Journal of Economics and Social Sciences (JESS)
Vol. 5, 2 (July-December, 2026), pp. 215-224
EISSN: 2830-5264, DOI: https://doi.org/10.59525/jess.2187

Islamic Ethical Leadership and Sustainable Organizational Performance: The Mediating Role of Employee Trust

Abd. Hamid[1], Nurul Huda[1]

[1] Institut Miftahul Ulum Tarate Sumenep, Indonesia

ARTICLE INFO

Keywords:

Islamic Ethical Leadership; Employee Trust; Sustainable Organizational Performance; Islamic Management; Organizational Sustainability

Article history:

Received 2026-09-02
Revised 2026-10-06
Accepted 2026-11-11

ABSTRACT

This study explores how Islamic ethical leadership contributes to sustainable organizational performance through the development of employee trust. In an increasingly complex organizational environment, leadership grounded in Islamic ethical values offers an alternative perspective for promoting organizational sustainability beyond conventional performance-oriented management approaches. Islamic ethical leadership emphasizes principles such as amanah (trustworthiness), shiddiq (integrity), adalah (justice), shura (consultation), and ihsan (excellence), which may shape employees' perceptions of fairness, transparency, and organizational commitment. This study employs a qualitative research approach to examine how these ethical principles are practiced in organizational settings and how employee trust emerges through everyday leadership interactions. Data are collected through semi-structured interviews with organizational leaders and employees, supported by observations and relevant organizational documents. The data are analyzed thematically through a process of coding, categorization, and interpretation to identify patterns connecting Islamic ethical leadership, employee trust, and sustainable organizational performance. The study is expected to demonstrate that employee trust functions as a relational mechanism through which ethical leadership values are translated into organizational commitment, collaborative behavior, accountability, and long-term performance sustainability. Furthermore, this research seeks to develop a conceptual understanding of Islamic ethical leadership that integrates spiritual values, interpersonal relationships, and organizational effectiveness. The findings are expected to contribute to Islamic management literature by offering a context-sensitive perspective on how faith-based ethical leadership can strengthen organizational sustainability in contemporary business environments.

This is an open access article under the CC BY license.

Corresponding Author:
Abd. Hamid
Institut Miftahul Ulum Tarate Sumenep, Indonesia; abdhamid.staim@gmail.com

1. INTRODUCTION

The growing complexity of the contemporary business environment has fundamentally transformed the way organizations understand leadership and organizational performance. Organizations are no longer evaluated solely on their ability to achieve short-term financial targets, increase productivity, or maintain competitive advantages. Instead, sustainable organizational performance increasingly requires the integration of ethical governance, employee well-being, institutional accountability, and long-term organizational resilience. This transformation reflects a broader understanding that organizational sustainability is not merely an economic achievement but also a consequence of responsible leadership practices and the quality of relationships established between organizational leaders and their employees. In this context, ethical leadership has become increasingly important because organizational effectiveness depends not only on managerial competence but also on the moral values that guide leadership decisions and organizational behavior. Recent research indicates that responsible and ethical leadership can contribute to organizational sustainability by encouraging sustainable human resource management practices, strengthening organizational culture, and aligning organizational objectives with broader sustainability principles (Zahari et al., 2024; Zhu et al., 2025).

The importance of leadership in achieving sustainable organizational performance becomes particularly evident when organizations face challenges related to employee commitment, organizational trust, ethical dilemmas, and institutional change. Leadership decisions influence how employees interpret organizational values, understand managerial intentions, and develop perceptions of organizational fairness. Leaders who consistently demonstrate integrity, transparency, accountability, and concern for employee welfare are more likely to establish an organizational environment characterized by psychological security and mutual respect. Conversely, inconsistencies between leaders' stated values and actual managerial practices may undermine employee confidence and weaken organizational relationships. Gardner et al. (2024) demonstrate that the relationship between leaders' ethical conduct, perceived authenticity, and employee trust is important in shaping positive organizational perceptions. Similarly, Alriyami et al. (2024) highlight the relevance of employee trust and perceived organizational justice in explaining employee task performance. These findings suggest that trust should be understood not merely as an individual psychological attitude but also as an important relational foundation for organizational effectiveness.

Within this broader discussion, Islamic ethical leadership offers a distinctive perspective for understanding the relationship between moral values, leadership practices, employee relationships, and organizational sustainability. Unlike leadership approaches that primarily emphasize managerial effectiveness, organizational control, or the achievement of economic objectives, Islamic ethical leadership integrates spiritual accountability with professional responsibility. Its fundamental principles include amanah (trustworthiness), siddiq (truthfulness and integrity), adl (justice), shura (consultation), and ihsan (excellence in conduct). These principles provide an ethical foundation for leadership behavior by emphasizing honesty in decision-making, fairness in organizational treatment, responsibility in fulfilling obligations, and consideration of the collective welfare. From an Islamic management perspective, leadership is not simply an administrative position or a mechanism for exercising authority; rather, it represents a moral responsibility that requires leaders to maintain accountability toward employees, organizations, society, and ultimately God.

The relevance of Islamic ethical values in organizational management is increasingly reflected in recent empirical studies. Udin (2024) explains that ethical leadership can strengthen employee performance through the development of Islamic work ethics and knowledge-sharing practices. This perspective demonstrates that leadership effectiveness is closely associated with the ability to

translate ethical principles into employees' everyday organizational behavior. Furthermore, Ghoniyah et al. (2024) identify the importance of Islamic business ethics, work ethics, and sustainability awareness in strengthening business sustainability within Islamic institutions. Their findings suggest that ethical and religious values can provide a meaningful foundation for organizational continuity and long-term business objectives. More recently, Hayati and Caniago (2025) demonstrate that ethical leadership contributes to employee performance through the mediating role of Islamic work ethics, particularly in the Indonesian banking sector. These studies reinforce the relevance of Islamic ethical values in contemporary organizational management. Nevertheless, they also indicate the need to investigate other relational mechanisms through which Islamic ethical leadership may contribute to sustainable organizational performance.

One particularly important mechanism is employee trust. Trust represents an essential dimension of organizational relationships because employees' willingness to cooperate, share knowledge, accept managerial decisions, and contribute to collective objectives is influenced by their perceptions of leadership credibility and organizational fairness. Employee trust develops through repeated interactions in which leaders demonstrate consistency between their words and actions, respect employee rights, communicate transparently, and fulfill organizational commitments. When employees perceive their leaders as trustworthy, they may become more willing to participate in organizational activities, accept responsibilities, express constructive ideas, and contribute to long-term organizational objectives. In contrast, the absence of trust may generate uncertainty, interpersonal conflict, resistance to organizational change, and reduced commitment. Gardner et al. (2024) emphasize the importance of authentic ethical conduct in shaping trust in leaders, while Alriyami et al. (2024) demonstrate that employee trust is associated with performance-related outcomes. Accordingly, employee trust deserves greater attention as a relational process connecting leadership values with organizational outcomes.

From the perspective of Islamic ethical leadership, employee trust has an even deeper meaning because trust is closely associated with the principle of *amanah*. This principle requires leaders to exercise authority responsibly, protect organizational interests, treat employees fairly, and demonstrate consistency between moral commitments and managerial actions. The implementation of *amanah* is reinforced by *adl*, which emphasizes justice and equality in organizational decision-making, and *shura*, which encourages participatory leadership and consultation. Meanwhile, *siddiq* promotes transparency and honesty, while *ihsan* encourages leaders to pursue excellence beyond minimum organizational obligations. These interconnected values can shape employees' experiences of leadership and influence how they construct trust within organizational relationships. Thus, employee trust can be conceptualized as an important relational mechanism through which Islamic ethical leadership becomes embedded in organizational practices and potentially contributes to sustainable performance.

Sustainable organizational performance, in this study, refers to an organization's ability to maintain long-term effectiveness while balancing economic viability, social responsibility, ethical governance, and organizational continuity. This perspective extends beyond conventional performance indicators that emphasize financial outcomes and short-term productivity. Sustainable performance also involves the organization's capacity to maintain employee commitment, develop a constructive organizational culture, strengthen institutional legitimacy, and respond effectively to changing internal and external conditions. Recent studies have highlighted the connection between ethical leadership and sustainability-oriented organizational outcomes. Zahari et al. (2024), for example, emphasize the importance of ethical culture and leadership in strengthening sustainability and governance within public sector organizations. Zhu et al. (2025) further demonstrate that ethical leadership contributes to corporate environmental, social, and governance (ESG) performance

through organizational learning and internal social capital. Similarly, AlHares (2025) identifies the relevance of ethical leadership in explaining corporate sustainability and financial performance. Collectively, these studies indicate that leadership ethics can become an important organizational resource for achieving sustainability objectives.

Despite these developments, several important research gaps remain. First, much of the existing literature on Islamic leadership and organizational outcomes has concentrated on employee performance, Islamic work ethics, work motivation, and organizational commitment. For instance, Udin (2024) examines the relationship between ethical leadership, Islamic work ethics, knowledge sharing, and employee performance, while Hayati and Caniago (2025) investigate the mediating role of Islamic work ethics in the relationship between ethical leadership and employee performance. Although these studies provide valuable empirical contributions, they primarily employ quantitative approaches and focus on individual or intermediate performance outcomes. Consequently, there remains an opportunity to explore how Islamic ethical leadership is experienced and interpreted by organizational members in relation to broader organizational sustainability.

Second, the role of employee trust in the relationship between Islamic ethical leadership and sustainable organizational performance requires deeper conceptual and empirical examination. Existing research has discussed employee trust as an important organizational relationship and ethical leadership as a determinant of positive employee outcomes. However, these discussions have not sufficiently explained how trust is developed through the everyday enactment of Islamic ethical principles and how this relational process contributes to long-term organizational sustainability. The distinction is important because employee trust should not automatically be assumed to emerge from the formal adoption of Islamic values. Rather, it needs to be understood through employees' actual experiences of leadership behavior, managerial consistency, organizational justice, and interpersonal accountability.

Third, there is a methodological gap concerning the need for qualitative investigations that capture the contextual and interpretive dimensions of Islamic ethical leadership. Quantitative studies are useful for identifying statistical relationships among organizational variables, but they may provide limited explanations of how employees interpret ethical leadership practices, negotiate organizational trust, and connect their experiences with sustainable organizational outcomes. A qualitative approach can provide a deeper understanding of the meanings, interactions, organizational experiences, and contextual conditions underlying these relationships. Such an approach is particularly relevant because Islamic ethical leadership involves spiritual, moral, social, and managerial dimensions that cannot always be adequately represented through standardized measurement instruments.

Addressing these gaps, this study proposes an interpretive examination of Islamic ethical leadership and sustainable organizational performance by positioning employee trust as a relational mechanism. Rather than testing statistical mediation, the study explores how employees experience and construct trust through the implementation of Islamic ethical leadership principles and how such trust is translated into organizational practices that support sustainability. The proposed perspective brings together Islamic ethical values, organizational trust, and sustainable management within an integrated qualitative framework. Its central argument is that the contribution of Islamic ethical leadership to sustainable organizational performance may depend not only on the formal presence of religious or ethical principles but also on the extent to which these principles are consistently experienced and trusted by organizational members.

The originality of this study lies in three contributions. First, it extends the discussion of Islamic leadership from individual employee performance toward a broader understanding of sustainable organizational performance. Second, it conceptualizes employee trust as a relational mechanism that

explains how Islamic ethical principles are translated into organizational commitment, collaboration, accountability, and institutional continuity. Third, it employs a qualitative perspective to uncover the meanings and organizational processes through which amanah, siddiq, adl, shura, and ihsan are practiced in everyday leadership interactions. This approach is expected to contribute to the development of Islamic management literature by connecting spiritual and ethical leadership values with contemporary organizational sustainability discourse.

Based on this background, the present study aims to explore how Islamic ethical leadership is practiced within organizational settings, how employee trust develops through leadership interactions, and how such trust contributes to sustainable organizational performance. Specifically, the study addresses three research questions: (1) How are Islamic ethical leadership principles implemented in everyday organizational practices? (2) How do employees construct and experience trust in leaders who demonstrate Islamic ethical values? and (3) How does employee trust facilitate organizational processes that support sustainable organizational performance? By addressing these questions, this research seeks to develop a context-sensitive understanding of the relationship between Islamic ethical leadership, employee trust, and organizational sustainability. Ultimately, the study is expected to offer theoretical insights and practical implications for organizations seeking to integrate Islamic ethical values into sustainable management practices.

2. METHODS

This study employs a qualitative research approach with an interpretive case study design to explore how Islamic ethical leadership contributes to sustainable organizational performance through the development of employee trust. A qualitative approach is appropriate because it enables an in-depth understanding of organizational experiences, leadership practices, and the meanings employees attach to ethical values in their working environments. The interpretive perspective emphasizes understanding social phenomena through participants' experiences and contextual interpretations (Braun & Clarke, 2025).

The research is conducted in selected organizations that incorporate Islamic ethical principles into their leadership and management practices. Participants are selected through purposive sampling, involving organizational leaders, managers, supervisors, and employees who possess relevant experience and knowledge of organizational leadership, workplace relationships, and sustainability practices. Approximately 15–25 informants are initially targeted, with the final number determined by the depth and relevance of the collected information. Data are gathered through semi-structured in-depth interviews, non-participant observations, and organizational document analysis. Interviews focus on five fundamental Islamic ethical leadership principles, namely amanah (trustworthiness), siddiq (integrity), adl (justice), shura (consultation), and ihsan (excellence), as well as employees' experiences of trust, organizational commitment, collaboration, and sustainable performance. Observations examine leadership interactions, managerial decision-making, communication patterns, employee participation, and consistency between ethical commitments and actual organizational behavior. Supporting documents, including organizational policies, codes of ethics, employee guidelines, and sustainability reports, are analyzed to complement the interview findings and strengthen data triangulation. The collected data are analyzed using reflexive thematic analysis, following the processes of data familiarization, initial coding, theme development, theme reviewing, theme definition, and interpretation (Byrne, 2022; Braun & Clarke, 2024). The analysis focuses on three interconnected dimensions: Islamic ethical leadership practices, the development of employee trust, and sustainable organizational performance.

This analytical process seeks to explain how employee trust functions as a relational mechanism through which Islamic ethical values are translated into organizational commitment, accountability, cooperation, and sustainability-oriented practices. Research rigor is maintained through methodological transparency, contextual descriptions, reflexive documentation, and careful interpretation of participants' accounts (Braun & Clarke, 2025). Ethical considerations include informed consent, voluntary participation, confidentiality, anonymity, and responsible management of research data. Overall, this methodology provides an interpretive foundation for understanding how Islamic ethical leadership shapes employee trust and contributes to sustainable organizational performance within contemporary organizational contexts.

3. FINDINGS AND DISCUSSION

3.1. Islamic Ethical Leadership as the Foundation of Organizational Practices

Islamic ethical leadership provides a moral and spiritual foundation for organizational management by integrating religious values into leadership behavior and managerial decision-making. The analysis focuses on five fundamental principles: amanah (trustworthiness), siddiq (integrity), adl (justice), shura (consultation), and ihsan (excellence). These principles offer an ethical framework through which organizational leaders can establish responsible management practices, maintain transparency, and promote harmonious relationships with employees. In this context, leadership effectiveness is not determined exclusively by the achievement of organizational targets but also by the consistency between moral commitments and actual managerial behavior. The principle of amanah, for example, emphasizes leaders' responsibility to fulfill their obligations and protect the interests of organizational members. Similarly, siddiq encourages honesty in communication and decision-making, while adl promotes fairness in the distribution of responsibilities, opportunities, and organizational rewards. The principle of shura strengthens employee participation in organizational decisions, whereas ihsan encourages continuous improvement and professional excellence. These values are consistent with the growing recognition that Islamic ethical principles can provide an important foundation for organizational governance and sustainability (Ghoniyah et al., 2024; Munandar et al., 2025). Therefore, Islamic ethical leadership can be understood as an integrated management orientation in which spiritual accountability and professional responsibility become inseparable dimensions of organizational practices.

3.2. Employee Trust as a Relational Mechanism

Employee trust represents an important dimension of organizational relationships because it influences how employees perceive leadership credibility, organizational fairness, and managerial accountability. Within the context of Islamic ethical leadership, trust develops through repeated interactions in which leaders demonstrate consistency between their statements, decisions, and actions. The principle of amanah becomes particularly relevant because employees are more likely to develop confidence in leaders who demonstrate responsibility, transparency, and reliability in fulfilling organizational commitments. Trust is also strengthened when leaders apply adl through fair treatment and shura through meaningful employee participation in decision-making. These practices create opportunities for employees to express opinions, communicate concerns, and participate in organizational development. Recent qualitative research by Aslim et al. (2025) indicates that ethical leadership characterized by justice, honesty, and concern for employees can strengthen organizational trust in Islamic financial institutions. Their findings also suggest that trust can create a psychologically supportive environment that encourages employee innovation and constructive organizational behavior. Similarly, Gardner et al. (2024) emphasize the importance of consistency

between ethical leadership behavior and perceived leader authenticity in developing employee trust. These perspectives suggest that employee trust should not be regarded merely as an individual attitude but as a relational outcome developed through continuous ethical interactions between leaders and organizational members.

3.3. The Contribution of Employee Trust to Sustainable Organizational Performance

Sustainable organizational performance requires the integration of economic effectiveness, social responsibility, ethical governance, and institutional continuity. Within this framework, employee trust may contribute to organizational sustainability by strengthening commitment, collaboration, accountability, and employees' willingness to participate in long-term organizational objectives. Employees who perceive their leaders as trustworthy may be more willing to share knowledge, accept organizational responsibilities, support managerial initiatives, and contribute to organizational improvement. Trust also has the potential to reduce interpersonal conflicts and strengthen cooperation across organizational units. From an Islamic management perspective, these processes reflect the practical implementation of ethical values that emphasize collective welfare, responsibility, and justice. Ghoniyah et al. (2024) demonstrate that Islamic business and work ethics, together with sustainability awareness, are relevant to the development of business sustainability in Islamic institutions. Furthermore, Yousaf and Dogar (2025) highlight how workplace spirituality can support sustainable organizational practices through organizational values and employee experiences. These findings provide a basis for understanding how ethical and spiritual orientations may become organizational resources for long-term sustainability. Accordingly, employee trust can be interpreted as an important relational foundation that connects ethical leadership practices with organizational continuity and sustainable performance.

3.4. Integrating Islamic Ethical Leadership, Employee Trust, and Organizational Sustainability

The relationship between Islamic ethical leadership, employee trust, and sustainable organizational performance can be understood as an interconnected organizational process. Islamic ethical leadership establishes the moral foundation of managerial behavior, while employee trust represents the relational mechanism through which these values are experienced and interpreted by organizational members. Subsequently, trust may encourage organizational commitment, knowledge sharing, cooperation, and accountability, which are relevant to long-term organizational sustainability. This perspective extends conventional leadership discussions by emphasizing that sustainable performance is not exclusively determined by managerial strategies, organizational resources, or operational efficiency. It is also influenced by the moral quality of leadership relationships and the extent to which employees experience consistency between organizational values and actual managerial practices. Munandar et al. (2025) demonstrate the relevance of Islamic leadership values, particularly *amanah*, *adl*, and *shura*, in explaining employee-related organizational outcomes in Indonesian Islamic banking. Meanwhile, Hayati and Caniago (2025) highlight the importance of Islamic work ethics as a mechanism connecting ethical leadership with employee performance. Although these studies provide valuable insights, the present research extends the discussion by examining employee trust as a relational mechanism and exploring its implications for sustainable organizational performance through a qualitative perspective.

Conceptually, this study proposes that the contribution of Islamic ethical leadership to organizational sustainability depends not only on the formal adoption of religious values but also on their consistent implementation in everyday organizational interactions. Leaders who demonstrate integrity, justice, consultation, responsibility, and excellence may create an environment in which employees feel respected, protected, and valued. Such experiences can strengthen employee trust and

encourage behaviors that support organizational continuity. However, this relationship may also depend on organizational culture, managerial consistency, institutional structures, and the actual opportunities available for employee participation. Therefore, Islamic ethical leadership should be understood as a continuous organizational practice rather than merely a symbolic expression of religious identity. This perspective provides a broader understanding of how Islamic ethical values can be translated into sustainable management practices in contemporary organizations.

Overall, the proposed analytical framework highlights employee trust as a central relational dimension connecting Islamic ethical leadership with sustainable organizational performance. The study contributes to Islamic management literature by integrating spiritual accountability, ethical leadership behavior, interpersonal trust, and organizational sustainability into a unified conceptual perspective. Its qualitative orientation also provides an opportunity to examine the contextual meanings and organizational experiences through which these relationships emerge, offering a foundation for future empirical investigations across different organizational and institutional settings.

4. CONCLUSION

This study highlights the importance of Islamic ethical leadership in promoting sustainable organizational performance through the development of employee trust. Islamic ethical leadership is not merely reflected in leaders' formal authority or organizational policies but is demonstrated through consistent ethical behavior, fairness in decision-making, honesty, accountability, consultation, and concern for employee well-being. These principles, represented by amanah, siddiq, adl, shura, and ihsan, provide an ethical foundation for building a responsible and sustainable organizational culture.

Employee trust is understood as an important relational mechanism connecting leadership practices with organizational sustainability. When leaders demonstrate integrity, transparency, fairness, and consistency, employees are more likely to develop confidence in leadership, strengthen their organizational commitment, and participate actively in achieving shared objectives. Trust can also encourage open communication, knowledge sharing, collaboration, and employee involvement in organizational improvement. Therefore, sustainable organizational performance should not be viewed exclusively in terms of financial achievements but also through social responsibility, ethical practices, employee well-being, and long-term organizational resilience.

The conceptual contribution of this study lies in positioning employee trust as a relational mechanism through which Islamic ethical leadership may contribute to sustainable organizational performance. This perspective provides an opportunity to integrate Islamic ethical principles with contemporary organizational leadership and sustainability perspectives. Practically, organizations, particularly Islamic institutions, should strengthen ethical leadership development, establish transparent decision-making processes, promote employee participation, and implement fair human resource management practices.

Nevertheless, this study requires further empirical validation through in-depth interviews, observations, and organizational document analysis. Future research should examine how employees experience Islamic ethical leadership and how trust develops within different organizational and cultural contexts. Comparative studies across Islamic and non-Islamic institutions may also provide a broader understanding of the relationship between ethical leadership, employee trust, and organizational sustainability.

Ultimately, Islamic ethical leadership can serve as a meaningful foundation for sustainable organizational development when ethical values are consistently translated into everyday leadership practices and supported by genuine employee trust.

REFERENCES

AlHares, A. (2025). Ethical leadership and its impact on corporate sustainability and financial performance: The role of alignment with the Sustainable Development Goals. Sustainability, 17(15), 6682. https://doi.org/10.3390/su17156682

Alriyami, H. M., Alneyadi, K., Alnuaimi, H., & Kampouris, I. (2024). Employees trust, perceived justice, on task performance: Mediating and moderating role of autonomy and organizational culture. International Journal of Industrial Ergonomics, 104, 103647. https://doi.org/10.1016/j.ergon.2024.103647

Aslim, S., Nasir, M., Hatta, M., & Megawaty. (2025). Building trust through ethical leadership: Its effect on employee innovation behavior in Islamic financial institutions. Proceeding of the International Conference on Business, Innovation, Technology, and Science (ICoBITS). https://doi.org/10.32664/icobits.v1.18

Braun, V., & Clarke, V. (2024). Supporting best practice in reflexive thematic analysis reporting in Palliative Medicine: A review of published research and introduction to the Reflexive Thematic Analysis Reporting Guidelines (RTARG). Palliative Medicine, 38(6), 608–616. https://doi.org/10.1177/02692163241234800

Braun, V., & Clarke, V. (2025). Reporting guidelines for qualitative research: A values-based approach. Qualitative Research in Psychology, 22(2), 399–438. https://doi.org/10.1080/14780887.2024.2382244

Byrne, D. (2022). A worked example of Braun and Clarke's approach to reflexive thematic analysis. Quality & Quantity, 56, 1391–1412. https://doi.org/10.1007/s11135-021-01182-y

Gardner, W. L., Clapp-Smith, R., Mhatre, K., Avolio, B. J., Chan, A., Hughes, L. W., Pandey, P., & Sun, I. (2024). Does the talk match the walk? Effects of leader exemplification and ethical conduct on perceived leader authenticity, trust, and organizational advocacy. Journal of Management & Organization. https://doi.org/10.1017/jmo.2024.76

Gardner, W. L., et al. (2024). Does the talk match the walk? Effects of leader exemplification and ethical conduct on perceived leader authenticity, trust, and organizational advocacy. Journal of Management & Organization. https://doi.org/10.1017/jmo.2024.76

Ghoniyah, N., Amilahaq, F., & Hartono, S. (2024). Business sustainability performance through sustainability awareness and business work ethics in Islamic institutions. Cogent Business & Management, 11(1), 2303789. https://doi.org/10.1080/23311975.2024.2303789

Ghoniyah, N., Amilahaq, F., & Hartono, S. (2024). Business sustainability performance through sustainability awareness and business work ethics in Islamic institutions. Cogent Business & Management, 11(1), 2303789. https://doi.org/10.1080/23311975.2024.2303789

Hayati, K., & Caniago, I. (2025). Exploring the influence of ethical leadership on employee performance: The mediating role of Islamic work ethic. International Journal of Ethics and Systems, 41(3), 608–629. https://doi.org/10.1108/IJOES-09-2024-0269

Hayati, K., & Caniago, I. (2025). Exploring the influence of ethical leadership on employee performance: The mediating role of Islamic work ethic. International Journal of Ethics and Systems, 41(3), 608–629. https://doi.org/10.1108/IJOES-09-2024-0269

Munandar, A. N. I., Ratnasari, R. T., Rusgianto, S., & Permana, I. M. (2025). Faith at work: How Islamic leadership transforms Indonesia's Islamic banking landscape. Journal of Islamic Accounting and Business Research. https://doi.org/10.1108/JIABR-03-2025-0172

Sumber publikasi dapat ditelusuri melalui penerbit jurnal masing-masing, antara lain Cogent Business & Management, International Journal of Ethics and Systems, Journal of Management & Organization, dan International Review of Economics & Finance

Udin, U. (2024). Ethical leadership and employee performance: The role of Islamic work ethics and knowledge sharing. Human Systems Management, 43(1), 51–63. https://doi.org/10.3233/HSM-220197

Yousaf, U., & Dogar, M. N. (2025). Fostering sustainability through workplace spirituality: A qualitative study of three case study organizations in a Muslim country's context. Jindal Management Journal, 14(1), 94–115. https://doi.org/10.1177/22786821241256192

Zahari, A. I., Said, J., Muhamad, N., & Ramly, S. M. (2024). Ethical culture and leadership for sustainability and governance in public sector organisations within the ESG framework. Journal of Open Innovation: Technology, Market, and Complexity, 10(1), 100219. https://doi.org/10.1016/j.joitmc.2024.100219

Zhu, J., Zhi, W., & Fang, Y. (2025). Ethical leadership, organizational learning, and corporate ESG performance: A moderated mediation model. International Review of Economics & Finance, 98, 103966. https://doi.org/10.1016/j.iref.2025.103966