

Authentic Leadership: Fostering Ethical Cultures, Employee Engagement, And Organizational Resilience in Complex Environments

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Abstract

This study explores the role of authentic leadership in cultivating ethical organizational cultures and its influence on employee engagement and organizational resilience. Rooted in positive psychology and existential frameworks, authentic leadership emphasizes self-awareness, relational transparency, balanced decision-making, and an internalized moral perspective, promoting trust and ethical climates in organizations. By synthesizing findings from a systematic review of leadership literature, this study examines the mechanisms through which authentic leadership enhances employee well-being, psychological safety, and creativity while fostering ethical behavior and resilience during organizational challenges. The methodology involved a systematic review of peer-reviewed studies. Literature was selected based on relevance to authentic leadership and its outcomes, with themes analyzed to identify consistent patterns and gaps. Key findings highlight authentic leadership's significant impact on employee motivation, job satisfaction, and ethical decision-making, particularly in diverse and high-stress environments. This review contributes to the existing body of knowledge by offering a comprehensive framework for understanding the practical applications of authentic leadership and its potential to drive Corporate Social Responsibility (CSR) initiatives. Future research should explore the cross-cultural adaptability of authentic leadership and its integration with other leadership models to address situational complexities. The findings have broad implications for organizational leaders seeking to foster inclusive, ethical, and resilient workplaces.

Keywords: Authentic Leadership, Inclusive Workplace, Ethical Leadership, Employee Engagement, Organizational Resilience