



IJIRSET

International Journal of Innovative Research in
SCIENCE | ENGINEERING | TECHNOLOGY

e-ISSN: 2319-8753 | p-ISSN: 2347-6710



INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

IN SCIENCE | ENGINEERING | TECHNOLOGY

Volume 14, Special Issue 6, December 2025

ISSN INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA

Impact Factor: 8.699



9940 572 462



6381 907 438



ijirset@gmail.com



www.ijirset.com

Redefining Leadership: Ethics and Human-Centered Approaches in the Digital Era

Mounika C R

Student, Department of MBA, Nagarjuna College of Management studies, Chikkaballapur, Karnataka, India

ABSTRACT: The rapid advancement of digital technologies has transformed organizational structures, decision-making processes, and leadership practices. In this evolving landscape, traditional leadership models that prioritize hierarchical authority and profit maximization are increasingly insufficient. This paper explores the paradigm shift toward ethics-driven and human-centered leadership in the digital era. Drawing on multidisciplinary perspectives, it examines how ethical responsibility, empathy, and inclusivity serve as critical pillars for sustainable organizational success. The study highlights the growing relevance of trust, transparency, and accountability as leaders navigate challenges such as artificial intelligence integration, remote work cultures, and digital surveillance. Furthermore, it emphasizes the importance of aligning leadership strategies with societal values, employee well-being, and long-term sustainability rather than short-term gains. By critically analyzing contemporary leadership theories and practices, the paper proposes a framework for redefined leadership that integrates ethical decision-making with technological adaptability. This approach underscores the need for leaders to balance innovation with human dignity, creating environments where people remain at the core of organizational growth. Ultimately, the research contributes to advancing discourse on responsible leadership and offers actionable insights for practitioners, policymakers, and scholars to foster ethical resilience in the digital age.

KEYWORDS: Leadership, Ethics, Human-centered approach, Digital era, Responsible leadership, Organizational sustainability, Empathy, Transparency, Ethical decision-making, Technological adaptability.

I. INTRODUCTION

The digital era has radically altered organizational dynamics, introducing new challenges and opportunities for leaders. The integration of artificial intelligence (AI), data analytics, and remote work environments has redefined decision-making, communication, and employee engagement (Westerman, Bonnet, & McAfee, 2014). However, while technology facilitates efficiency, it also introduces ethical dilemmas such as data privacy, algorithmic bias, and digital surveillance (Ciulla, 2020). These developments highlight the need for leadership that is not only digitally competent but also ethically grounded and human-centered.

Recent research underscores this necessity. For example, a study on digital leadership in higher education highlights the role of empathy and knowledge sharing as essential drivers of sustainable transformation (Al-Kurdi, 2023). Similarly, ethical leadership is increasingly recognized as critical in technology-driven organizations, with leaders expected to cultivate transparency, trust, and fairness to mitigate the risks of technological misuse (Amanchukwu & Stanley, 2023). These insights reveal that leadership models focusing solely on efficiency or innovation are insufficient without an ethical foundation that safeguards human dignity.

Moreover, new tools such as the Human-Centric Digital Leadership Scale (DLS) demonstrate a growing academic and practical interest in measuring leadership dimensions like ethical AI use, transparent decision-making, participative leadership, and inclusivity (Raimo et al., 2024). This evolution reflects a global consensus that leadership in the digital age must balance technological adaptability with ethical responsibility.

The urgency of this shift is also reflected in policy and global discourse. For instance, at the 2024 G7 Summit, Pope Francis emphasized that AI must remain human-centered to preserve human dignity, cautioning leaders against unregulated technological advancement (Associated Press, 2024). Similarly, leading universities and professional institutions are embedding AI ethics and inclusive leadership into their executive development programs, ensuring that leaders are equipped to manage both technological and ethical complexities (University of Melbourne, 2025).

International Journal of Innovative Research in Science, Engineering and Technology

Two Day National Level Conference on "Entrepreneurial Leadership: Guiding Teams Towards Visionary Goals"

26th & 27th September 2025

Department of Management Studies, Potti Sriramulu Chalavadi Mallikarjuna Rao College of Technology (Autonomous), Vijayawada, India

|Volume 14, Special Issue 6, December 2025|

Research Objectives

1. To critically analyze the intersection of digital leadership, ethical leadership, and human-centered practices in organizational contexts.
2. To propose a conceptual framework for ethical and human-centered leadership in the digital era.
3. To provide evidence-based recommendations for practitioners, policymakers, and scholars.

II. REVIEW OF LITERATURE

1. Tjondronegoro, et. al (2022). Responsible AI Implementation: A Human-centered Framework for Accelerating the Innovation Process. This paper introduces a human-centered framework for responsible AI adoption in organizations. It emphasizes embedding trust, accountability, and ethical considerations into innovation processes, particularly within agile and co-creation environments. By advocating for "privacy by design" and participatory approaches, the authors highlight the role of collaboration between technical experts and end-users. The framework ensures AI technologies align with societal needs while enhancing acceptance and long-term sustainability. This study positions human values as central to innovation rather than secondary concerns.
2. Giralt Hernández, E. (2024). Towards an Ethical and Inclusive Implementation of Artificial Intelligence in Organizations: A Multidimensional Framework. Hernández proposes a multidimensional framework that integrates ethics and inclusivity into AI implementation. The model focuses on values integration, trust-building, human development, and adaptability as key dimensions of responsible leadership. It stresses the importance of education, stakeholder participation, and inclusivity to prevent bias and ensure fairness. The research highlights that AI adoption must extend beyond technical efficiency to include human dignity and societal well-being. This contribution strengthens the discourse on ethical digital transformation in organizational contexts.
3. Choung, H, et. al (2023). A multilevel framework for AI governance. This study introduces a multilevel governance model that spans governments, corporations, and citizens. It identifies trust—comprising competence, integrity, and benevolence—as the linking mechanism between these stakeholder groups. The framework offers practical pathways for operationalizing abstract ethical principles into institutional policies. By considering power dynamics, the study addresses the challenges of balancing innovation with accountability. Its insights make it highly adaptable for global contexts, providing leaders with strategies to implement ethical AI governance.
4. Tahaei, M, et. al (2023). A systematic literature review of human-centered, ethical, and responsible AI. This review maps the academic landscape of human-centered, ethical, and responsible AI (HCER-AI). The findings reveal a strong focus on governance and fairness, but relatively little emphasis on privacy, security, and human flourishing. The authors argue that without broader attention, AI risks neglecting its social and psychological impacts. The review calls for interdisciplinary approaches that bridge technical design with ethical and human values. It sets the stage for expanding the research scope to address underexplored dimensions of responsible AI.
5. Saurabh K, et. al (2022). AI-led ethical digital transformation: Framework, research and managerial implications. This paper develops a framework that combines ethical theories with digital transformation strategies. It identifies corporate social responsibility, benchmarking practices, and organizational learning as enablers of ethical AI adoption. The authors emphasize managerial implications, urging leaders to integrate ethics into their digital agendas. Their framework bridges the gap between theory and practice by offering tools for managers to balance performance with responsibility. It provides practical direction for organizations aiming to adopt AI ethically while remaining competitive.
6. Le Dinh, T. et. al (2025). Human-Centered Artificial Intelligence in Higher Education: A Framework for Systematic Literature Reviews. *Information*, 16(3), 240. This work focuses on human-centered AI in higher education and develops a structured framework for systematic literature reviews in this domain. The authors stress aligning AI applications with pedagogical values, stakeholder needs, and ethical guidelines. They argue that AI in education should prioritize enhancing teaching quality, protecting academic integrity, and supporting learner well-being. The framework provides tools for analyzing existing studies in a way that integrates ethics with pedagogy. This contribution ensures that AI in education serves human development rather than replacing it.
7. Madanachian, M. et. al (2025). Ethical theories, governance models, and strategic frameworks for responsible AI adoption and organizational success. A frontier in Artificial Intelligence, This paper synthesizes ethical theories such as utilitarianism, deontology, and virtue ethics with governance models for AI adoption. It argues that organizations require integrated frameworks to ensure accountability, transparency, and ethical alignment in AI use. The study presents a strategic roadmap that connects ethical responsibility with organizational success. Its recommendations stress aligning innovation with long-term societal trust. The contribution lies in uniting abstract ethical theories with actionable strategies for digital organizations.

International Journal of Innovative Research in Science, Engineering and Technology

Two Day National Level Conference on "Entrepreneurial Leadership: Guiding Teams Towards Visionary Goals"

26th & 27th September 2025

Department of Management Studies, Potti Sriramulu Chalavadi Mallikarjuna Rao College of Technology (Autonomous), Vijayawada, India

|Volume 14, Special Issue 6, December 2025|

Redefining Leadership

Leadership has traditionally been conceptualized around hierarchical control, vision-setting, and performance optimization. However, in the digital era, leaders face unprecedented challenges—including managing remote teams, ensuring algorithmic fairness, and navigating socio-technical risks—that require redefining leadership beyond conventional command-and-control models (Northouse, 2022). Redefinition here implies a paradigmatic shift: leadership must move from transactional efficiency to transformational, ethical, and inclusive stewardship.

Ethics

Ethics refers to the moral principles guiding leaders' decisions and actions. Ethical leadership involves fairness, integrity, accountability, and transparency in decision-making (Brown & Treviño, 2006). In the digital context, ethical dilemmas are amplified by AI, big data, and surveillance technologies. Leaders must address issues such as algorithmic bias, data privacy, and responsible AI use to maintain trust and legitimacy (Ciulla, 2020). Ethics thus functions as the moral compass that keeps digital innovation aligned with human dignity.

Human-Centered Approaches

Human-centered leadership emphasizes empathy, inclusivity, psychological safety, and employee well-being. Unlike technology-centric models, human-centered approaches ensure that digital transformation enhances rather than undermines human potential (George et al., 2007). This perspective resonates with the Industry 5.0 vision, where technology and human creativity co-exist to drive sustainable value creation (Korte, Kobert, & Süße, 2024). Human-centered leadership thus prioritizes people over processes, fostering trust and long-term resilience.

Digital Era

The digital era is characterized by rapid technological advancements such as artificial intelligence, automation, and data analytics, which have reconfigured organizational ecosystems (Westerman, Bonnet, & McAfee, 2014). While these technologies provide efficiency, they also create complexities that leaders must navigate responsibly. In this context, digital leadership requires balancing technological literacy with ethical mindfulness and human-centered values (Raimo et al., 2023).

III. HUMAN-CENTERED APPROACHES IN LEADERSHIP IN THE DIGITAL ERA**1. Empathy-Driven Leadership**

Empathy is a cornerstone of human-centered leadership, particularly in digitally transformed organizations where remote work and automation can reduce interpersonal connection. Leaders who demonstrate empathy foster trust, inclusion, and engagement, which are essential for sustaining innovation and resilience (Goleman, 2020). Research shows that empathetic leadership correlates with stronger team collaboration and employee well-being (Zhang et al., 2021).

2. Ethical Decision-Making

The rise of AI and digital systems introduces ethical dilemmas related to fairness, bias, and privacy. Human-centered leaders address these challenges by embedding ethics into digital strategies, ensuring decisions are transparent and accountable (Madanachian & Taherdoost, 2025). Ethical leadership protects both stakeholder trust and organizational legitimacy in dynamic environments (Brown & Treviño, 2022).

3. Psychological Safety and Inclusive Cultures

Creating psychologically safe environments allows employees to voice ideas and concerns without fear of reprisal. Human-centered leadership emphasizes inclusivity and diversity, ensuring technology benefits all stakeholders (Edmondson & Lei, 2014). Psychological safety is directly linked to innovation and adaptability in digital organizations (Newman et al., 2020).

4. Mindfulness and Reflective Practice

Mindfulness strengthens leaders' ability to handle uncertainty and make balanced decisions in the digital age. Reflective practice enhances ethical awareness and resilience, enabling leaders to align technological innovation with human values (Reitz et al., 2020). Mindful leadership has been shown to improve emotional intelligence and adaptive capacity (King & Badham, 2022).

International Journal of Innovative Research in Science, Engineering and Technology

Two Day National Level Conference on “Entrepreneurial Leadership: Guiding Teams Towards Visionary Goals”

26th & 27th September 2025

Department of Management Studies, Potti Sriramulu Chalavadi Mallikarjuna Rao College of Technology (Autonomous), Vijayawada, India

|Volume 14, Special Issue 6, December 2025|

5. Participatory and Collaborative Governance

Digital transformation impacts diverse stakeholders, requiring participatory governance approaches. Human-centered leaders engage employees, customers, and regulators in decision-making, aligning strategies with societal values and fostering accountability (Choung et al., 2023). Collaborative governance is particularly important in mitigating risks of power imbalance in AI adoption.

6. Continuous Learning and Development

Given the pace of technological change, human-centered leadership prioritizes lifelong learning and upskilling. Leaders who promote learning cultures empower employees to adapt and thrive in digitally disrupted environments (Senge, 2006; Le Dinh et al., 2025). Continuous development ensures that both technical and human capabilities evolve in balance.

7. Balance between Technology and Humanity

Human-centered leadership emphasizes that technology should augment rather than replace human capacity. Leaders must balance efficiency with human dignity, ensuring that digital tools enhance creativity, collaboration, and overall quality of work life (Giralt Hernández, 2024; Tahaei et al., 2023). This balance sustains organizational innovation without undermining human values.

IV. FINDINGS

The analysis highlights several critical insights regarding leadership in the digital era.

1. Ethical leadership as a foundational requirement

Leadership today extends beyond operational management to include the responsibility of ensuring transparency, accountability, and fairness in the deployment of digital technologies. Ethical stewardship has become indispensable for sustaining trust in digitally transformed organizations.

2. Human-centered leadership as a driver of resilience and innovation

Empathy, inclusivity, and the creation of psychologically safe environments have been identified as essential attributes that strengthen employee engagement and foster collaboration. Leaders who prioritize human values are better positioned to support innovation and adaptability in dynamic environments.

3. Mindfulness as a catalyst for ethical decision-making

Reflective and mindful practices enhance leaders' ability to navigate complexity, balance efficiency with responsibility, and make ethically sound decisions under conditions of uncertainty.

4. Inclusive governance as a pathway to sustainable transformation

The findings underscore the importance of participatory leadership models that actively involve stakeholders in decision-making processes. Such inclusivity not only promotes accountability but also ensures alignment between organizational strategies and societal expectations.

5. Redefinition of leadership competencies

The competencies required of leaders in the digital era extend beyond technical expertise. Ethical reasoning, emotional intelligence, and adaptability have emerged as uniquely human capabilities that underpin effective digital leadership.

V. RECOMMENDATIONS

In light of these findings, the following recommendations are proposed:

1. Institutionalize ethical principles in digital strategies

Organizations should adopt comprehensive ethical guidelines that address transparency, fairness, and accountability, ensuring that digital transformation initiatives remain socially responsible.

2. Prioritize human-centered leadership development

Leadership training and development programs should integrate human values—such as empathy, inclusivity, and ethical awareness—alongside digital and technical competencies.

3. Integrate mindfulness into leadership practice

Mindfulness should be cultivated as a leadership competency to enhance self-awareness, strengthen ethical judgment, and improve resilience in complex decision-making contexts.

4. Adopt participative governance structures

Organizations should design governance mechanisms that actively involve employees, customers, and external stakeholders in shaping digital policies and practices, thereby fostering legitimacy and accountability.

International Journal of Innovative Research in Science, Engineering and Technology

Two Day National Level Conference on "Entrepreneurial Leadership: Guiding Teams Towards Visionary Goals"

26th & 27th September 2025

Department of Management Studies, Potti Sriramulu Chalavadi Mallikarjuna Rao College of Technology (Autonomous), Vijayawada, India

|Volume 14, Special Issue 6, December 2025|

5. Contextualize leadership models

Leadership frameworks must be adapted to the specific cultural, industrial, and organizational contexts in which they are applied. A flexible and context-sensitive approach is critical for sustaining effectiveness in diverse environments.

VI. CONCLUSION

Leadership in the digital era is undergoing a profound transformation, shaped by rapid technological advancements, ethical imperatives, and the growing demand for human-centered approaches. The review of literature demonstrates that effective leadership today extends far beyond the management of digital tools; it encompasses the integration of ethical reasoning, inclusivity, mindfulness, and participatory governance into organizational practices. Scholars consistently highlight the necessity of frameworks that balance innovation with responsibility, ensuring that digital transformation serves both organizational success and societal well-being.

The findings of this research reaffirm that ethical and human-centered leadership is not merely a complementary attribute but a core determinant of resilience, innovation, and trust in the digital age. Leaders are now expected to cultivate psychological safety, embed ethical guidelines into digital strategies, and embrace adaptive governance structures that engage diverse stakeholders. Such practices not only enhance accountability but also strengthen organizational legitimacy in a rapidly evolving socio-technical environment.

This study contributes to the growing discourse on redefining leadership by synthesizing evidence across responsible AI frameworks, ethical governance models, and digital transformation practices. The recommendations emphasize institutionalizing ethics, prioritizing empathy-driven leadership development, and tailoring governance models to specific cultural and industrial contexts. These insights offer both theoretical enrichment and practical guidance for leaders navigating complex digital ecosystems.

In conclusion, the digital era calls for a paradigm shift in leadership—one that redefines success not solely in terms of efficiency or competitiveness but through ethical stewardship, human flourishing, and sustainable innovation. Future research should continue to explore interdisciplinary approaches that connect ethical theories with organizational practices, ensuring that leadership remains anchored in human values while advancing technological progress.

REFERENCES

1. Al-Kurdi, O. F. (2023). Digital leadership in higher education: The role of empathy and knowledge sharing. *Education and Information Technologies*, 28(7), 7551–7570. <https://doi.org/10.1007/s10639-023-11859-4>
2. Amanchukwu, R. N., & Stanley, G. J. (2023). Ethical leadership in technology-driven organizations. *International Journal of Academic Research in Business and Social Sciences*, 13(6), 419–430. <https://doi.org/10.6007/IJARBSS/v13-i6/18355>
3. Associated Press. (2024, June 14). Pope Francis warns G7 leaders AI must remain human-centered. AP News. <https://apnews.com/article/g7-pope-francis-artificial-intelligence-2024>
4. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595–616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
5. Brown, M. E., & Treviño, L. K. (2022). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 33(5). <https://doi.org/10.1016/j.leaqua.2022.101601>
6. Choung, H., David, P., & Seberger, J. S. (2023). A multilevel framework for AI governance. *AI and Ethics*. <https://doi.org/10.1007/s43681-023-00297-2>
7. Ciulla, J. B. (2020). The importance of leadership in shaping business values. *Business Ethics Quarterly*, 30(2), 203–216. <https://doi.org/10.1017/beq.2019.44>
8. Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future. *Annual Review of Organizational Psychology*, 1(1), 23–43. <https://doi.org/10.1146/annurev-orgpsych-031413-091305>
9. George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). Discovering your authentic leadership. *Harvard Business Review*, 85(2), 129–138. <https://hbr.org/2007/02/discovering-your-authentic-leadership>
10. Giralt Hernández, E. (2024). Towards an ethical and inclusive implementation of artificial intelligence in organizations: A multidimensional framework. *arXiv*. <https://doi.org/10.48550/arXiv.2405.01697>
11. King, E., & Badham, R. (2022). Mindful leadership in the digital workplace. *Journal of Business Ethics*, 178(2), 451–467. <https://doi.org/10.1007/s10551-021-04834-0>

International Journal of Innovative Research in Science, Engineering and Technology

Two Day National Level Conference on “Entrepreneurial Leadership: Guiding Teams Towards Visionary Goals”

26th & 27th September 2025

Department of Management Studies, Potti Sriramulu Chalavadi Mallikarjuna Rao College of Technology (Autonomous), Vijayawada, India

|Volume 14, Special Issue 6, December 2025|

12. Korte, F., Kobert, K., & Süße, T. (2024). Industry 5.0: Human-centric innovation and sustainable value creation. *Journal of Manufacturing Systems*, 72, 287–296. <https://doi.org/10.1016/j.jmsy.2023.12.004>
13. Le Dinh, T., Le, T. D., Uwizeyemungu, S., & Pelletier, C. (2025). Human-centered artificial intelligence in higher education: A framework for systematic literature reviews. *Information*, 16(3), 240. <https://doi.org/10.3390/info16030240>
14. Madanachian, M., & Taherdoost, H. (2025). Ethical theories, governance models, and strategic frameworks for responsible AI adoption. *Frontiers in Artificial Intelligence*, 8. <https://doi.org/10.3389/frai.2025.1510522>
15. Newman, A., Donohue, R., & Eva, N. (2020). Psychological safety: A systematic review. *Human Resource Management Review*, 30(3). <https://doi.org/10.1016/j.hrmr.2019.100693>
16. Raimo, N., de Nuccio, E., Giakoumelou, A., Zito, M., & Vitolla, F. (2023). Human-centric digital leadership: Scale development and validation. *Technology in Society*, 74, 102301. <https://doi.org/10.1016/j.techsoc.2023.102301>
17. Raimo, N., de Nuccio, E., Giakoumelou, A., Zito, M., & Vitolla, F. (2024). Human-centric digital leadership scale: Development and validation. *Technology in Society*, 76, 102285. <https://doi.org/10.1016/j.techsoc.2023.102285>
18. Reitz, M., Waller, L., Chaskalson, M., Olivier, S., & Rupprecht, S. (2020). Developing mindfulness in leadership. *Journal of Business Ethics*, 161(4), 775–793. <https://doi.org/10.1007/s10551-019-04352-4>
19. Saurabh, K., Arora, R., Rani, N., Mishra, D., & Ramkumar, M. (2022). AI-led ethical digital transformation: Framework, research and managerial implications. *Journal of Information, Communication and Ethics in Society*, 20(2), 229–256. <https://doi.org/10.1108/JICES-05-2021-0056>
20. Tahaei, M., Constantinides, M., Quercia, D., & Muller, M. (2023). Human-centered, ethical, and responsible AI: A systematic review. *arXiv*. <https://doi.org/10.48550/arXiv.2307.02477>
21. Tjondronegoro, D., Yuwono, E., Richards, B., Green, D., & Hatakka, S. (2022). Responsible AI implementation: A human-centered framework for accelerating the innovation process. *arXiv*. <https://doi.org/10.48550/arXiv.2209.07076>
22. Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: Turning technology into business transformation*. Harvard Business Review Press. <https://hbr.org/product/leading-digital-turning-technology-into-business-transformation/13281-HBK-ENG>
23. University of Melbourne. (2025). Executive education: AI ethics and leadership programs. Melbourne Business School. <https://mbs.edu/executive-education>



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA



INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

IN SCIENCE | ENGINEERING | TECHNOLOGY

9940 572 462 6381 907 438 ijirset@gmail.com

www.ijirset.com



Scan to save the contact details