Another ancient text, Thirukkural, written by Thiruvalluvar in Tamil, is a classic work comprising 133 chapters, some of which delve into ethical principles. Scholars, such as Amaladass (2007) and Chendroyaperumal (2008), have recognized the enduring relevance of the ethical teachings in this book, particularly within the Indian context. The Thirukkural offers profound insights into attaining wisdom through a sustained commitment to ethical practices and embracing a meaningful way of life. It also provides guidance on ethical business conduct and addresses the challenges of leadership dilemmas. The examples mentioned above highlight ancient literature that underscores the importance of ethical leadership in India, positioning it as the most relevant and effective leadership style for Indian business organizations success. Building on the foundational concepts introduced, this paper aims to develop a conceptual model for achieving organizational effectiveness through ethical leadership, incorporating key variables such as resilience and motivation.

The reviewed literature revealed that various leadership styles, such as servant leadership (Puspo Wiroko, 2021; Peng et al., 2023), sustainable

leadership (Avery & Bergsteiner, 2011; Suriyankietkaew et al., 2022), authentic leadership (Mao et al., 2022; Anwar et al., 2019), and transformational leadership (Salam et al., 2023; Aliem & Hashish, 2021), have been widely studied in relation to leadership and resilience. These studies consistently found that these leadership styles positively contribute to building resilience among employees within organizations. The findings underscore the importance of further exploring ethical leadership as a means to enhance resilience and motivation level of employees in the organization to ultimately driving organizational effectiveness. The objective of this paper is to synthesize the relationship between ethical leadership, organizational effectiveness, employee motivation, and employee resilience, with the goal of developing a unique framework that offers a theoretical concept applicable across various industries worldwide.

## LITERATURE REVIEW

### 1. Ethical leadership

Ciulla (1998) explained in his book that leadership is only considered effective when it embodies both high moral standards and technical expertise. Ethical leadership is deeply rooted in history and remains an important aspect of leadership today. Ethical leadership is often aligned with spiritual traditions, providing leaders with the inner strength and sustenance needed to fulfill the moral obligations inherent in their roles. Kanungo and Mendonca (1998) outline three key elements of ethical leadership: the leader's integrity, the ability to influence subordinates positively, and the strategic approach adopted by the leader. Ethical leadership is often seen as a personal rather than a positional formal style of leadership. Ethical leaders embody personal values such as integrity, honesty, and open communication, which deeply resonate with their subordinates. They lead by example, fostering a moral, fair, and trustworthy environment by consistently upholding these values themselves and

imparting the same within the organizations.

## 2. Organizational Effectiveness

The effectiveness of an organization has been thoroughly researched, particularly within the private sector. An organization is made up of individuals who come together to establish a unique corporate identity to achieve specific goals. Effectiveness is gauged by how well the desired outcomes are achieved within the available resources. According to Malik et al. (2011), organizational effectiveness refers to the degree to which an organization successfully accomplishes its intended objectives. Matthew et al. (2009) characterize organizational effectiveness as the overall satisfaction of all stakeholders in the process of efficiently converting inputs into outputs. The impact of organizational effectiveness on an organization's ability to compete and survive in today's complex and rapidly changing environment has garnered significant interest in recent studies (Alshurideh et al., 2020; Bettayeb et al., 2020; Obeidat et al., 2021). Organizational effectiveness, according to Richard et al. (2009), is essential to assisting companies in achieving their objectives by combining ethics and talents. A variety of issues, such as ambiguity, flexibility, value creation, customer acquisition, and standardized learning, may be handled by effective organizations (Alkitbi et al., 2020; Kurdi et al., 2020).

## 3. Resilience

According to Richardson's (2002) meta-theory of resilience, individuals draw strength from an underlying moral framework that provides them with energy, a sense of control, and a feeling of freedom. Resilience, therefore, functions as both a motivating factor and an intuitive process. When individuals act contrary to their moral code, it negatively impacts their vitality and diminishes their sense of freedom and control. Similarly, organizations operate in dynamic environments where disruptions can occur at any stage of business

operations, internally and externally, potentially causing significant harm. Organizational resilience is crucial for overcoming these challenges and ensuring long-term survival. This resilience is a strategic approach developed through the management system, primarily driven by top-level managers and leaders. By fostering resistance and adaptability, this approach equips organizations with the ability to recover from disruptions and effectively adapt to challenges.

## 4. Employee Motivation

Employee motivation is a crucial psychological factor that impacts how individuals initiate, guide, and maintain their behavior in the workplace (AA Anwar Prabu Mangkunegara, 2016). Leadership significantly influences this motivation, with (Bouckenoghe et al., 2015) emphasizing the role of leaders in inspiring individuals to contribute to team effectiveness and success. Nohria et al. (2008) support this view, stating that motivated employees consistently outperform their peers in organizations. To effectively manage the work environment and drive the team toward achieving the project's objectives, a manager needs to implement a leadership style that aligns with the team's dynamics and fosters motivation and commitment among the members. Various theories, including work design, expectancy theory, equity theory, goal-setting, cognitive evaluation theory, Maslow's hierarchy of needs, and reinforcement theory, provide valuable insights into understanding employee motivation. Managers use employee motivation as a fundamental strategy to improve organizational performance and overall management. By implementing policies that enhance motivation, managers can cultivate a more productive and engaged workforce, ultimately leading to better job management and organizational success (Shadare et al., 2009).

## PROPOSITIONS DEVELOPMENT

### 1. Relationship between Ethical leadership and

## Organizational effectiveness

Organizational effectiveness is not solely achieved through enhanced managerial and organizational performance; it is realized when every individual actively contributes to the organization's success. The work approach of each employee is influenced by various behavioral factors of managers and leaders, particularly their stance on ethical values. Employees' moral conduct is often shaped by the leadership's commitment to ethical and moral principles, which significantly impacts organizational effectiveness. Leaders set the standard for what is expected from employees within the organization, and their behavior serves as a model for others to follow. A review of the literature reveals that several researchers have explored the relationship between ethical leadership and organizational effectiveness. For instance, a study conducted on non-faculty members in an academic setting found a significant positive relationship between ethical leadership and organizational effectiveness within a university environment (Olawajaju Adeoye, 2021). Similarly, Engelbrecht (2002) concluded that both transformational and transactional leadership styles positively impact organizational effectiveness. His study introduced value congruence as a moderator, highlighting its significant role in leadership's impact and suggesting that moral values should be a fundamental component in assessing organizational effectiveness. Furthermore, Prenekert and Ehnfors (1997) found that the transactional leadership style has a significant positive impact on hospital organizational effectiveness in Sweden. Since ethical leadership is considered an integral moral aspect of transactional leadership, it should be included in studies to better understand its impact on organizational effectiveness. Based on the available literature, it can be proposed that ethical leadership plays a crucial role in enhancing organizational effectiveness.

**Hypothesis 1:** There is positive relationship between ethical leadership and organizational effectiveness.

## 2. Relationship between ethical leadership and Resilience

In today's business world, organizations prioritize making positive contributions to society before focusing solely on profit. Understanding their role in the community motivates businesses to create plans and policies that have a meaningful impact on the well-being of the society. To ensure that their operations are aligned with their social responsibility, companies establish a robust code of ethics. The leaders of the organization take on the responsibility of implementing this code of conduct, as they are the ones entrusted with communicating the organization's vision, mission, objectives, and goals. Through their demonstration of fairness, empathy, and honesty, leaders inspire employees to embrace and embody these essential values.

Numerous studies have described the role of different leadership styles in fostering favorable emotions among employees, which in turn builds resilience. For instance, several studies have demonstrated the positive impact of ethical leadership on employees' resilience capabilities (Baykal, 2018; Mao et al., 2023; Shin et al., 2021). Ethical leaders encourage and treat their employees well, and resilience is most effectively developed when employees receive emotional support and problem-solving guidance from their leaders. Research on bank employees in Southern Thailand analyzed the relationship between ethical leadership, resilience, and innovative work behavior, finding a positive correlation among these factors. The study further revealed that resilience mediates the relationship between ethical leadership and innovative work performance (Uppathampracha, 2022). Ahmer's (2019) research on hospital nurses in Punjab, Pakistan, found a positive correlation between ethical leadership and resilience, with resilience acting as a mediator between ethical leadership and the occurrence of workplace bullying. This underscores the crucial role leadership plays in creating a supportive and resilient work environment. Similarly, Macintyre et al. (2013)

stressed the importance of ethical leadership in building resilience within organizations. They pointed out that ethical leader's foster resilience in their teams by consistently demonstrating respect, encouragement, and reliability. Likewise, Shivola et al. (2022) found that when nurse leaders created a relational, supportive, and safe work environment, along with ensuring effective communication, it significantly enhanced nurses' resilience in facing challenges. Additionally, a study on audit teams in public limited companies explored the impact of ethical leadership on the tendency for premature sign-off. The findings revealed a significant relationship between ethical leadership and premature sign-off, with resilience acting as a mediating factor between the audit team leader's ethical behavior and the likelihood of premature sign-off (Hussain et al., 2023). While several studies have examined the connection between ethical leadership and the development of resilience, the body of literature on this subject is still relatively sparse. Consequently, drawing from the available research, we propose,

**Hypothesis 2:** Ethical leadership significantly influences the cultivation of Resilience.

### 3. Relationship between Resilience and organizational effectiveness

Resilience is a multifaceted concept that is understood and applied differently across various academic disciplines, with scholars from different regions offering diverse interpretations. It has become a key area of study in numerous fields. The concept was notably brought into the disaster management domain by Timmerman (1981), marking one of the earliest applications of resilience in this specific context. Three main categories of resilience exist: system, community, and personal resilience. Safety resilience includes both individual-focused human resilience and community-focused resilience, which highlights the capacity to return to a pre-crisis condition. Furthermore, system resilience is the ability to continue operating normally in the

face of erratic and ever-changing circumstances. The process by which people endure or recover from stress, trauma, and adversity is known as human resilience (Hollnagel et al., 2014). As Per Morgan et al. (2013), it is crucial for teams to possess resilience in order to effectively navigate the unique challenges they face as a cohesive unit. Key elements of team resilience encompass constructive teamwork and supportive relationships, which are cultivated through relational reserves, trust, solidarity, innovation, and collective confidence. These characteristics enable the team to excel under pressure and adeptly manage hurdles. According to Amaral et al., (2015), team resilience (TR) is a crucial factor in boosting organizational performance. Their study illustrated that resilience encourages a mindset focused on learning within companies, which helps members to adjust and perform better in challenging or unexpected circumstances. This adaptive capability ultimately leads to improved results and a more robust overall performance when facing adversity. According to Luthans et al. (2008), there is substantial evidence supporting the positive correlation between resilience and organizational performance. According to Keller and Price (2011), they discovered a significant positive relationship between organizational performance and overall competitiveness. Improved organizational performance plays a crucial role in enhancing an organization's capacity to effectively compete within its industry. Therefore, as the performance elevates, so does the competitive advantage of the organization.

**Hypothesis 3:** There is a significant effect of resilience on organizational effectiveness.

**Hypothesis 4:** Resilience mediates the relationship between ethical leadership and organizational effectiveness.

### 4. Relationship between Ethical leadership and Employee Motivation

When leaders prioritize ethical principles, they

consistently emphasize how the work impacts others, the team, the organization, and even society as a whole. Additionally, they instill a sense of purpose in the job (Brown & Treviño, 2006; & Den Hartog, 2008). Ethical leaders who embody qualities such as honesty, integrity, and altruism (Gardner et al., 2005) and demonstrate a strong commitment to their organization (De Hoogh & Den Hartog, 2008) tend to create an environment where individuals feel psychologically safe to voice innovative ideas and share their knowledge with colleagues (Janssen, 2000). At the group level, ethical leadership fosters better interactions within the group and among its members. When everyone in the group believes that their leader embodies ethical leadership, it motivates individuals in unique ways. This shared ethical leadership significantly influences how group members perceive their roles, colleagues, group dynamics, and the broader work environment (Peters & Karren, 2009). The importance of intrinsic motivation in driving employees' capacity for innovation has long been acknowledged. Woodman et al. (1993) highlighted that when employees are internally motivated by the inherent satisfaction and interest in their work, they are more inclined to engage in creative thinking and generate innovative ideas. To create an atmosphere at work that fosters creativity and innovation in problem-solving, internal motivation is essential. There has been much research and discussion on the impact of leadership, especially in the private sector, on worker motivation and job satisfaction. Numerous leadership philosophies, including transformational and transactional methods, have been thoroughly examined. Research by Paais & Pattiruhu (2020) and Naile & Selesho (2014) highlights that these leadership philosophies not only influence the culture of the workplace but also, over time, increase employee engagement, productivity, and an organization's overall performance. In Nigeria, research on moral leadership has mostly focused on the business world with the goal of enhancing organizational effectiveness. Ethical leadership fosters a work environment where employees are more dedicated to their organizations, leading to

heightened loyalty and reduced turnover rates (Eluwole et al., 2022; Ugu & Tantua, 2021). When leaders lead with strong ethical values in their management approach, it helps cultivate a deep sense of morality within the employees. As a result, this can lead to increased motivation and job satisfaction, ultimately playing a significant role in enhancing employee retention rates (Oladimeji and Abdul Kareem, 2022).

**Hypothesis 5:** There is a positive significant relationship between ethical leadership and employee motivation.

### **5. Relationship between Employee Motivation and Organizational Effectiveness**

In a recent study, the focus was on examining the impact of employee motivation on the effectiveness of organizations within the banking sector in Jordan. The results aligned with previous research, indicating that employee motivation significantly influences organizational effectiveness. An organization's capacity to operate efficiently relies on its ability to establish effective organizational structures, empower its staff through programs, and provide adequate support systems (Manzoor, 2012; Abualoush et al., 2018). When employees are motivated, they tend to feel more connected to the company, leading to improved efficiency and accountability in their work (Osabiya, 2015). The motivation of staff members directly impacts the efficacy of a bank, as motivated employees are more responsive to the bank's objectives, ultimately affecting its overall effectiveness. Therefore, it is essential to explore the factors that influence employee motivation, including both intrinsic and extrinsic variables (Al-bawaia et al., 2022). On the contrary, in numerous African companies, decision-making is centralized within upper management, resulting in authoritarian regulations, inflexible organizational frameworks, and autocratic leadership approaches. Environments where employees are simply instructed, rather than engaged in decision-making, may constrain

creativity and motivation. Consequently, this could have a detrimental effect on the organization's performance, growth, and overall effectiveness (Manzoor Q, 2011).

**Hypothesis 6:** There is a positive relationship between employee motivation and organizational effectiveness.

**Hypothesis 7:** Employee motivation serves as a mediator in the relationship between ethical leadership and organizational effectiveness.

Building on the reviewed literature, the authors have conceptualized a unique framework model. This model stands out for its originality, as it synthesizes variables that have not been previously combined in this context for research purposes. Ethical leadership emerges as a prominent independent variable, while organizational effectiveness is identified as the dependent variable. The literature also highlights the pivotal role of employee motivation and resilience as mediating variables, which are incorporated into the model presented below Figure 1.

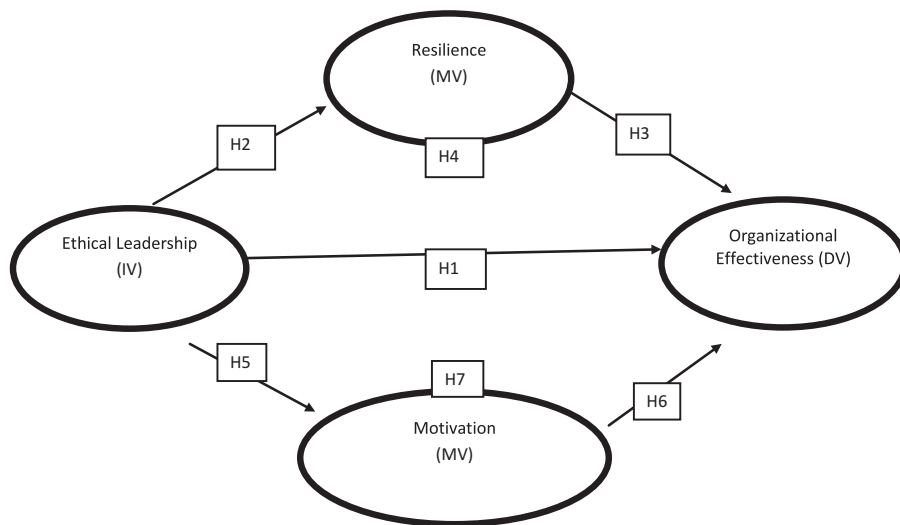


Figure 1: Conceptual Framework



(Source: Authors Compilation)

Figure 2: Presentation of ethical leadership trending year and other impacting outcomes.



The above figure (Figure 2) represents the yearly trend in the publication of research papers on ethical leadership and its related outcomes from 1994 to 2023. This graph highlights the growing popularity of ethical leadership over the years.

Below is a tabular presentation of research papers reviewed in detail to explore the intricate relationships between ethical leadership, organizational effectiveness, employee motivation, and resilience. The table includes details such as authors, year of publication, journal/book title, and key variables identified in each study.

**Table 1: Detailed analysis of paper reviewed for the purpose (Source: Authors Compilation)**

Sr. No.	Authors Name	Publication Year	Journal/Book	Variables
1	Abd-EL Aliem, M. F., & Abou Hashish	2021	Worldviews on Evidence-Based Nursing	Transformational leadership, organizational resilience, job involvement
2	Abdul Salam, Dumit, Clinton, & Mahfoud.	2023	BMC Nursing	Transformational leadership, resilience
3	Abualoush, Masa' deh, Bataineh, & Alrowwad, A.	2018	Interdisciplinary Journal of Information, Knowledge, and Management	Knowledge management process, intellectual capital, organization performance
4	Abubakari, A.-R., & Adam, B.	2018	International Review of Management and Business Research	Employee motivation, organizational performance
5	Ahmer, Z.	2019	Academic Journal of Social Sciences	Ethical leadership, workplace bullying, resilience, Islamic work ethics
6	Al-bawaia, E., Alshurideh, M., Obeidat, B., & Masa' deh, R.	2022	Academy of Strategic Management Journal	Corporate culture, employee motivation, organization effectiveness
7	Al Kurdi, B., Alshurideh, M., & Alnaser, A.	2022	Management Science Letters	Employee satisfaction, customer satisfaction
8	Alshurideh, M., Gasaymeh, A., Ahmed, G., Alzoubi, H., & Kurd, B. al	2020	Uncertain Supply Chain Management	Loyalty program effectiveness

9	Amaladass, A.	2007	International Management Review	Values in leadership, Tamil tradition, leadership theories
10	Anwar, A., Abid, G., & Waqas, A.	2019	European Journal of Investigation in Health, Psychology and Education	Authentic leadership, creativity, resilience, hope
11	Avery, G. C., & Bergsteiner, H.	2011	Strategy & Leadership	Strategy & Leadership
12	Baykal, E.	2018	Innovativeness in Family Firms	Positive leadership styles, innovation
13	Bettayeb, H., Dr. Alshurideh, M. T., & Dr. Kurdi, B. A.	2020	International Journal of Control and Automation	Mobile learning, motivation, self-efficacy, usability, usefulness
14	Bouckenooghe, D., Zafar, A., & Raja, U.	2015	Journal of Business Ethics	Ethical leadership, job performance, goal congruence, psychological capital
15	Brown, M. E., & Treviño, L. K.	2006	The Leadership Quarterly	Ethical leadership, review, future directions
16	Chendroyaperumal, C.	2008	SSRN Electronic Journal	Management
17	CIULLA, J. B.	1998	Ethics, the Heart of Leadership	Ethics, leadership
18	Connell, B.	2024	U.S. News	Financial fraud, history
19	Dave, B., Asma, Z., & Usman, R.	2015	Journal of Business Ethics	Ethical leadership, job performance, goal congruence, psychological capital
20	De Hoogh, A. H. B., & den Hartog, D. N	2008	The Leadership Quarterly	Ethical leadership, despotic leadership, social responsibility, optimism
21	Engelbrecht, A. S.	2002	South African Journal of Economic and Management Sciences	Organizational leadership, value congruence, effectiveness
22	Gardner, W. L., Avolio, B. J.,	2005	The Leadership Quarterly	Authentic leadership, follower development

	Luthans, F., May, D. R., & Walumbwa, F.			
23	Gita, & Mascaro	1994	Bhagavad Gita	Ethical values, leadership
24	Hussain, K., Ahmed, I., & Aamir, M.	2023	Middle East Journal of Management	Ethical leadership, resilience, cultural intelligence
25	Jain, U.	2023	Legal Window	Corporate fraud, India, Companies Act
26	Janssen, O.	2000	Journal of Occupational and Organizational Psychology	Job demands, effort-reward fairness, innovative work behaviour
27	Kanungo, R. N., & Mendonca, M.	1998	Journal of Human Values	Ethical leadership, three dimensions
28	Keller, S., & Price, C.	2011	Wiley	Organizational health, competitive advantage
29	Leadership Dynamic Team	2023	Leadership Dynamic	Leadership qualities, behaviors
30	Luthans, F., Avey, J. B., & Patera, J. L.	2008	Academy of Management Learning & Education	Positive psychological capital, training intervention
31	MacIntyre, A., Charbonneau, D., & O'Keefe, D.	2013	American Psychological Association	Transformational leadership, ethical leadership, resilience
32	Malik, M. E., Ghafoor Muhammad, M., & Naseer, S.	2011	Far East Journal of Psychology and Business	Organizational effectiveness, telecommunication, banking sector
33	Mangkunegara, A. A. P., & Huddin, M.	2016	Universal Journal of Management	Transformational leadership, job satisfaction, employee performance
34	Manzoor, Q.-A.	2011	Business Management and Strategy	Employee motivation, organizational effectiveness
35	Manzoor, Q.-A.	2012	European Journal of Business and Management	Employee motivation, organizational effectiveness
36	Mao, Y., Kang, X., Lai, Y., Yu, J., Deng,	2023	Current Psychology	Authentic leadership, employee resilience,

	X., Zhai, Y., Kong, F., Ma, J., & Bonaiuto, F.			COVID-19
37	Mao, Y., Lai, Y., Zhai, Y., Xie, M., Yu, J., Wang, Q., Lu, S., Ma, J., & Bonaiuto, M.	2022	Frontiers in Psychology	Authentic leadership, employee resilience, mediation analysis
38	Morgan, C. A., Southwick, S., Steffian, G., Hazlett, G. A., & Loftus, E. F.	2013	International Journal of Law and Psychiatry	Misinformation, memory, stress
39	Naile, I., & Selesho, J. M.	2014	Mediterranean Journal of Social Sciences	Leadership, employee motivation
40	Nohria, N., Groysberg, B., & Lee, L.-E.	2008	National Library Medicine	Employee motivation
41	Obeidat, U., Obeidat, B., Alrowwad, A., Alshurideh, M., Masa' deh, R., & Abuhashesh, M.	2021	Management Science Letters	Intellectual capital, competitive advantage, innovation
42	Oladimeji, K. A., & Abdulkareem, A. K.	2023	Jurnal Studi Pemerintahan	Ethical leadership, employee performance, motivation, satisfaction
43	Olarewaju Adeoye, A.	2021	Athens Journal of Business & Economics	Ethical leadership, employee commitment, organizational effectiveness
44	Olivelle, P.	1996	Oxford's World Classic	Ethical values, Upanisads
45	Osabiya, B. J.	2015	Journal of Public Administration and Policy Research	Employee motivation, organizational performance
46	PAAIS, M., & PATTIRUHU, J. R.	2020	The Journal of Asian Finance, Economics and Business	Motivation, leadership, organizational culture, employee performance
47	Peng, C., Liang, Y., Yuan, G., Xie, M., Mao, Y., Harmat, L., & Bonaiuto, F.	2023	Current Psychology	Servant leadership, employee resilience, social identity perspective

48	Peters, L., & Karren, R. J.	2009	Group & Organization Management	Trust, functional diversity, virtual team performance
49	Puspo Wiroko, E.	2021	Journal of Resilient Economies	Servant leadership, resilience, work engagement
50	Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G.	2009	Journal of Management	Organizational performance, methodological best practices

## FINDINGS

This paper seeks to conceptualize a unique model incorporating variables such as ethical leadership, organizational effectiveness, employee motivation, and employee resilience. The study emphasizes the critical role of adopting ethical leadership in contemporary business organizations in India. Countries like Indonesia, Malaysia, China, Turkey, several African nations, and Pakistan have already conducted studies highlighting the pivotal impact of ethical leadership on various behavioral aspects within organizations.

In India, the concept of ethical leadership has deep roots, dating back to ancient times. Classical texts like the Ramayana, Bhagavad Gita, and the Upanishads underscore the importance of ethical leadership. Thiruvalluvar's Thirukkural offers profound wisdom on living a meaningful life through ethical practices, emphasizing the significance of ethical business conduct and the challenges of leadership.

Achieving organizational performance is crucial for generating high revenue returns. Organizational performance is often a result of organizational effectiveness, which is influenced by several direct and indirect factors. The vision, mission, and policies of management must be closely aligned with leadership practices. In this paper, the authors identify various factors through an extensive review of existing literature, concluding that ethical leadership, resilience, and employee motivation are

significant contributors to organizational effectiveness and performance.

## CONCLUSION

A comprehensive literature review was conducted to explore the complexities of ethical leadership, organizational effectiveness, resilience, and motivation. Based on the insights gained, the authors have conceptualized a model that integrates these variables. While existing studies have demonstrated positive relationships between ethical leadership, organizational effectiveness, resilience, and employee motivation, the literature reveals a gap—no studies to date have examined the combined relationships among all these variables. The deep historical connection between ethics and leadership underscores the continued relevance of ethical leadership in today's business environment. Although previous research has recognized ethical leadership as a critical variable, the proposed model represents a significant contribution, offering a novel framework for further exploration.

## FUTURE RESEARCH AND IMPLICATIONS

The development of this innovative model paves the way for exciting future research in the Indian context. While the model is rooted in theoretical studies, it furnishes a strong basis for subsequent empirical testing to statistically confirm the connections among the variables. By conducting empirical studies, researchers can explore how ethical leadership, employee motivation, resilience,

and organizational effectiveness intersect across diverse industrial sectors in India.

This model facilitate for in-depth exploration within diverse Indian contexts, enriching our understanding of how these factors influence organizational outcomes. Through empirical research, we will gain valuable insights that can empower Indian organizations to adopt leadership strategies that effectively foster employee motivation and resilience, ultimately elevating overall performance. As this model undergoes testing across various sectors in India, it has the potential to unveil industry-specific dynamics and contribute to the crafting of leadership approaches customized to the unique challenges and opportunities within the Indian business landscape.

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