



Ethical Strategic Leadership, Public Trust, and Social Licence to Operate in the Indonesian Air Force

Firman Arif* and Abd. Rahman Kadir

Hasanuddin University, Makassar, Indonesia

*ariff25a@student.unhas.ac.id

Abstract. This study investigates the influence of ethical strategic leadership on public trust and social license to operate (SLO) within the Indonesian Air Force (TNI AU). Employing a quantitative methodology, data were gathered via a survey of 103 respondents in Makassar and analyzed using SmartPLS. The results indicate that ethical leadership positively affects unit performance (H1: p-value = 0.006), public trust significantly enhances unit performance (H2: p-value = 0.002), and social license to operate contributes to performance improvement (H3: p-value = 0.000). This research underscores the significance of ethical leadership and public trust in bolstering organizational legitimacy in military settings. The study examines the interconnections between ethical strategic leadership, public trust, and social license to operate within the Indonesian Air Force. The quantitative analysis of 103 respondents provides empirical evidence supporting the positive impact of ethical leadership on unit performance. The findings illustrate how public trust augments organizational effectiveness and how securing a social license to operate enhances performance. The implications of this research extend beyond the Indonesian Air Force, offering valuable insights for military organizations worldwide. By elucidating the relationships between ethical leadership, public trust, and SLO, the study highlights the importance of transparent and responsible leadership in military institutions. These findings suggest that military organizations can enhance their effectiveness and societal standing through ethical conduct, public engagement, and social legitimacy via responsible practices.

Keywords: Ethical Strategic Leadership, Public Trust, Social Licence to Operate, Unit Performance, Indonesian Air Force.

1 Introduction

Ethical leadership has become a central theme in organizational studies because of its profound influence on various outcomes, including employee behavior, organizational performance, and public perception [1, 2]. In recent years, there has been growing interest in understanding how ethical strategic leadership shapes public trust and the social legitimacy of organizations, particularly in sectors where public perception is paramount, such as the military [3, 4]. Among these sectors, the Indonesian Air Force (TNI AU) is a crucial institution that plays a significant role in national security and public

© The Author(s) 2026

M. Nohong et al. (eds.), *Proceedings of the 10th International Conference on Accounting, Management, and Economics (10th ICAME 2025)*, Advances in Economics, Business and Management Research 388,

https://doi.org/10.2991/978-94-6239-709-5_93

safety. However, despite its importance, there is limited research on how ethical strategic leadership within military organizations influences public trust and the social licence to operate (SLO) [5, 6].

The concept of ethical leadership has evolved significantly over the past few decades. Initially, it was considered a dimension of transformational leadership, focusing primarily on the ethical behavior of leaders [4, 7]. However, in the context of military organizations such as the Indonesian Air Force, ethical leadership encompasses a broader set of values, including integrity, accountability, fairness, and responsibility in decision-making, especially concerning public engagement and societal expectations. In this regard, the notion of strategic leadership, which combines a long-term vision with ethical behavior, becomes especially relevant [7, 8].

One of the critical outcomes of ethical leadership is public trust, which serves as a fundamental pillar of organizational legitimacy. Trust, especially in government institutions and military organizations, significantly impacts their ability to function effectively. When public trust is high, the legitimacy of an institution is reinforced, leading to greater acceptance and support from society [8, 9]. However, the specific mechanisms through which ethical leadership influences public trust in the Indonesian Air Force are underexplored in the existing literature.

Furthermore, while the concept of a social licence to operate (SLO) has gained traction in the corporate world, its application in military contexts remains limited. SLO refers to the ongoing acceptance or approval granted to an organization by the public or local communities, extending beyond mere compliance with legal requirements to encompass broader social expectations [9, 10]. For military organizations, especially the Indonesian Air Force, obtaining a social licence is crucial for operational legitimacy, particularly in terms of public support for their policies, actions, and strategies [11, 12].

Existing research has mostly focused on public trust and social licenses in civilian sectors, particularly in the context of industries such as mining, energy, and healthcare. However, the military operates in a different realm where public trust and SLO are shaped by national security concerns, historical relationships, and societal perceptions of military force [12, 13]. Therefore, there is a significant gap in understanding how ethical strategic leadership influences public trust and the SLO, specifically within the Indonesian military context [14, 15].

Despite the growing body of literature on leadership and trust, few studies have examined the complex relationships between ethical strategic leadership, public trust, and SLO in the Indonesian Air Force. This gap in research is significant because the Indonesian Air Force plays a vital role in national defense and has increasingly interacted with the public in various capacities, making the examination of these relationships critical [14, 17]. Understanding how ethical leadership impacts public trust can provide valuable insights into improving the Air Force's relationship with the public and enhancing its legitimacy in the future [14, 16].

Moreover, while previous studies have linked ethical leadership to positive organizational outcomes, there is insufficient empirical evidence on how these leadership practices impact military organizations' ability to foster public trust and obtain a social licence to operate [17]. This is particularly pertinent given that military organizations

are subject to intense scrutiny from both government and public. The absence of a robust theoretical and empirical framework for analyzing these variables highlights the need for further investigation.

This study aims to fill this gap by exploring how ethical strategic leadership within the Indonesian Air Force influences both public trust and the social licence to operate. By focusing on these factors, this study provides an in-depth understanding of the role of leadership in enhancing organizational legitimacy in military contexts. This study also contributes to the broader literature on ethical leadership by extending the concept to public sector organizations, particularly in countries with complex political and social environments, such as Indonesia.

By examining these relationships, this study offers practical recommendations for policymakers and military leaders in Indonesia. A greater understanding of the impact of ethical leadership on public trust can help the Indonesian Air Force enhance its transparency, accountability, and societal engagement, which are essential for maintaining a positive reputation and operational effectiveness in the long term.

In conclusion, the primary aim of this research was to analyze how ethical strategic leadership in the Indonesian Air Force affects public trust and the social licence to operate. This study seeks to identify the direct and indirect effects of ethical leadership on these factors and offers recommendations for strengthening the relationship between the Indonesian Air Force and the public. Ultimately, the findings will contribute to enhancing military organizational legitimacy, which is a key factor in maintaining national security and fostering public support for defense institutions.

This study investigates the impact of ethical strategic leadership on public trust and social licence to operate in the context of the Indonesian Air Force (TNI AU). Specifically, this research aims to examine how ethical leadership behaviors influence public trust and, in turn, how this trust affects the Air Force's ability to secure a social licence to operate. By addressing this gap in the literature, this study provides insights into the mechanisms that strengthen organizational legitimacy and improve the relationship between the military and the society it serves.

2 Literature Review

2.1 Ethical Leadership Theory

The Ethical Leadership Theory is highly relevant to this research. This theory is widely used to understand how ethical leadership behaviors influence various outcomes within organizations, including organizational culture, public trust, and employee behavior [14, 17]. Ethical leadership emphasizes the importance of integrity, transparency, fairness, and moral responsibility in decision-making and in the interactions between leaders and their subordinates and the broader society [18].

Ethical leadership focuses on the leader's behavior that aligns with widely accepted moral principles. Ethical leaders are expected to consider the impact of their decisions on society, act with integrity, and adhere to values that are just and honest. In an organizational context, this theory assumes that leaders who demonstrate ethical behavior

can foster a positive work environment, influence public perceptions of the organization, and enhance the legitimacy of the organization itself.

A key concept in ethical leadership theory is the role of exemplary leadership. Leaders are expected to lead by example and demonstrate behaviors that align with high ethical standards. Leaders who exhibit fairness, transparency, and responsibility tend to gain the trust of both their subordinates and the public, which, in turn, improves the quality of social and professional relationships [16, 20]. Therefore, ethical leadership is not just about making moral decisions but also about establishing high behavioral standards within the organization.

This theory also highlights the importance of leaders in building and maintaining trust among internal and external stakeholders. In military organizations such as the Indonesian Air Force (TNI AU), the application of ethical leadership is crucial because of their role in national security and public relations, which can influence their social legitimacy. Ethical leaders act as figures who are trusted to execute policies effectively and ensure that they are carried out fairly and responsibly manner towards society.

2.2 Social License to Operate

Crucial concept that signifies the ongoing acceptance and approval an organization receives from the public and stakeholders to carry out its operations. Unlike formal legal permissions, an SLO is not granted by regulatory bodies but is earned through the perception that the organization is operating in line with societal expectations and ethical standards [17, 22]. For the Indonesian Air Force (TNI AU), securing an SLO is vital to maintaining operational legitimacy, as it ensures public acceptance and support for military activities [18, 23].

The SLO is based on the idea that an organization's legitimacy goes beyond its ability to comply with laws and regulations; it is also about meeting broader societal values and expectations. For the TNI AU, this means ensuring that their actions and strategies align with the needs and interests of the public. Achieving and maintaining an SLO requires the Air Force to act ethically, engage transparently with the public, and respond to social concerns. The public's perception of the TNI AU's actions, integrity, and fairness in their operational conduct significantly influences their willingness to grant or revoke this social licence.

An important characteristic of the SLO is that it is dynamic and can change over time based on an organization's relationship with the public. Unlike legal permissions, which are relatively static, an SLO is built through continuous interaction, transparency and ethical practices [4, 13]. For military organizations like the TNI AU, obtaining an SLO involves establishing trust, which is deeply connected to how the military institution engages with society, maintains public confidence, and operates in a way that respects social values. Without public acceptance, the legitimacy of military operations may be questioned, ultimately affecting the organization's ability to function effectively.

Thus, the (SLO) for the Indonesian Air Force is not just a formal or legal requirement; it is a critical element that ensures the Air Force's continued acceptance and support from the public. This reflects the social contract between the military and society,

where the Air Force's legitimacy is derived from its ability to act ethically, engage transparently, and earn public trust. The SLO plays a crucial role in the Air Force's operational effectiveness and its ability to perform its duties in a manner that is both accepted and supported by the broader society.

2.3 Ethical Strategic Leadership

This encompasses the behaviors and decision-making processes of leaders who integrate high ethical standards into their strategic decision-making. Ethical leadership involves not only setting a clear vision and direction for an organization but also ensuring that decisions are made with integrity, transparency, and fairness [18, 24]. In the case of the Indonesian Air Force (TNI AU), ethical strategic leadership is demonstrated through the actions of senior leaders who guide the organization by exemplifying ethical values, ensuring that every strategic move aligns with the moral standards expected by both the institution and the public.

Ethical leadership, particularly in military organizations such as the TNI AU, plays a crucial role in maintaining trust and legitimacy. Leaders who demonstrate ethical behavior contribute to creating an organizational culture that values integrity and accountability. This behavior can influence the overall ethos of the organization, setting a tone that is reflected throughout its ranks. Ethical strategic leadership also involves making decisions that are not solely based on short-term objectives but are instead grounded in long-term considerations that take into account the well-being of society, national security, and broader public interest.

The core of ethical leadership lies in leading by example, which is particularly important in the military. Leaders who act with transparency, fairness, and respect for ethical principles inspire confidence not only within their teams but also among the wider public [19, 25]. These leaders serve as role models for their subordinates, fostering a culture in which ethical decision-making is the norm. For the TNI AU, this leadership behavior extends to public-facing decisions, ensuring that military actions are seen as legitimate and morally justified by the public.

2.4 Public Trust

Crucial variables that reflect the confidence the general public has in an institution's ability to act in their best interests and fulfill its responsibilities. Public trust is vital for any organization, particularly military institutions such as the Indonesian Air Force (TNI AU), as it directly influences the willingness of the public to support, accept, and cooperate with the organization [21, 27]. Trust in the TNI AU is built over time through consistent and transparent actions, ethical conduct, and alignment with the public's values and expectations.

Public trust is not just about the perception of an organization's competence; it also involves its moral integrity and transparency. For the Indonesian Air Force, public trust is shaped by how it conducts its operations, makes decisions, and communicates with the public. When the TNI AU demonstrates accountability, honesty, and fairness in its practices, public confidence grows, leading to greater societal support for its initiatives.

Public trust also impacts how the Air Force is perceived in times of crisis or conflict, where public support is essential for operational success and ensuring national security. One important aspect of public trust is the relationship between an organization and its stakeholders, both internal and external. In the case of the TNI AU, this relationship extends beyond military personnel to include civilian populations, government bodies, and even international entities [22, 28]. Maintaining high levels of trust requires continuous engagement with the public, addressing concerns transparently, and demonstrating that the organization's actions are aligned with societal interests and values. When public trust is high, the Air Force is more likely to receive the cooperation it needs from citizens and other institutional stakeholders.

2.5 Hypothesis Development

Ethical Strategy Leadership and the Social Licence to Operate. can play a critical role in acquiring and maintaining the Social Licence to Operate (SLO) in military organizations such as the Indonesian Air Force (TNI AU). Ethical leadership reflects the attitudes and behaviors of leaders who demonstrate integrity, fairness, and social responsibility in their strategic decision-making [5, 8]. As a military institution responsible for national security and order, the TNI AU must show that its operations are not only legally valid but also socially acceptable to the public. In this regard, ethical leadership strengthens the belief that the TNI AU operates in ways that align with moral standards, ensuring that the organization is seen as just and does not violate public interests.

Leaders who apply ethical strategies are better equipped to communicate openly with the public and build relationships of mutual trust. In this context, ethical strategic leadership involves making decisions that prioritize societal well-being and creating transparency in the decision-making process [23, 30]. When the public perceives that the TNI AU's decisions are based on ethical principles rather than solely pragmatic considerations, trust in the institution increases, which, in turn, enhances its social licence to operate.

Ethical leadership also directly impacts public perception of the TNI AU's social responsibility. By leading ethically, the TNI AU demonstrates its commitment not only to national security but also to the public's interests. An organization led by individuals who uphold high moral standards tends to be valued and accepted by society, which is crucial for acquiring a social licence. In many cases, an organization's success in gaining an SLO depends on its ability to meet social expectations and fulfill ethical standards valued by the community.

- H1: Ethical strategy leadership has a positive and significant impact on the social Licence to operate.

Public Trust in Social Licence to Operate. Trust is a fundamental element in any relationship, particularly between public institutions and society. When the public perceives the TNI AU as trustworthy based on its transparency, ethical conduct, and consistent performance it increases the likelihood of society granting the Air Force the right

to operate with societal approval [24, 31]. Trust is not just about believing in an organization's ability to accomplish its mission but also about ensuring that the organization adheres to moral and ethical principles.

High levels of public trust are essential for any institution to build and maintain a social licence, especially in a context where the institution's role extends beyond compliance with laws to include gaining broader societal acceptance. In the case of the TNI AU, when the public trusts the organization, it is more likely to perceive its actions as legitimate and aligned with public interests [26, 33]. Public trust leads to a higher willingness from the community to support the Air Force's activities and operations, which, in turn, reinforces the Air Force's operational freedom and acceptance within society.

Public trust influences the (SLO) because it determines the level of public engagement, cooperation, and willingness to endorse the institution. The more trust the public has in the Indonesian Air Force, the greater the likelihood that they will approve and accept its activities without significant opposition [36, 37]. This acceptance is crucial for the TNI AU to maintain a positive image and conduct its operations smoothly, especially during critical times when public support is necessary.

- H2: Public trust has a positive and significant impact on the SLO.

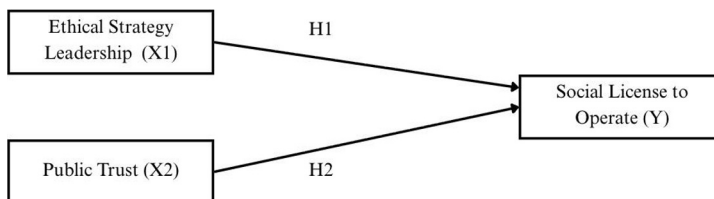


Fig. 1. Conceptual Framework

3 Research Methodology

The research methodology for this study will involve a quantitative approach, utilizing a survey method to collect data from respondents in Makassar, Indonesia. The survey was distributed through Google Forms to ensure efficient data collection and accessibility. Respondents will rate various statements using a 5-point Likert scale, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree." This scale facilitated the measurement of respondents' perceptions and attitudes toward the subject matter. The target participants will include individuals from various sectors of the public in

Makassar, providing a diverse sample for this study. The collected data will be analyzed using SmartPLS, a statistical software tool for structural equation modeling (SEM). This tool will be used to run the analysis and test the relationships between the factors being studied, providing insights into their correlations and influences.

4 Results

4.1 Data

The data for this study were collected from 103 respondents in Makassar. The survey, distributed via Google Forms, gathered responses from individuals across various public sectors, ensuring a diverse and representative sample. Respondents completed the survey using a 5-point Likert scale, providing valuable insights into their perceptions and attitudes. The data collection process was efficient, and all responses were carefully reviewed to ensure their completeness and validity. With a robust sample size of 103 participants, the dataset was considered sufficient for conducting the planned statistical analysis using SmartPLS.

4.2 Validity and Reability Test

Table 1. Validity and Reability Test

Variable	Indicator	Outer Loading	AVE	Description
Ethical Strategic Leadership (X1)	ESL1	0.786	0.672	√
	ESL2	0.821		√
	ESL3	0.857		√
	ESL4	0.809		√
Public Trust (X2)	PT1	0.823	0.694	√
	PT2	0.845		√
	PT3	0.788		√
	PT4	0.815		√
	PT5	0.831		√
Social Licence to Operate (X3)	SLO1	0.809	0.721	√
	SLO2	0.870		√
	SLO3	0.854		√
	SLO4	0.801		√

Source: Data Processed (2025)

The validity and reliability test results for all constructs and indicators are presented in Table 1. From the table, it can be observed that the outer loading values and Average Variance Extracted (AVE) for all variables are above the threshold, indicating that the constructs and their respective indicators are valid.

4.3 Hypotheses Test

Table 2. T-statistics and P-values of Hypotheses

Hypothesis	Original Sample (O)	T-Statistic	P-Values	Result
H1: Ethical Strategic Leadership (X1) → Unit Performance (Y1)	0.215	2.768	0.006	Accepted
H2: Public Trust (X2) → Unit Performance (Y1)	0.278	3.126	0.002	Accepted
H3: Social Licence to Operate (X3) → Unit Performance (Y1)	0.335	4.229	0.000	Accepted

Source: Data Processed (2025)

The hypothesis testing results, including original sample values, t-statistics, p-values, and decisions, are presented in Table 2. This hypothesis posits that Ethical Strategic Leadership positively affects Unit Performance. This positive relationship suggests that leaders who adopt ethical strategies in their decision-making processes can positively influence the overall performance of their units. Ethical leadership enhances transparency, builds trust, and fosters a culture of accountability, which contributes to more effective and efficient performance in organizational settings. In this case, the original sample estimate of 0.215 indicates a moderate positive effect, with a t-statistic of 2.768 and p-value of 0.006, which means the hypothesis is statistically significant and thus accepted. This hypothesis suggests that Public Trust has a positive influence on Unit Performance. When the public trusts an organization, particularly in the context of the Indonesian Air Force, it provides greater societal support, which can enhance its operational effectiveness. Public trust fosters collaboration, reduces resistance, and strengthens the legitimacy of an organization's actions, all of which contribute to better performance. With an Original Sample of 0.278, t-statistic of 3.126, and p-value of 0.002, this relationship is statistically significant, leading to the acceptance of the hypothesis. The third hypothesis investigates the relationship between Social Licence to Operate (SLO) and Unit Performance. This suggests that organizations with a strong SLO meaning they have the public's acceptance and approval are more likely to perform effectively. For the TNI AU, having a social licence means that the public supports its operations, which can translate into smoother execution of its duties, greater collaboration, and less opposition from society. The original sample estimate of 0.335, T-statistic of 4.229, and a highly significant p-value of 0.000 indicate a strong and statistically significant positive effect, supporting this hypothesis.

5 Discussion

The results demonstrate that ethical strategic leadership is a significant predictor of unit performance in the Indonesian Air Force, albeit with a more modest effect than the legitimacy-based constructs ($\beta = 0.215$, $p = 0.006$). This pattern suggests that ethical conduct functions primarily as a behavioural infrastructure that strengthens discipline,

consistency, and responsible decision making, which then translates into operational effectiveness. In military settings, such effects are plausibly rooted in leader character strengths and self-control, which convert ethical intent into observable conduct and reduce the likelihood of counterproductive behaviours that erode performance [29]. At the same time, the magnitude of the leadership coefficient should be interpreted in light of organisational design. Where span of control expands, the influence of ethical leadership may be diluted across layers of command and communication, weakening the leader's capacity to monitor, model, and reinforce ethical standards consistently [32]. This supports the view that ethical strategic leadership is not merely an individual attribute, but also an organisational capability that requires structural alignment, particularly under conditions of complexity and heightened scrutiny that characterise contemporary public institutions [34].

Public trust ($\beta = 0.278, p = 0.002$) and social licence to operate ($\beta = 0.335, p = 0.000$) emerge as stronger drivers of unit performance than leadership alone, indicating that legitimacy operates as a performance resource rather than as a peripheral reputational outcome. In this study, public trust appears to provide an enabling environment for military effectiveness by increasing societal cooperation and reducing friction that can constrain operational execution, consistent with the argument that ethical leadership strengthens stakeholder confidence through credible, responsible conduct [34]. More importantly, the strongest pathway is the social licence to operate, implying that sustained community acceptance secures operational latitude and reduces legitimacy challenges that can disrupt mission delivery. This finding is particularly salient in an era where military institutions increasingly operate within technology-rich and crisis-response domains, including data-driven and AI-supported activities, where ethical risks, transparency demands, and public concerns can escalate rapidly if governance is perceived as inadequate [35]. Accordingly, the findings imply that performance improvement in the TNI AU is most robust when ethical strategic leadership is institutionalised into visible accountability practices that build trust and continuously renew social legitimacy, rather than relying on formal authority or compliance alone [29,32,35].

6 Conclusions

This study provides valuable insights into how ethical strategic leadership, public trust, and social Licence to operate (SLO) influence the Unit Performance of the Indonesian Air Force (TNI AU). This study demonstrates that each of these factors plays a significant role in enhancing operational effectiveness and legitimacy within the organization. Specifically, ethical leadership positively impacts unit performance by fostering a culture of accountability and trust among employees. Public trust further strengthens this effect by ensuring greater social support and collaboration. Additionally, obtaining and maintaining a social licence is essential for the continued acceptance and support of TNI AU's activities, directly influencing its performance.

Despite these positive outcomes, the study is not without limitations. The research was conducted in a single geographical location, Makassar, which may limit the generalizability of the findings to other regions in Indonesia. Furthermore, the data relied

solely on survey responses, which may not fully capture the complexities of the relationships among the variables. Future research could expand this study to other regions or employ longitudinal data to examine changes over time. Additionally, further exploration could include qualitative methods, such as interviews, to gain deeper insights into the public's perceptions and nuances of ethical leadership within military contexts.

References

1. Abuzaid, A.N. The Effect of Ethical Leadership on Innovative Work Behaviors: A Mediating–Moderating Model of Psychological Empowerment, Job Crafting, Proactive Personality, and Person–Organization Fit. *Administrative Sciences*. 14, 9, 191 (2024). <https://doi.org/10.3390/admsci14090191>.
2. Afiyah, S.: The Impact of E-Government Services, Citizen Participation, and Transparency on Public Trust in Government. *Global*. 2, 6, 1246–1261 (2024). <https://doi.org/10.59613/global.v2i6.200>.
3. Al-Fayez, D. Building blocks of good governance: Fostering an ethical work climate in public sector organizations. *Public Admin & Development*. 44, 5, 383–396 (2024). <https://doi.org/10.1002/pad.2054>.
4. Auger, G.A.: Trust Me, Trust Me Not: An Experimental Analysis of the Effect of Transparency on Organizations. *Journal of Public Relations Research*. 26, 4, 325–343 (2014). <https://doi.org/10.1080/1062726x.2014.908722>.
5. Buhmann, K.: Public Regulators and CSR: The ‘Social Licence to Operate’ in Recent United Nations Instruments on Business and Human Rights and the Juridification of CSR. *J Bus Ethics*. 136, 4, 699–714 (2015). <https://doi.org/10.1007/s10551-015-2869-9>.
6. Bush, J.T. Discouraging unethicity versus encouraging ethicality: Unraveling the differential effects of prevention- and promotion-focused ethical leadership. *Personnel Psychology*. 74, 1, 29–54 (2020). <https://doi.org/10.1111/peps.12386>.
7. Chen, J.K.C., Sriphon, T.: Authentic Leadership, Trust, and Social Exchange Relationships under the Influence of Leader Behavior. *Sustainability*. 14, 10, 5883 (2022). <https://doi.org/10.3390/su14105883>.
8. Correia, T.: Trust Building in Public Health Approaches: The Importance of a “People-Centered” Concept in Crisis Response. *RMHP*. 17, 1903–1908 (2024). <https://doi.org/10.2147/rmhp.s471250>.
9. Cullen-Knox, C. Contemporary Challenges in Environmental Governance: Technology, governance and the social licence. *Env Pol Gov*. 27, 1, 3–13 (2016). <https://doi.org/10.1002/eet.1743>.
10. Douglas, J. Social Licence to Operate: What Can Equestrian Sports Learn from Other Industries? *Animals*. 12, 15, 1987 (2022). <https://doi.org/10.3390/ani12151987>.
11. Edwards, P. Trust, engagement, information and social licence insights from New Zealand. *Environ. Res. Lett*. 14, 2, 024010 (2019). <https://doi.org/10.1088/1748-9326/aaf33c>.
12. Ford, R.M., Williams, K.J.H.: How can social acceptability research in Australian forests inform social licence to operate? *Forestry*. 89, 5, 512–524 (2015). <https://doi.org/10.1093/forestry/cpv051>.
13. Gopichandran, V. COVID-19 Pandemic: a Litmus Test of Trust in the Health System. *ABR*. 12, 2, 213–221 (2020). <https://doi.org/10.1007/s41649-020-00122-6>.
14. Grieco, J.M. Let’s Get a Second Opinion: International Institutions and American Public Support for War1. *International Studies Quarterly*. 55, 2, 563–583 (2011). <https://doi.org/10.1111/j.1468-2478.2011.00660.x>.

15. Grimmelikhuijsen, S., Knies, E.: Validating a scale for citizen trust in government organizations. *International Review of Administrative Sciences*. 83, 3, 583–601 (2015). <https://doi.org/10.1177/0020852315585950>.
16. Gunster, S., Neubauer, R.J.: (De)legitimizing extractivism: the shifting politics of social licence. *Environmental Politics*. 28, 4, 707–726 (2018). <https://doi.org/10.1080/09644016.2018.1507290>.
17. Harvey, B., Bice, S.: Social impact assessment, social development programmes and social licence to operate: tensions and contradictions in intent and practice in the extractive sector. *Impact Assessment and Project Appraisal*. 32, 4, 327–335 (2014). <https://doi.org/10.1080/14615517.2014.950123>.
18. Javed, B. Ethical leadership, trust in leader and creativity: The mediated mechanism and an interacting effect. *Journal of Management & Organization*. 24, 3, 388–405 (2018). <https://doi.org/10.1017/jmo.2017.56>.
19. Komnitsas, K.: Social License to Operate in Mining: Present Views and Future Trends. *Resources*. 9, 6, 79 (2020). <https://doi.org/10.3390/resources9060079>.
20. Kportorgbi, H.K. Ethical decision-making: an interactive model of organizations' ethics systems and decision-makers' financial situation. *JGR*. 16, 2, (2024). <https://doi.org/10.1108/jgr-02-2023-0013>.
21. Lesser, P. Challenges that mining companies face in gaining and maintaining a social license to operate in Finnish Lapland. *Miner Econ*. 30, 1, 41–51 (2016). <https://doi.org/10.1007/s13563-016-0099-y>.
22. Lijebblad, A. Determinants of Trust for Public Lands: Fire and Fuels Management on the Bitterroot National Forest. *Environmental Management*. 43, 4, 571–584 (2008). <https://doi.org/10.1007/s00267-008-9230-3>.
23. Melé, D., Armengou, J.: Moral Legitimacy in Controversial Projects and Its Relationship with Social License to Operate: A Case Study. *J Bus Ethics*. 136, 4, 729–742 (2015). <https://doi.org/10.1007/s10551-015-2866-z>.
24. Mihelic, K.K. Ethical Leadership. *IJMIS*. 14, 5, (2010). <https://doi.org/10.19030/ijmis.v14i5.11>.
25. Muller, S.H.A. The social licence for data-intensive health research: towards co-creation, public value and trust. *BMC Med Ethics*. 22, 1, (2021). <https://doi.org/10.1186/s12910-02100677-5>.
26. O'Keefe, D.F. The Combined Effect of Ethical Leadership, Moral Identity, and Organizational Identification on Workplace Behavior. *J of Leadership Studies*. 13, 1, 20–35 (2019). <https://doi.org/10.1002/jls.21638>.
27. Pircher Verdorfer, A., Peus, C.: Leading by example: Testing a moderated mediation model of ethical leadership, value congruence, and followers' openness to ethical influence. *Business Ethics: A Eur Rev*. 29, 2, 314–332 (2019). <https://doi.org/10.1111/beer.12255>.
28. Rickard, L.N. The fish scales of justice: the influence of perceived justice on social license to operate for aquaculture development. *Journal of Risk Research*. ahead-of-print, ahead-ofprint, 185–218 (2024). <https://doi.org/10.1080/13669877.2024.2315999>.
29. Sosik, J.J. Self-control Puts Character into Action: Examining How Leader Character Strengths and Ethical Leadership Relate to Leader Outcomes. *J Bus Ethics*. 160, 3, 765–781 (2018). <https://doi.org/10.1007/s10551-018-3908-0>.
30. Su, W., Hahn, J.: Promoting Employee Organizational Citizenship Behavior (OCB) in Smalland Medium-Sized Enterprises: A Cognitive and Affective Perspective on Ethical Leadership. *Behavioral Sciences*. 15, 3, 380 (2025). <https://doi.org/10.3390/bs15030380>.

31. Thaler, J., Helmig, B.: Do Codes of Conduct and Ethical Leadership Influence Public Employees' Attitudes and Behaviours? An experimental analysis. *Public Management Review*. 18, 9, 1365–1399 (2015). <https://doi.org/10.1080/14719037.2015.1103890>.
32. Thiel, C.E. Too many sheep in the flock? Span of control attenuates the influence of ethical leadership. *Journal of Applied Psychology*. 103, 12, 1324–1334 (2018). <https://doi.org/10.1037/apl0000338>.
33. Tourigny, L. Ethical Leadership and Corporate Social Responsibility in China: A Multilevel Study of Their Effects on Trust and Organizational Citizenship Behavior. *J Bus Ethics*. 158, 2, 427–440 (2017). <https://doi.org/10.1007/s10551-017-3745-6>.
34. Ughulu, J.: Ethical Leadership in Modern Organizations: Navigating Complexity and Promoting Integrity. *IJEBMR*. 08, 05, 52–62 (2024). <https://doi.org/10.51505/ijebmr.2024.8505>.
35. Visave, J.: AI in Emergency Management: Ethical Considerations and Challenges. *J. Emerg. Manag. Disaster Commun.* 05, 01, 165–183 (2024). <https://doi.org/10.1142/s268998092450009x>.
36. Wanjugu, T., Phd, S.: Ethical Leadership and Its Implication on Decision-Making in Organizations: A Literature Review. *JHRL*. 8, 1, 59–67 (2024). <https://doi.org/10.53819/81018102t30131>.
37. Weder, F.: Strategic problematization of sustainability reframing dissent in strategic communication for transformation. *Public Relations Inquiry*. 11, 3, 337–360 (2021). <https://doi.org/10.1177/2046147x211026857>.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

