

Electronic scientific and practical journal
**INTELLECTUALIZATION OF LOGISTICS
AND SUPPLY CHAIN MANAGEMENT**

#29 (2025)
February '25



WWW.SMART-SCM.ORG

ISSN 2708-3195

DOI.ORG/10.46783/SMART-SCM/2025-29

ISSN 2708-3195



9 772708 319005

Electronic scientific and practical publication in economic sciences

Electronic scientifically and practical journal “Intellectualization of logistics and Supply Chain Management” included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

Field of science: Economic.

Specialties: 051 – Economics; 073 – Management

ISSN 2708-3195

DOI: <https://doi.org/10.46783/smart-scm/2025-29>

The electronic magazine is included in the international scientometric databases:
Index Copernicus, Google Scholar

Released 6 times a year

№ 29 (2025)

February 2025

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In 2020, the International Center for Periodicals (ISSN International Center, Paris) included the Electronic Scientific and Practical Edition "Intellectualization of logistics and Supply Chain Management" in the international register of periodicals and provided it with a numerical code of international identification: ISSN 2708-3195 (Online).

Recommended for dissemination on the Internet by the Academic Council of the Department of Logistics NAU (No. 7 of February 26, 2020). Released 6 times a year. Editions references are required. The view of the editorial board does not always coincide with that of the authors.

Electronic scientifically and practical journal "Intellectualization of logistics and Supply Chain Management" included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

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DOI: <https://doi.org/10.46783/smart-scm/2025-29>

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UDC 656.7: 005.322

DOI: <https://doi.org/10.46783/smart-scm/2025-29-4>

JEL Classification: L93, M14, J53.

Received: 17 January 2025

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ETHICAL LEADERSHIP IN AVIATION: SHAPING ORGANIZATIONAL CULTURE AND DRIVING POST-WAR RECOVERY

Podrieza Mykhailo. *"Ethical leadership in aviation: shaping organizational culture and driving post-war recovery".* The aviation industry plays a critical role in globalization and economic development, but it also faces significant challenges related to sustainability, technological disruption, and regulatory compliance. As the industry evolves, ethical leadership becomes increasingly vital to ensure long-term success and societal trust. This paper explores the importance of ethical leadership in aviation, examines emerging trends and challenges, and proposes pathways for fostering ethical decision-making and accountability in future aviation leadership. The future of aviation depends on leaders who prioritize ethics, sustainability, and societal well-being alongside innovation and profitability. In the context of post-war recovery, as exemplified by Ukraine, ethical leadership is a cornerstone of rebuilding efforts, ensuring that aviation contributes to long-term peace, stability, and resilience. By fostering accountability, transparency, and inclusivity, aviation leaders can create an industry that remains resilient, sustainable, and trusted by society.

Thus, the topic of ethical leadership at the enterprises of the aviation industry of Ukraine after the war is extremely relevant, because after the end of hostilities, the restoration of enterprises of the aviation industry will become one of the priority tasks. Ethical leadership will help create trust among consumers of aviation services, investors and employees, which is necessary for the successful restoration and further development of the industry.

Keywords: economic development, aviation enterprises, stability and development, ethical leadership, adaptive situation, post-war recovery, innovation

Михайло Подреза. *«Етичне лідерство в авіації: формування організаційної культури та драйвери післявоєнного відновлення».* Авіаційна промисловість відіграє вирішальну роль у глобалізації та економічному розвитку, але вона також стикається зі значними проблемами, пов'язаними зі стійкістю, технологічними порушеннями та дотриманням нормативних вимог. По мірі розвитку галузі, етичне лідерство стає все більш важливим для забезпечення довгострокового успіху та довіри суспільства. У цій статті досліджується важливість етичного лідерства на підприємствах авіаційного сектору, досліджуються нові тенденції та виклики, а також пропонуються шляхи сприяння етичному прийняттю рішень і підзвітності майбутніх керівників авіаційних підприємств. Майбутнє авіації залежить від лідерів, які віддають пріоритет етиці, стійкості та суспільному добробуту поряд з інноваціями та прибутковістю. У контексті післявоєнного відновлення, прикладом якого є Україна, етичне лідерство є гарантом, що авіаційна

складова сприятиме довгостроковому миру, стабільності та стійкості. Сприяючи підзвітності, прозорості та інклюзивності, авіаційні лідери можуть створити галузь, яка залишиться стійкою та буде користуватися довірою суспільства.

Таким чином тема етичного лідерства на підприємствах авіаційної галузі України після війни є надзвичайно актуальною, тому що після закінчення бойових дій, відновлення підприємств авіаційної галузі стане одним з пріоритетних завдань. Етичне лідерство допоможе створити довіру серед споживачів авіаційних послуг, інвесторів та співробітників, що є необхідним для успішного відновлення та подальшого розвитку галузі.

Ключові слова: економічний розвиток, авіаційні підприємства, стабільність і розвиток, етичне лідерство, адаптивна ситуація, повоєнне відновлення, інновації

Introduction. The aviation sector has long been synonymous with innovation and connectivity, facilitating economic and cultural exchanges worldwide. However, alongside its benefits, aviation has raised concerns regarding environmental impact, employee welfare, and safety regulations. Ethical leadership, defined as the consistent demonstration of integrity, fairness, and accountability, is central to addressing these concerns while driving sustainable growth. The purpose of the article is to analyze how the principle of ethical leadership can affect the successful restoration and development of enterprises of the Ukrainian aviation industry after the end of the war. To show how the theories of ethical leadership can be applied to the specific context of enterprises of the aviation industry, especially in the conditions of post-war reconstruction. To investigate how Ukrainian enterprises and their leaders are already applying the principles of ethical leadership, or what opportunities exist for this.

Materials and methods. The materials of the study are the works of domestic and foreign scientists who were engaged in solving the problem of implementing ethical leadership in the field of economics.

Presentation of the main results. This article examines various aspects of ethical leadership in the aviation industry, including the role of ethics in business, which is a topical topic in Ukraine.

Ukrainian scholars are actively researching the ethical aspects of business, emphasizing the importance of transparency,

social responsibility, and adherence to moral principles in entrepreneurial activity.

In particular, the article by T. V. Botsyan "Business Ethics in Ukraine through the Lens of Non-Financial Reporting" states that more and more enterprises are positioning themselves as ethical, confirming this by preparing non-financial reporting.[2]

However, an analysis of the quality of such reports revealed certain shortcomings, in particular, incomprehensibility, unreliability, and incomparability of information.

These conclusions are consistent with your reflections on the importance of transparency and accountability in the aviation industry.

In addition, the textbook "Business Ethics" edited by I. V. Sushik and others consider issues of professional ethics, the formation of corporate culture and the establishment of relationships between business partners. [1]

In modern economic literature, there are several approaches to defining business ethics. They all boil down that this is the concept of harmonizing and linking the interests of the organization, consumers and society as a whole. In world literature, much attention is paid to the issue of ethical business conduct, in particular, it was studied by such famous scientists as A. Smith, M. Friedman, P. Drucker, G.

Kessem. It is worth noting that the very concept of ethical business conduct is the result of scientific works, and not the practical achievements of entrepreneurs, as is usually the case.

In particular, G. Kessem formed 5 axioms of business conduct, the very first of which relate to the issue of business ethics. He said: a clean business will outlive a less clean one, and honesty will receive more income than fraud. Therefore, no company could survive for a long time with the help of fraud and unethical behavior. One skill for doing business is not enough. The main principles of business ethics were developed on the basis of the philosophy of pragmatism. The theorist of pragmatism W. James proceeds from the understanding of a person as one who is guided by emotions, not reason, and the subject of emotional experience is one's own person. On this basis, the ethics of pragmatism based morality on action, not on the choice of action and reflection on it. T.M. Garrett and R.J. Klonosky determine that business ethics considers primarily the relationship between the goals and means of business and specifically human goals. Business ethics studies the impact of individual actions on the position of the individual, the firm, the economic structure and society as a whole. It should study generally accepted moral norms in business.[3]

Companies may often be tempted to compromise their ethics in pursuit of short-term success, but this approach can be very harmful in the long run. Excessive violation of ethical principles can lead to a distortion of the company's image and a loss of trust from consumers and partners. Reputation is one of the most valuable assets of a company. When it is negatively affected by ethical violations, it can require significant efforts and resources to restore.

In addition, the legal consequences of violating ethical standards can also be extremely serious. Companies that act unethically can face legal sanctions, fines and lawsuits, which can significantly damage their financial stability and existence in general. It is important to emphasize that adhering to ethical principles is not just a moral obligation, but also a strategically sound business approach. Building business

relationships based on honesty, responsibility, and ethics contributes to the long-term development of a company, helping it avoid negative consequences, preserve its reputation, and ensure stability in a dynamic business environment. Adherence to ethical standards helps companies avoid the risks associated with lawsuits, fines, reputational damage, and other negative consequences of unscrupulous activities.

First, adherence to ethical standards helps companies avoid lawsuits and legal conflicts. Legislation often establishes norms and requirements that regulate ethical behavior in business, and violation of these standards can lead to legal consequences. Companies that adhere to ethical principles in their activities are usually less likely to get into legal trouble and conflicts with the law.

Second, adherence to ethical principles helps avoid fines and financial losses associated with the negative consequences of unscrupulous activities. In many cases, violation of ethical standards can lead to serious financial losses that can affect the financial condition of the company. In addition, adherence to ethical standards helps avoid reputational damage, which can be critical to the success of the company. Reputational image in the modern world is a very valuable asset, and any violation of ethical principles can lead to a loss of trust from customers, investors and other stakeholders.

Therefore, compliance with ethical standards in business is extremely important for reducing risks and ensuring the sustainable functioning of the company. Compliance with ethical standards helps to avoid legal problems, financial losses and loss of reputation, which makes it more competitive and sustainable in the modern business environment.

These aspects are key to the development of ethical leadership in any industry, including aviation.

Given these studies, we can conclude that ethical leadership in aviation should be based on the principles of transparency, social

responsibility and adherence to moral standards, which will contribute to increasing public trust and sustainable development of the industry.

As technological advancements such as artificial intelligence, electrification, and automation transform aviation, leaders must navigate complex decisions involving safety, environmental sustainability, and corporate responsibility. This paper investigates the future role of ethical leadership in aviation, addressing the pressing need for integrity and ethical foresight in an industry undergoing rapid transformation.

Ethical leadership involves prioritizing transparency, fairness, and the well-being of stakeholders, including employees, customers, and the environment. In aviation, the consequences of unethical leadership can be catastrophic, as evidenced by historical safety failures, emissions scandals, and labor disputes. Key components of ethical leadership in aviation include:

- Safety and Accountability (ensuring safety protocols are followed without compromise, even under economic pressures);
- Environmental Stewardship (addressing the aviation sector's carbon footprint and innovating sustainable solutions);
- Workforce Inclusivity and Welfare (promoting fair labor practices and fostering diverse, inclusive workplaces)[4,8].

By prioritizing these pillars, ethical leaders can build trust and legitimacy while mitigating risks inherent in the industry. The war in Ukraine has had devastating consequences on infrastructure, human capital, and economic stability.[5,7] Aviation, a critical pillar for reconstruction, plays an essential role in restoring connectivity, rebuilding supply chains, and facilitating humanitarian aid. Ethical leadership is vital to ensuring that aviation's contribution to Ukraine's post-war recovery is sustainable, transparent, and inclusive.

Rebuilding infrastructure post-war recovery requires ethical decision-making in

rebuilding airports, air traffic systems, and logistics networks. Leaders must prioritize sustainable, modernized infrastructure that aligns with global environmental goals while fostering economic resilience. The aviation sector has been instrumental in delivering humanitarian aid during the war. Ethical leadership must focus on expanding humanitarian logistics, ensuring that aid reaches those in need efficiently, and rebuilding trust in aviation systems.

The war has displaced many aviation professionals. Ethical leadership must prioritize reintegration and retraining programs, offering employment opportunities and fostering inclusive policies that support displaced workers, veterans, and underrepresented communities.

Global partnerships for recovery ethical aviation leadership in post-war recovery relies on multi-stakeholder partnerships involving governments, NGOs, and international organizations. These partnerships must be guided by transparency, mutual benefit, and a shared commitment to rebuilding Ukraine's aviation sector responsibly.

The urgency of economic revival can tempt leaders to prioritize short-term gains over long-term sustainability. Ethical leadership requires balancing economic recovery with investments in green technologies, such as sustainable fuels and energy-efficient infrastructure. The future of aviation depends on leaders who prioritize ethics, sustainability, and societal well-being alongside innovation and profitability. In the context of post-war recovery, as exemplified by Ukraine, ethical leadership is a cornerstone of rebuilding efforts, ensuring that aviation contributes to long-term peace, stability, and resilience. By fostering accountability, transparency, and inclusivity, aviation leaders can create an industry that remains resilient, sustainable, and trusted by society.

The integration of artificial intelligence, automation, and electric propulsion presents ethical dilemmas regarding safety, job displacement, and technological accountability. Leaders must address

concerns around human oversight, ethical programming of AI systems, and equitable workforce transition strategies. Environmental sustainability aviation is under increasing pressure to align with global carbon-reduction targets. Ethical leadership will require bold decisions to adopt sustainable aviation fuels, invest in electric and hydrogen technologies, and balance short-term economic gains with long-term environmental imperatives. The COVID-19 pandemic exposed vulnerabilities in the aviation sector, highlighting the need for ethical decision-making during crises. Leaders must balance public health priorities, workforce well-being, and financial stability without compromising ethical standards.

As aviation continues to connect the world, ethical leadership must address disparities in access to air travel, particularly in developing regions. Leaders must advocate for equitable growth and ensure emerging economies benefit from aviation advancements.

Conclusions. Studies of the essence and basic principles of business ethics in the

present day prove that in modern conditions the world functions thanks to those existing, special rules, norms and moral values that are inherent in each state. Taking them into account is an important factor in the formation of effective relationships not only in the business environment of aviation enterprises, but also in everyday life. Business ethics as a system aimed at establishing and regulating relations between subjects of the business market of the aviation sector requires taking into account the values of all participants. By introducing an ethical "complex" into business practice, this idea will help to determine a socially-oriented concept that will address issues related to improving social responsibility in business, business reputation, regulating social and labor relations, increasing employee motivation, improving environmental protection requirements, increasing the investment attractiveness of Ukrainian aviation enterprises, and creating a European-style code of ethics.

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