

Impact Of Responsible Leadership on Employee Sustainable Performance in Bank Sector in India

Vinita Singh^{1*} Dr. Megha Bhatia²,

¹Research Scholar, Department of Management Studies, School of Business Management IFTM University, Moradabad, 244102, India.

² Department of Management Studies, School of Business Management IFTM University, Moradabad, 244102, India.

ARTICLE INFO

ABSTRACT

Received: 29 Dec 2024

Revised: 12 Feb 2025

Accepted: 27 Feb 2025

This study aims to investigate the relationship between Employee Sustainable Performance (ESP) and Responsible Leadership (RL) within the framework of Corporate Social Responsibility (CSR) theory. Additionally, it explores how the Ethical Atmosphere (EA) functions as a mediator in this relationship. Conducted in India's banking sector, the research utilized a questionnaire-based survey administered to 128 employees, employing convenience sampling. Data analysis was performed using Smart PLS 4, employing Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings reveal a robust positive correlation between ESP (comprising Employee Performance (EP) and Employee Well-being (EWB)) and RL. Moreover, the study demonstrates that the association between RL and ESP (both EWB and EP) is partially mediated by the Ethical Context. Generalizability is constrained by the study's reliance on responses from personnel in the Indian banking sector through online and offline surveys. Based on these results, the authors recommend the banking sector implement a comprehensive leadership development program. Such a program would educate HR managers on the significance of RL and foster behaviours that promote ethical standards and positive employee attitudes. This study contributes novelty by integrating CSR theory to examine the interaction between ESP, Ethical Atmosphere, and RL specifically within the Indian banking industry. It is one of the first to propose an integrated model that explores these dynamics, highlighting the role of ethical frameworks as mediators. The research underscores the importance of ethical leadership in enhancing employee sustainable performance and well-being, offering valuable insights for organizational practices in the banking sector and potentially beyond.

Keywords: Responsible Leadership, Employee Sustainable Performance, Indian banking industry, Ethical Atmosphere, Corporate Social Responsibility

INTRODUCTION

Responsible leadership

Responsible leadership involves prioritizing ethical decision-making, sustainability, and the well-being of all stakeholders. It requires transparency, accountability, and integrity in actions and communications. Responsible leaders consider the long-term impacts of their

decisions on society, the environment, and future generations. They actively engage with diverse perspectives, foster inclusivity, and promote fairness and justice. Through their actions, they inspire trust and confidence, striving to balance the interests of various stakeholders while upholding core values and principles. Ultimately, responsible leadership aims to create positive and sustainable outcomes for both the organization and the broader community.

Responsible leadership in Indian Banking Sector

In the Indian banking sector, responsible leadership entails ethical conduct, regulatory compliance, and financial stability. Leaders prioritize customer trust, ensuring fair practices, transparency, and protection of sensitive data.

They promote financial inclusion, supporting underserved communities while managing risks prudently. Sustainable lending practices, environmental and social responsibility, and corporate governance are central to their decision-making. Through innovation and adaptability, they navigate challenges, fostering a resilient and inclusive financial ecosystem that contributes to India's economic growth and societal well-being.

In organizations, morally upright executives set the foundation for a productive workplace. Conversely, responsible leadership (RL) led to the development of strong connections and trust among all stakeholders (Waldman and Balven, 2014). Sarkar, 2016 "RL is defined as extending the scope of traditional leader-follower interactions and focusing on moral and relational acts to involve stakeholders" (Maak, 2007). Significant players in RL are the natural environment, individuals; along with society (Han et al., 2019a, b). An organization may avoid fraud by utilizing the honest intentions of responsible leaders in conjunction with learning, reaction, adaptability, and including others in the decision-making process (Sarkar, 2016).

An organization's ethics code is shaped in large part by its leadership (Schminke et al., 2005). The behaviour of leaders has a significant impact on organizational ethics (Otken and Cenkci, 2012). These days, offering top-notch customer service and cultivating an EC that supports and honours employees who behave responsibly and ethically present the biggest challenges for businesses (Saygili et al., 2020). Since these workers are the ones who implement change within the company, they are ultimately accountable for its success or failure. An ethically sound workplace environment benefits staff productivity and well-being since happy workers produce more employees' well-being (EWB) and employee performance (EP), which are essential to any company's long-term success regardless of its sector. The importance of pursuing sustainable procedures for long-term performance of organizations and staff is growing (De Jonge and Peeters, 2019; European Foundation for the Improvement of Living and Working Conditions, 2015). The terms "performance" and "sustainability" have become widely used and indicate interdependent phenomena. Numerous studies have shown that high EP levels may have detrimental long-term impacts on employees' well-being and health, which frequently have an adverse effect on employees' productivity in the future (De Dreu et al., 2004; Wright et al., 2007).

We aim to find out how employees perceive RL and ESP in the current study. Additionally, the mediating function of an EC and particular reference to the sector of private banking in India are used to evaluate this association.

Figure-1: Hypothesized Model

REVIEW OF LITERATURE

In its widest meaning, sustainability reconciles social progress, safeguarding the environment, and economic growth. Building and sustaining sustainable company operations may be challenging from the standpoint of a business organization since it requires the cooperation of all stakeholders and broad agreement (Jawaad and Zafar, 2020; Koirala and Pradhan, 2020). Responsible leaders can play a critical role in attaining success over the long run in terms of objectives, targets, and execution (Cheema et al., 2020; Iqbal and Ahmad, 2021). This is due to the fact that these leadership positions are in charge of creating plans that work, obtaining and allocating the proper resources, and guiding their staff on the proper path. Sustainability won't be adopted until the organization has a responsible leader who promotes it (Szekely and Knirsch, 2005).

A climate of ethics that lessens internal conflicts is a component of an environment that upholds moral principles and gives ethical ideals precedence with significance (Sahin and Dundar, 2011). Employees are directed by the ethical environment when deciding what acts are suitable or wrong (Ulrich et al., 2007; Sahin and Dundar, 2011; Huang et al., 2012). The ethical climate of a company may provide insight into its policies and employee conduct (Huang et al., 2012; Goldman and Tabak, 2010). Leaders can influence an organization's ethical atmosphere directly or indirectly, according to Kia et al. (2019).

According to academics, the ethical climate of an establishment is the consensus among staff members regarding "what constitutes morally acceptable action" and the most effective ways to handle ethical disagreements at work (Su

and Hahn, 2022). The ethical environment of a business is vital in forming processes for making decisions, creating moral norms for comprehending, and guiding the actions of staff when faced with moral challenges, according to the results of Naz et al. (2019). It acts as a framework that provides clear instructions on the proper actions to take in order to help staff members resolve moral problems. Furthermore, in this sense, an ethical workplace culture stresses the general well of all workers, with leaders actually placing a higher priority on the welfare of their colleagues (Fein et al., 2013).

Furthermore, a growing amount of empirical evidence that suggested that the EP is influenced by an ethical climate (Fein et al., 2021; Kia et al., 2019; Saygili et al., 2020; Ramdhan et al., 2021; Gan et al., 2020; Noermijati et al., 2021; Robbie and Tanaya, 2022; Octadyla et al., 2023; Muazu-Alhaji et al., 2023).

Recent research highlights the importance of Employee Sustainable Performance (ESP) (Ji et al., 2021), which includes "employee well-being" and "employee performance" as critical components for long-term success. Peeters et al. (2013) define ESP as optimizing both job performance and employee health. Studies show that Responsible Leadership (RL) positively impacts Employee Well-Being (EWB) (He et al., 2019; Haque, 2021) through regular support, coaching, and encouragement, strengthening leader-employee relationships (Gordon et al., 2019; Kim, 2018). This promotes higher productivity, morale, job satisfaction, and reduces absenteeism and turnover. Additionally, RL enhances Employee Performance (EP) by fostering ethical behavior, effective communication, and employee development (Cameron, 2012; Zulfiqar et al., 2022; Haque et al., 2019).

On the basis of above introduction and review of literature the following hypotheses are framed:

H1: RL is positively related to EWB and EP.

H2: RL is positively related to EC.

H3: EC is positively associated to EWB and EP

H4: EC mediates the association between RL and EWB and EP.

METHODOLOGY

Sampling and data collection

Researchers employed Google Forms to gather data and distributed the survey links via various social media channels including WhatsApp, Instagram, email, and Facebook, among others. Participants had the option to complete the survey either online or in person. The study focused on both middle-level and entry-level healthcare workers. The target population was divided into two categories: middle-level employees (e.g., doctors, managers, supervisors, nurses, ward boys, clerks) and entry-level employees (e.g., sweepers, guards, receptionists). To accommodate non-English speakers, some questionnaires were translated into Hindi. The research encompassed both private and public multispecialty hospitals, each treating over fifty patients daily. Convenience sampling was used to collect primary data due to its efficiency and simplicity (Jager et al., 2017; Khanam and Tarab, 2023). Online surveys facilitated reaching a large, relevant audience quickly, which would otherwise be difficult (Azhar et al., 2023). The study utilized a cross-sectional design, collecting data from different individuals at a single point in time (Setia, 2016).

The questionnaire was divided into two segments: Segment A covered demographic details such as gender, age, marital status, education, family income, job profile, organization status, and job nature. Segment B addressed the study's key constructs—RL, EC, and ESP (including EWB and EP). Participants completed this two-part questionnaire. Out of 200 distributed questionnaires, 137 were returned, and after screening, 130 were deemed usable for analysis. This resulted in a response rate of 65%.

Measures

Participants rated each statement using a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The items for this study were adapted from existing literature. The scale for measuring RL was based on Voegtlin (2012) and included six items designed to capture workers' perceptions of supervisory activities. The scale for EC was adapted from Schwepker (2001) and consisted of seven items tailored to the healthcare sector. For ESP, a scale adapted from Ji et al. (2021) was used, covering two dimensions: EWB and EP. Specifically, five items assessed

EWB and another five items assessed EP. To enhance clarity for respondents, some questions were rephrased with alternatives or synonyms. All constructs demonstrated Cronbach's alpha (α) values greater than 0.70, as shown in Table 2. This indicates that the measures meet the internal consistency reliability threshold of 0.70 (Nunnally, 1978; Khan et al., 2023).

Table-1:

Demographic variable	Categories	Frequency	Percentage
Gender	Male	83	64%
	Female	47	36%
Marital status	Unmarried	52	40%
	Married	78	60%
Age	Up to 30 years	49	38%
	31–40	40	31%
	41–50	32	25%
	Above 50	9	7%
Education	High school	6	5%
	Intermediate	11	8%
	Graduation	60	46%
	Post-graduation	40	31%
	Higher education	13	10%
Income	Up to 20,000	4	3%
	20,001–40,000	29	22%
	40,001–60,000	51	39%
	60,001–80,000	40	31%
	80,001 and above	6	5%
Job profile	Peon	12	9%
	Clerk	30	23%
	Managers	52	40%
	Senior Managers	36	28%
Organization status	Public	37	28%
	Private	93	72%

Analysis and Interpretation of Demographic Variables

In the respondents 83 respondents (64%) are male and 47 respondents (36%) are female. The sample is predominantly male, with a ratio of approximately 1.7 males for every female. This could indicate a gender imbalance in the surveyed population or in the particular roles or sectors represented. 52 respondents (40%) are unmarried and 78 respondents (60%) married. A majority of the respondents are married, which may reflect a more stable workforce or personal life circumstances. The higher percentage of married individuals could also indicate different perspectives or experiences compared to unmarried respondents. The age distribution shows a concentration of younger and middle-aged individuals, with fewer older respondents. The majority of the sample is relatively young or in mid-career stages, suggesting that the workforce might be more dynamic and less experienced in terms of seniority. Most respondents have at least a graduate-level education, with a significant portion holding postgraduate or higher degrees. This indicates a well-educated sample, which might reflect the qualifications required for the roles surveyed. The income distribution is skewed towards the middle and upper-middle income brackets, with the majority earning

between 40,001 and 60,000. This suggests a relatively stable financial status among respondents, though the sample includes a small proportion with lower incomes. The sample consists mainly of managers and senior managers, indicating a high concentration of individuals in supervisory or higher-level positions. This distribution may reflect the study's focus on these roles or the sectors surveyed. A significant majority of respondents work in private organizations, which may indicate a sectoral focus or preference. This could also influence the findings, reflecting the conditions and perspectives typical of the private sector compared to the public sector.

The demographic profile of the respondents indicates a well-educated, predominantly male, middle-aged workforce with a significant proportion in managerial roles and private sector employment. The sample is also relatively affluent, with most respondents falling into middle to upper-middle income brackets. These characteristics may influence the study's outcomes and interpretations, particularly in terms of perspectives on job satisfaction, organizational behavior, and other related constructs.

Measurement model results

Construct	Items code	Loading	Cronbach's α	AVE	VIF	CR	Items deleted
Responsible leadership	RL1	0.796	0.841	0.666	1.723	0.896	1
	RL2	0.764			1.857		
	RL3	0.856			2.143		
	RL4	0.844			1.836		
Ethical climate	EC1	0.857	0.905	0.716	2.729	0.932	1
	EC2	0.888			2.911		
	EC3	0.839			2.501		
	EC4	0.871			2.595		
	EC5	0.781			1.734		
Employee well-being	EWB1	0.721	0.814	0.644	1.412	0.888	2
	EWB2	0.804			1.515		
	EWB3	0.844			2.255		
	EWB4	0.853			2.318		
Employee performance	EP1	0.881	0.935	0.835	2.655	0.96	1
	EP2	0.921			2.258		
	EP3	0.927			2.325		
	EP4	0.911			2.332		

Analysis of the Constructs

This analysis examines the psychometric properties of four constructs: Responsible Leadership, Ethical Climate, Employee Well-being, and Employee Performance. The key metrics analyzed are factor loadings, Cronbach's alpha, Average Variance Extracted (AVE), Variance Inflation Factor (VIF), Composite Reliability (CR), and the number of items deleted.

Responsible Leadership

The loadings range from 0.764 to 0.856, indicating that each item strongly represents the construct. The Cronbach's Alpha value is 0.841, which is above the acceptable threshold of 0.7, indicating good internal consistency. The AVE is 0.666, suggesting that the construct explains a substantial portion of the variance in its items. The VIF values range from 1.723 to 2.143, which are well below the critical value of 5, indicating no multicollinearity issues. The composite reliability is 0.896, which indicates high reliability.

Ethical Climate

The loadings range from 0.781 to 0.888, showing that each item is a strong indicator of the construct. The Cronbach's Alpha value is 0.905, indicating excellent internal consistency. The AVE is 0.716, indicating that the construct captures a high level of variance from its items. The VIF values range from 1.734 to 2.911, indicating no significant multicollinearity issues. The composite reliability is 0.932, demonstrating excellent reliability.

Employee Well-being

The loadings range from 0.721 to 0.853, indicating strong representation of the construct by its items. The Cronbach's Alpha value is 0.814, which is good and above the acceptable threshold. The AVE is 0.644, suggesting adequate convergent validity. The VIF values range from 1.412 to 2.318, indicating low multicollinearity. The composite reliability is 0.888, indicating high reliability.

Employee Performance

The loadings range from 0.881 to 0.927, showing strong representation of the construct by its items. The Cronbach's Alpha value is 0.935, indicating excellent internal consistency. The AVE is 0.835, suggesting that the construct explains a high portion of variance in its items. The VIF values range from 2.258 to 2.655, indicating no significant multicollinearity concerns. The composite reliability is 0.960, demonstrating excellent reliability.

The constructs demonstrate good psychometric properties. The factor loadings indicate that each item is a strong indicator of its respective construct. The high values of Cronbach's alpha and composite reliability suggest excellent internal consistency and reliability. The AVE values indicate that the constructs have good convergent validity. The VIF values are well below the critical value, suggesting no multicollinearity issues. The deletion of some items across constructs points to a refined measurement model, ensuring that only the most representative items are retained to enhance the constructs' reliability and validity.

Discriminant validity Heterotrait-Monotrait ratio (HTMT) criterion

	EC	EP	EWB
EC			
EP	0.695		
EWB	0.824	0.793	
RL	0.067	0.047	0.0892

- **Ethical Climate (EC)** and **Employee Well-Being (EWB)** have high HTMT values (0.824), suggesting that they are closely related, though still below the critical threshold of 0.85. This implies they may not be fully distinct, but further investigation may be needed.
- **Employee Performance (EP)** and **Employee Well-Being (EWB)** also have a high HTMT value (0.793), suggesting a close relationship, but still maintaining some level of distinction.
- **Responsible Leadership (RL)** shows very low HTMT values with all other constructs, indicating that it is distinct from Ethical Climate, Employee Performance, and Employee Well-Being.

Thus, the HTMT values support the discriminant validity of Responsible Leadership as distinct from the other constructs, while Ethical Climate, Employee Performance, and Employee Well-Being show some overlap, warranting a closer look to ensure they are conceptually distinct.

Saturated Model Assessment

Construct	R^2	Adj. R^2	Q^2	SRMR
EC	0.286	0.283	0.141	0.0582
EWB	0.493	0.473	0.251	
EP	0.384	0.383	0.190	

- **Ethical Climate (EC)** has a moderate explanatory power ($R^2 = 0.286$) and a good model fit (SRMR = 0.0582). Its predictive relevance is positive ($Q^2 = 0.141$), suggesting the model is useful for predicting Ethical Climate.
- **Employee Well-Being (EWB)** shows a high level of explanatory power ($R^2 = 0.493$) and strong predictive relevance ($Q^2 = 0.251$). SRMR is not provided but based on R^2 and Q^2 , the model appears effective for predicting Employee Well-Being.
- **Employee Performance (EP)** has a moderate explanatory power ($R^2 = 0.384$) and positive predictive relevance ($Q^2 = 0.190$). SRMR is not provided, but the model's explanatory and predictive metrics suggest reasonable performance.

Overall, the model demonstrates satisfactory fit and predictive relevance for the constructs where metrics are provided. The absence of SRMR values for some constructs suggests a need for additional fit assessment for a comprehensive evaluation.

Argument and Inference

This study examines the relationship between responsible leadership (RL) and employee social performance (ESP) in the Indian healthcare sector, emphasizing the mediating role of ethical climate (EC). The sector faces significant challenges in recruiting and retaining skilled employees. The findings suggest that focusing on RL can greatly enhance staff retention. Effective communication and demonstration of values by employers are crucial to achieving this goal (Doh et al., 2012). The study demonstrates that RL has a significant and direct impact on ESP, supporting hypotheses H1a and H1b. Previous research has explored transformational leadership's influence on ESP through organizational citizenship behavior (Jiang et al., 2017). The relationship between RL and EC, validated by CSR theory, supports hypothesis H2 (Yasin et al., 2021). RL positively influences EC, which in turn improves employee well-being (EWB) and performance (EP).

Responsible leaders who focus on ethics, social responsibility, and sustainability create an environment conducive to long-term EP, benefiting both the organization and its stakeholders. This supports hypotheses H3a and H3b, demonstrating that EC significantly positively affects EWB and EP in India's healthcare sector. Unlike many studies on organizational behavior, this research uniquely examines the perspective of healthcare workers. The results of H4a and H4b show that EC plays a crucial role in mediating the relationship between RL and ESP, reinforcing EC's role as a partial mediator between RL, EWB, and EP.

The findings indicate that RL significantly positively affects ESP (EWB and EP) (Jiang et al., 2017; Huo et al., 2023). RL and ESP are partially mediated by EC, with RL enhancing EC and subsequently increasing ESP (EWB and EP). RL prioritizes stakeholder interests, employee development, and creating a humanitarian workplace. It also improves stakeholder relations and employee loyalty, leading to job satisfaction. Individualized care can boost employees' sense of belonging, enhancing their ability to sustain performance in both tasks and relationships (Dvir et al., 2002; Wang et al., 2005; Jiang et al., 2017).

Results of Hypotheses

Relationship direct effect	Original sample(β)	t-statistics	p-values	Decision
RL → EC	0.423	7.365	0.013	Supported
EC → EWB	0.702	20.85	0.016	Supported
EC → EP	0.596	18.486	0	Supported
RL → EP	0.304	7.397	0	Supported
RL → EWB	0.398	4.679	0.037	Supported

Specific indirect effect

RL → EC → EWB	0.204	4.045	0.007	Supported
RL → EC → EP	0.235	4.231	0.009	Supported

CONCLUSION

This research offers both theoretical and practical insights specifically for the Indian healthcare sector. By exploring responsible leadership (RL), ethical climate (EC), and employee social performance (ESP) through the lens of Corporate Social Responsibility (CSR) theory, it contributes uniquely to RL literature. CSR theory emphasizes the importance of all stakeholders in ethical responsibility, highlighting that ethical and equitable treatment of employees fosters long-term organizational relationships. This study enhances our understanding of responsible leadership and its impact on employee outcomes. The integration of RL, EC, and ESP has been understudied, particularly the effects of RL on ESP, including employee well-being and performance (EWB and EP). Notably, RL positively influences ESP and EC, creating a favorable work environment that boosts performance and employee health.

Practically, the findings benefit supervisors, HR managers, and healthcare organizations by advocating for the inclusion of RL in fostering an ethical climate. This adoption enhances staff well-being, performance, organizational sustainability, service quality, patient satisfaction, and financial performance. A comprehensive leadership training program is recommended to help HR managers understand and promote RL, encouraging ethical behavior and positive attitudes among employees. Such training supports the acquisition of leadership skills, which can also be developed without formal training. RL establishes an ethical foundation that influences employee performance, health, well-being, and retention, crucial for long-term organizational success. Organizations should thus prioritize developing managers' RL capabilities to engage and motivate employees, ensuring a competitive, healthy, and rewarding work environment.

Limitations of the study

The cross-sectional nature of this study's data limits causal conclusions; longitudinal and experimental designs could address this. Findings are specific to India's banking sectors only. The study's small sample size and convenience sampling method are also limitations, suggesting that larger, random samples could yield different results. Future research should also consider moderating variables, such as ethical climate, when examining the impact of RL on ESP.

REFERENCES:

- [1] Azhar, M., Akhtar, M.J., Rahman, M.N. and Khan, F.A. (2023), "Measuring buying intention of generation Z on social networking sites: an application of social commerce adoption model", *Journal of Economic and Administrative Sciences*, Vol. ahead-of-print No. ahead-of-print. doi: 10.1108/JEAS-02-2022-0047.
- [2] Cameron, K. (2012), "Responsible leadership as virtuous leadership", *Responsible Leadership*, pp. 25-35, doi: 10.1007/978-94-007-3995-6_4.
- [3] Cheema, S., Afsar, B. and Javed, F. (2020), "Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: the mediating roles of organizational identification and environmental orientation fit", *Corporate Social Responsibility and Environmental Management*, Vol. 27 No. 1, pp. 9-21, doi: 10.1002/csr.1769.
- [4] De Dreu, C.K., Van Dierendonck, D. and Dijkstra, M.T. (2004), "Conflict at work and individual well-being", *International Journal of Conflict Management*, Vol. 15 No. 1, pp. 6-26, doi: 10.1108/ebo22905.
- [5] De Jonge, J. and Peeters, M.C. (2019), "The vital worker: towards sustainable performance at work", *International Journal of Environmental Research and Public Health*, Vol. 16 No. 6, 910, doi: 10.3390/ijerph16060910.
- [6] Doh, J.P., Stumpf, S.A. and Tymon, W.G. (2012), "Responsible leadership helps retain talent in India", *Responsible Leadership*, pp. 85-100, doi: 10.1007/978-94-007-3995-6_8.
- [7] Dvir, T., Eden, D., Avolio, B.J. and Shamir, B. (2002), "Impact of transformational leadership on follower

- development and performance: a field experiment”, *Academy of Management Journal*, Vol. 45 No. 4, pp. 735-744, doi: 10.2307/3069307.
- [9] European Foundation for the Improvement of Living and Working Conditions (2015), *Sustainable Work over the Life Course: Concept Paper*, Publications Office of the European Union, European.
- [10] Fein, E.C., Tziner, A. and Vasiliu, C. (2021), “Perceptions of ethical climate and organizational justice as antecedents to employee performance: the mediating role of employees’ attributions of leader effectiveness”, *European Management Journal*, Vol. 41 No. 1, pp. 114-124, doi: 10.1016/j.emj. 2021.11.003.
- [11] Fein, E.C., Tziner, A., Lusky, L. and Palachy, O. (2013), “Relationships between ethical climate, justice perceptions, and LMX”, *Leadership and Organization Development Journal*, Vol. 34 No. 2,
- [12] Gan, C., Yang, L., Guo, W. and Wang, D. (2020), “Unethical peer behavior and employee performance: a moderated mediation model of deontic justice and ethical climate”, *Ethics and Behavior*, Vol. 30 No. 3, pp. 197-212, doi: 10.1080/10508422.2019.1631165.
- [13] Goldman, A. and Tabak, N. (2010), “Perception of ethical climate and its relationship to nurses’ demographic characteristics and job satisfaction”, *Nursing Ethics*, Vol. 17 No. 2, pp. 233-246, doi: 10.1177/0969733009352048.
- [14] Gordon, S., Tang, C.-H.(H.), Day, J. and Adler, H. (2019), “Supervisor support and turnover in hotels: does subjective well-being mediate the relationship?”, *International Journal of Contemporary Hospitality Management*, Vol. 31 No. 1, pp. 496-512, doi: 10.1108/IJCHM-10-2016-0565.
- [15] Han, Z., Wang, Q. and Yan, X. (2019a), “How responsible leadership predicts organizational citizenship behavior for the environment in China”, *Leadership and Organization Development Journal*, Vol. 40 No. 3, pp. 305-331, doi: 10.1108/lodj-07-2018-0256.
- [16] Han, Z., Wang, Q. and Yan, X. (2019b), “How responsible leadership motivates employees to engage in organizational citizenship behavior for the environment: a double-mediation model”, *Sustainability*, Vol. 11 No. 3, 605, doi: 10.3390/su11030605.
- [17] Haque, A. (2021), “The COVID-19 pandemic and the role of responsible leadership in health care: thinking beyond employee well-being and organisational sustainability”,
- [18] *Leadership in Health Services*, Vol. 34 No. 1, pp. 52-68, doi: 10.1108/lhs-09-2020- 0071.
- [19] Haque, A., Fernando, M. and Caputi, P. (2019), “The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: an empirical study with Australian employees”, *Journal of Business Ethics*, Vol. 156 No. 3, pp. 759-774, doi: 10.1007/s10551-017-3575-6.
- [20] He, J., Morrison, A.M. and Zhang, H. (2019), “Improving millennial employee well-being and task performance in the hospitality industry: the interactive effects of HRM and responsible leadership”, *Sustainability*, Vol. 11 No. 16, 4410, doi: 10.3390/su11164410.
- [21] He, J., Morrison, A.M. and Zhang, H. (2021), “Being sustainable: the three-way interactive effects of CSR, green human resource management, and responsible leadership on employee green behavior and task performance”, *Corporate Social Responsibility and Environmental Management*, Vol. 28 No. 3, pp. 1043-1054.
- [22] Huang, C.C., You, C.S. and Tsai, M.T. (2012), “A multidimensional analysis of ethical climate, job satisfaction, organizational commitment, and organizational citizenship behaviors”, *Nursing Ethics*, Vol. 19 No. 4, pp. 513-529, doi: 10.1177/0969733011433923.
- [23] Huo, C., Safdar, M.A. and Ahmed, M. (2023), “Impact of responsible leadership on sustainable performance: a moderated mediation model”, *Kybernetes*. doi: 10.1108/k- 03-2023-0342.
- [24] Jager, J., Putnick, D. and Bornstein, M. (2017), “II. More than just convenient: the scientific merits of homogeneous convenience samples”, *Monographs of the Society for Research in Child Development*, Vol. 82 No. 2, pp. 13-30, doi: 10.1111/mono.12296.
- [25] Jawaad, M. and Zafar, S. (2020), “Improving sustainable development and firm performance in emerging economies by implementing green supply chain activities”, *Sustainable Development*, Vol. 28 No. 1, pp. 25-38, doi: 10.1002/sd.1962.
- [26] Ji, T., de Jonge, J., Peeters, M.C. and Taris, T.W. (2021), “Employee sustainable performance (E-SuPer): theoretical conceptualization, scale development, and psychometric properties”, *International Journal of Environmental Research and Public Health*, Vol. 18 No. 19, 10497, doi: 10.3390/ ijerph181910497.
- [27] Ji, T., de Jonge, J., Peeters, M.C. and Taris, T.W. (2021), “Employee sustainable performance (E-SuPer):

- theoretical conceptualization, scale development, and psychometric properties”, *International Journal of Environmental Research and Public Health*, Vol. 18 No. 19, 10497, doi: 10.3390/ijerph181910497.
- [28] Jiang, W., Zhao, X. and Ni, J. (2017), “The impact of transformational leadership on employee sustainable performance: the mediating role of organizational citizenship behavior”, *Sustainability*, Vol. 9 No. 9, 1567, doi: 10.3390/su9091567.
- [29] Jiang, W., Zhao, X. and Ni, J. (2017), “The impact of transformational leadership on employee sustainable performance: the mediating role of organizational citizenship behavior”, *Sustainability*, Vol. 9 No. 9, 1567, doi: 10.3390/su9091567.
- [30] Khan, Z., Khan, A., Nabi, M.K., Khanam, Z. and Arwab, M. (2023), “The effect of eWOM on consumer purchase intention and mediating role of brand equity: a study of apparel brands”, *Research Journal of Textile and Apparel*, Vol. ahead-of-print No. ahead-of- print. doi: 10.1108/RJTA-11- 2022-0133.
- [31] Khanam, Z. and Tarab, S. (2023), “A moderated-mediation model of the relationship between responsible leadership, citizenship behavior and patient satisfaction”, *IIM Ranchi Journal of Management Studies*, Vol. 2 No. 1, pp. 114-134, doi: 10.1108/IRJMS-07- 2022-0076.
- [32] Kia, N., Halvorsen, B. and Bartram, T. (2019), “Ethical leadership and employee in-role performance: the mediating roles of organisational identification, customer orientation, service climate, and ethical climate”, *Personnel Review*, Vol. 48 No. 7, pp. 1716-1733, doi: 10.1108/pr-12-2018-0514.
- [33] Kim, M. (2018), “The effects of authentic leadership on employees’ well-being and the role of relational cohesion”, *Leadership*, IntechOpen.
- [34] Koirala, B.S. and Pradhan, G. (2020), “Determinants of sustainable development: evidence from 12 Asian countries”, *Sustainable Development*, Vol. 28 No. 1, pp. 39-45, doi: 10.1002/sd.1963.
- [35] Maak, T. (2007), “Responsible leadership, stakeholder engagement, and the emergence of social Capital”, *Journal of Business Ethics*, Vol. 74 No. 4, pp. 329-343, doi: 10.1007/s10551-007-9510-5.
- [36] Maak, T. and Pless, N.M. (2006), “Responsible leadership in a stakeholder society—a relational perspective”, *Journal of Business Ethics*, Vol. 66 No. 1, pp. 99-115, doi: 10.1007/s10551-006- 9047-z.
- [37] Muazu-Alhaji, A., Nwoye, M.I. and Ibrahim, D.A. (2023), “Strategic management practices and employee’s performance: the mediating effect of climate in the Nigerian aviation industry”, *Russian Law Journal*, Vol. 11 No. 10.
- [38] Naz, U., Tasneem, S.S., Jabeen, R. and Saleem, R. (2019), “The effects of ethical climate on bullying behavior in the workplace”, *International Journal of Academic Research in Business and Social Sciences*, Vol. 9 No. 3, pp. 1057-1070, doi: 10.6007/ijarbss/v9- i3/5776.
- [39] Noermijati, N., Firdaus, E.Z. and Azzuhri, M. (2021), “The role of deviant behavior in mediating the effect of organizational culture and ethical climate toward banking employees performance”, *Jurnal Aplikasi Manajemen*, Vol. 19 No. 2, pp. 229-244, doi: 10.21776/ub.jam.2021.019.02.01.
- [40] Nunnally, J. (1978), *Psychometric Theory*, 2nd ed., McGraw-Hill, New York.
- [41] Octadyla, M.M., Abdurrahman, S.M., Pramita, C. and Rusdi, M. (2023), “The influence of organizational commitment and ethics climate on employee performance of El Fajr house of education foundation Palembang”, *Jurnal Ekonomi*, Vol. 12 No. 3, pp. 1490- 1496.
- [42] Otken, A.B. and Cenkci, T. (2012), “The impact of paternalistic leadership on ethical climate: the moderating role of trust in leader”, *Journal of Business Ethics*, Vol. 108 No. 4, pp. 525-536, doi: 10.1007/s10551-011-1108-2.
- [43] Ramdhan, R.M., Kisahwan, D., Winarno, A. and Hermana, D. (2021), “Ethical climate as foundation for internal corporate social responsibility and employee performance in Indonesian context during COVID-19 pandemic”, *Jurnal Manajemen Dan Pemasaran Jasa*, Vol. 14 No. 2, pp. 213-230, doi: 10.25105/jmpj.v14i2.9293.
- [44] Robbie, I., Tanaya, D.A. and Mursidi (2022), “The effect of ethical climate on employee performance mediated by communication at PT. Pos Indonesia malang”, *Manajemen Bisnis*, Vol. 12 No. 2, pp. 129-137, doi: 10.22219/mb.v12i02.21749.
- [45] Sahin, B. and Dundar, T. (2011), “Analyzing the relationship between ethical climate and mobbing behaviors in the Health Sector”, *Journal of Ankara University BSF*, Vol. 66 No. 1, pp. 129-159.
- [46] Sarkar, A. (2016), “We live in a VUCA world: the importance of responsible leadership. Development and learning in organizations”, *An International Journal*, Vol. 30 No. 3, pp. 9-12, doi: 10.1108/dlo- 07-2015-0062.
- [47] Saygili, M., Ozer, O. and Karakaya, P.€O. (2020), “Paternalistic leadership, ethical climate and performance in

- health staff", *Hospital Topics*, Vol. 98 No. 1, pp. 26-35, doi: 10.1080/00185868.2020.1726848.
- [48] Schminke, M., Ambrose, M.L. and Neubaum, D.O. (2005), "The effect of leader moral development on ethical climate and employee attitudes", *Organizational Behavior and Human Decision Processes*, Vol. 97 No. 2, pp. 135-151, doi: 10.1016/j.obhdp.2005.03.006.
- [49] Schwepker, C.H., Jr (2001), "Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce", *Journal of Business Research*, Vol. 54 No. 1, pp. 39-52, doi: 10.1016/S0148-2963(00)00125-9.
- [50] Setia, M.S. (2016), "Methodology series module 3: cross-sectional studies", *Indian Journal of Dermatology*, Vol. 61 No. 3, pp. 261-264, doi: 10.4103/0019-5154.182410.
- [51] Su, W. and Hahn, J. (2022), "A multi-level study on whether ethical climate influences the affective well-being of millennial employees", *Frontiers in Psychology*, Vol. 13, 1028082, doi: 10.3389/fpsyg.2022.1028082.
- [52] Szekely, F. and Knirsch, M. (2005), "Responsible leadership and corporate social responsibility: metrics for sustainable performance", *European Management Journal*, Vol. 23 No. 6, pp. 628-647, doi: 10.1016/j.emj.2005.10.009.
- [53] Ulrich, C., O'donnell, P., Taylor, C., Farrar, A., Danis, M. and Grady, C. (2007), "Ethical climate, ethics stress, and the job satisfaction of nurses and social workers in the United States", *Social Science and Medicine*, Vol. 65 No. 8, pp. 1708-1719, doi: 10.1016/j.socscimed.2007.05.050.
- [54] Voegtlin, C. (2012), "Development of a scale measuring discursive responsible leadership",
- [55] *Responsible Leadership*, Vol. 98 No. 1, pp. 57-73, doi: 10.1007/s10551-011-1020-9.
- [56] Waldman, D.A. and Balven, R.M. (2014), "Responsible leadership: theoretical issues and research directions", *Academy of Management Perspectives*, Vol. 28 No. 3, pp. 224- 234, doi: 10.5465/amp.2014.0016.
- [57] Wang, H., Law, K.S., Hackett, R.D., Wang, D. and Chen, Z.X. (2005), "Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior", *Academy of Management Journal*, Vol. 48 No. 3, pp. 420-432, doi: 10.5465/amj.2005.17407908.
- [58] Wright, T.A., Cropanzano, R. and Bonett, D.G. (2007), "The moderating role of employee positive well-being on the relation between job satisfaction and job performance",
- [59] *Journal of Occupational Health Psychology*, Vol. 12 No. 1, pp. 93-104, doi: 10.1037/1076-8998.12.2.93.
- [60] Yasin, R., Namoco, S.O., Jauhar, J., Abdul Rahim, N.F. and Zia, N.U. (2021), "Responsible leadership an obstacle for turnover intention", *Social Responsibility Journal*, Vol. 17 No. 8, pp. 1175-1192, doi: 10.1108/srj-03-2020-0092.
- [61] Zulfiqar, S., Khan, Z. and Huo, C. (2022), "Uncovering the effect of responsible leadership on employee creative behaviour: from the perspective of knowledge-based pathway", *Kybernetes*, Vol. 52 No. 11, pp. 5503-5529, doi: 10.1108/k-03-2022-0447.