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Ethical dimensions of leadership in the context of the Russian-Ukrainian war

Dimensiones éticas del liderazgo en el contexto de la guerra ruso-ucraniana

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Abstract

The purpose of the article is to study the ethical dimensions of leadership in the context of the Russian-Ukrainian war, to analyse the impact of value orientations on decision-making strategies. The methodology of this study is qualitative, which means the use of a qualitative approach based on the analysis of scientific literature and expert opinions. The application of this approach contributed to obtaining a general idea of the peculiarities of the implementation of ethical concepts and leadership based on the content analysis of scientific literature. The findings indicate that in the context of the Russian-Ukrainian war, ethical aspects of leadership manifest themselves as determining factors in the formation of decision-making strategies in organisations and management structures. The analysis of the influence of value orientations on these strategies shows that leaders who are

Resumen

El propósito del artículo es estudiar las dimensiones éticas del liderazgo en el contexto de la guerra ruso-ucraniana, analizar el impacto de las orientaciones de valores en las estrategias de toma de decisiones. La metodología de este estudio es cualitativa, lo que significa el uso de un enfoque cualitativo basado en el análisis de literatura científica y opiniones de expertos. La aplicación de este enfoque contribuyó a obtener una idea general de las peculiaridades de la aplicación de conceptos éticos y de liderazgo a partir del análisis de contenido de la literatura científica. Las conclusiones indican que, en el contexto de la guerra ruso-ucraniana, los aspectos éticos del liderazgo se manifiestan como factores determinantes en la formación de estrategias de toma de decisiones en las organizaciones y estructuras de gestión. El análisis de la influencia de las orientaciones de valores en estas estrategias

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focused on humanitarian values define strategies that are committed to caring for their subordinates. Their decisions reflect national values and patriotism. In the context of the Russian-Ukrainian war, it becomes obvious that ethical aspects of leadership determine decision-making strategies based on value orientations.

Keywords: leadership, Russian-Ukrainian war, ethical dimensions, decision-making, responsibility.

Introduction

Research problema

Leadership is not only a question of strategies in military operations, but also an ethical issue concerning value orientations and moral business approaches in the context of the current geopolitical confrontation between Russia and Ukraine. In particular, this research article focuses on analysing the ethical dimensions of leadership in the context of the Russian-Ukrainian war and their impact on strategic decision-making.

The scientific issues of this article objectively examine the ethical aspects of leadership in the context of the Russian-Ukrainian war and their impact on decision-making strategies. The main research objective is to study and analyse the ethical dimensions that determine leadership behaviour during military conflicts. In particular, the article aims to reveal what values and moral beliefs influence leaders' strategies in making important strategic decisions in the extraordinary circumstances of a military conflict. Among the key aspects of the research is the analysis of leaders' value orientations, ethical principles, and moral obligations in the context of military activities (Rosenhead et al., 2019).

Research focus

The study is aimed at revealing the ethical aspects of leadership during a military conflict, taking into account the peculiarities of the value orientations that define leaders. The analysis of these ethical dimensions will be an important step in understanding the internal mechanism of leadership in wartime and will help to determine how these ethical principles influence decision-making in difficult situations. A special emphasis will be placed on how these ethical dimensions interact with strategic decision-making, as this is an important aspect in the context of military

muestra que los líderes centrados en valores humanitarios definen estrategias comprometidas con el cuidado de sus subordinados. Sus decisiones reflejan los valores nacionales y el patriotismo. En el contexto de la guerra ruso-ucraniana, resulta evidente que los aspectos éticos del liderazgo determinan las estrategias de toma de decisiones basadas en las orientaciones de valores.

Palabras clave: liderazgo, guerra ruso-ucraniana, dimensiones éticas, toma de decisiones, responsabilidad.

conflict. Identifying these interrelationships can highlight ways in which leaders can avoid or resolve ethical dilemmas during warfare, contributing to more effective and morally sound strategies. This study also attempts to highlight the ethical aspects of leadership in acute conflict and can serve as a basis for developing a deeper understanding of leadership approaches in a military environment, contributing to the creation of future strategies and moral dilemmas.

Research aim and research questions

Therefore, the purpose of the article is to identify the ethical dimensions of leadership in the context of the Russian-Ukrainian war and to analyse the impact of value orientations on decision-making strategies. The realisation of this goal implies the identification of specific tasks: defining the general ethical aspects of leadership in the context of war and analysing values and describing their impact on decision-making strategies. Thus, the article also aims to determine how these ethical aspects interact with strategic decision-making, considering the specifics of military circumstances and geopolitical realities. This issue is important because it is aimed at understanding the internal mechanisms of leadership during wartime and can serve as a basis for developing effective strategies that consider ethical aspects, ensuring a high level of morality and responsibility in solving important tasks in a conflict.

Methodology

General background

This study aims to thoroughly examine and characterise the role of ethical principles in decision-making in the context of the Russian-Ukrainian war. The main objective is to provide an in-depth understanding of the key value

priorities and strategies used by contemporary Ukrainian managers in the face of uncertainty.

Type of research

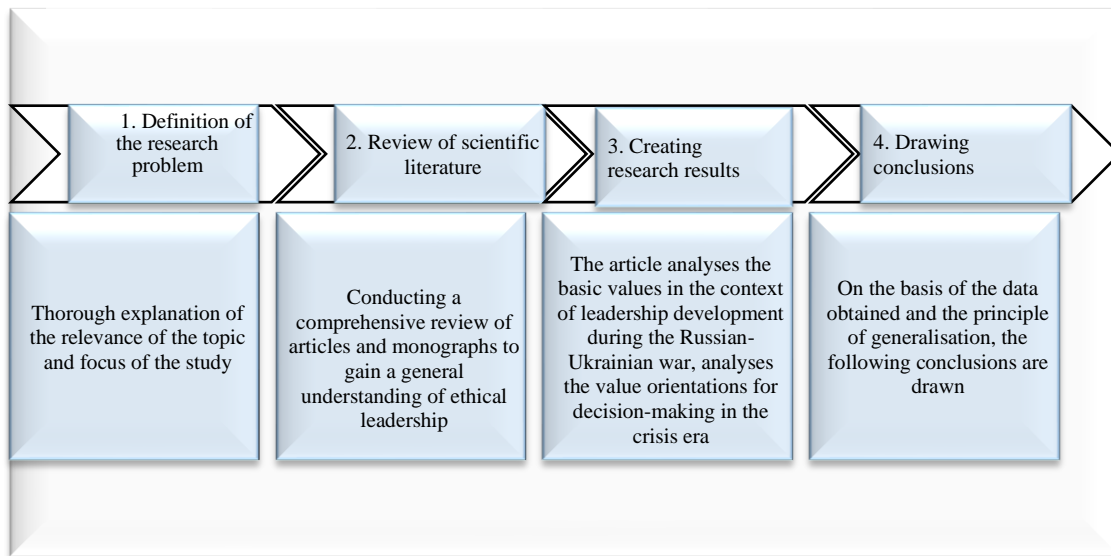
The type of this work is a qualitative study, i.e., using a qualitative approach based on the study and processing of scientific literature and individual expert opinions, the main ethical principles for a leader in military conditions are characterised. This approach allowed us to get a

general idea of the peculiarities of implementing ethical approaches in the leadership system.

The process of learning

The study was carried out systematically and in stages. First, the research problem was identified, and a literature review was conducted to identify the main approaches to characterising ethical leadership. After that, the influence of value orientations on decision-making was analysed (see Figure 1).

Figure 1.
The research process



Source: author's development

Simple procedure of materials and research methods

Thus, this study is based on a content analysis of the current literature. The main stages are presented in Table 1.

Table 1.
Step-by-step content analysis

Definition of the Study Area	At the beginning of the content analysis, a specific area of research was identified, i.e. the ethical dimensions of leadership in the context of the Russian-Ukrainian war.
Definitions of Key Terms	Key terms related to ethical leadership, the Russian-Ukrainian war, value orientations, and decision-making strategies are defined.
Selecting Sources	Sources for analysis are selected, such as scientific articles, books, dissertations, conference reports, and other scientific publications related to the selected topic.
Categorisation and Coding	The literature is systematically categorised to identify key themes and trends. Each source is coded according to the presence of specific aspects, such as ethical leadership, value orientations, impact on decision-making strategies, etc.
Content analysis	A detailed analysis of the content of each source is carried out, identifying trends, common patterns, and features that emerge from the research.
Interpretation and Summary of Results	The data is interpreted and combined to identify key findings.

Source: author's development

Therefore, the establishment of methodological foundations for analysing the ethical dimensions of leadership in the context of the Russian-Ukrainian war involved a systematic categorisation of terms related to the ethical principles of leadership in the context of military events: leadership, ethical dimensions, ethical leadership, the Russian-Ukrainian war, war, communication strategies, management principles, crises, Ukraine, morality, ethics, diplomacy, leadership theory.

At the initial stages of the search, attention was focused on the leading repositories for research in the field of ethics, leadership, international relations, and military aspects. A thorough analysis of the Web of Science, Google Scholar, Elsevier Scopus, Worlscat, Ebsco, Index Copernicus databases was carried out using keywords to ensure full coverage.

The total number of results was 1154, which were processed using bibliographic software such as Reference Manager v11. Next, the titles and abstracts were analysed to exclude irrelevant results for our study, i.e., those not related to the ethical dimensions of leadership in military conflict. After these steps, 231 articles remained. Important details such as title, abstract, and publication data were transferred to Excel spreadsheets. Further sorting was based on the following exclusion criteria:

Current literature. Year of publication: 2012.

1. The abstract does not mention the methodology for studying the ethical dimensions of leadership in a military conflict.
2. There is no mention of elements of strategies for implementing ethical leadership.
3. The article does not deal with the influence of value orientations on the decision-making strategies of leaders in a military conflict.
4. The article is not written in English or Ukrainian.

This approach led to the identification of 56 main sources, which became the basis for further analysis of the ethical dimensions of leadership in the context of the Russian-Ukrainian war.

The following criteria for including literature were based on the following aspects:

1. Actuality and relevance. The literature should reflect modern approaches to leadership in military conflict and have a

direct link to the ethical dimensions of leadership.

2. Practical application. The literature should have a practical dimension and take into account specific cases of the influence of ethical leadership on strategic decision-making during the Russian-Ukrainian war.
3. Consideration of Value Orientations. Papers that systematically examine the influence of different value orientations (humanitarian, national, ethical, etc.) on decision-making by leaders during military events.
4. Integration of Views. Works that reconcile different perspectives and theoretical approaches to analysing the impact of leadership on decision-making strategies in war.
5. Update and novelty.

Inclusion of the most recent works and studies that take into account the current state of the Russian-Ukrainian war and the ethical challenges it poses.

These criteria were important for the selection of scientific sources and literature that most closely correspond to the topic of ethical principles of leadership in war. Based on these criteria, the list of references was 34, which led to their further processing and obtaining results. Based on the systematisation and generalisation, it was possible to process the results and interpret them. In this paper the bibliographic analysis software was utilized. The software Microsoft Excel was employed for bibliographic analysis, which offers advanced features for organizing, managing, and analyzing academic references and citations. This software allows for the systematic collection of relevant literature on the ethical dimensions of leadership, particularly in the context of the Russian-Ukrainian war. Therefore, the methods of analysis and synthesis were important, based on which the influence of value orientations on decision-making strategies in wartime was considered.

Theoretical framework or literature review

Leadership in the public administration system is a peculiar process of organising activities of social groups to solve common problems based on the leader's authority, preference of his/her subordinates for his/her traits, and organisational conditions of work formed by these individuals. The importance of the leader plays a key role in organising the group's joint work and ensuring the effectiveness of its activities. The leader's

personality and style of behaviour determine the fate of any member of the group in many aspects. Problematic elements related to the phenomenon of leadership have been the subject of scientific consideration. The analysed works can be divided into two groups:

1. The first includes an analysis of leadership in difficult times of military threats;
2. The second group is primarily concerned with the development of leadership skills in the learning environment (taking into account current experience).

Based on this division, the most important studies used to formulate conclusions and generalisations can be noted.

Watters (2017) analysed the ethical aspects of decision-making during the Bosnian war, addressing the current challenges of decision-making under high pressure. His work explores the dynamics of leadership in complex situations and the challenges that arise in military conflicts. Padan (2017) examined the construction of “crisis events” in military settings, taking into account the Israeli perspective. Her work serves as a source for understanding the emergence and impact of crisis situations on leadership in the context of military operations. Mock & Ciloci (2022) focus on the role of resilient leadership in times of crisis, analysing the case of leading a nation during the Ukrainian conflict. They explore how leadership effectiveness can be ensured in the context of military confrontation. Perepelytsia (2021) explores the challenges of war and peace in the twenty-first century, especially in the context of the Russian-Ukrainian conflict. The work creates a theoretical framework for understanding the ethical aspects of war and their impact on leadership. Zachara-Szymańska (2023) analysed the international image of Volodymyr Zelenskyi and the international community's reaction to the Kremlin regime's aggression. Her work highlights the understanding of how the image of a leader can influence international politics in times of crisis. Kaltenbrunner and Simsa (2021) examine leadership in extreme conditions on the example of the European refugee crisis. The proposed study makes a significant contribution to understanding how different forms of leadership can influence management and problem-solving in complex situations. Lepskyi, Masiuk, Skvorets & Kudinov (2023) examine the phenomenon of decision-making mechanisms in wartime, based on the paradigms of the current Russian-Ukrainian war. The article examines what factors influence decision-making in crisis

situations and how this is reflected in the conflict between Russia and Ukraine.

Xiong (2022) characterised the importance of artificial intelligence in supporting specific leadership strategies. Thus, Xiong (2022) investigated the interaction between artificial intelligence and leadership, exploring how artificial intelligence technologies affect the role and functions of leaders in the modern business environment. At the same time, Talajic, Kopal & Mršić (2022) described the main aspects of leadership's impact on business performance and developed an analytical concept of leadership that includes an assessment of leadership qualities and their impact on enterprise performance. Isakova et al. (2023) studied modern philosophical concepts of educational trends, considered the interaction of crisis factors in the development of the educational process and the creation of a harmonious approach to education. Maciej (2023) focused on identifying the influence of futuristic philosophy and evolution in education, analysing information and communication technologies and strategies for gaining pedagogical experience in the context of personal consciousness. Zeng, Li & Li (2023) traced the importance of the learning aspect in the formation of leadership qualities. Sanakuiev (2022) explored the importance of knowledge in light of the challenges of globalisation, providing a philosophical and intellectual context for understanding how these aspects affect leadership decision-making in the modern world. Yolida & Marpaung (2023) examined the elements of leadership learning and how they can be applied in education. They open up new possibilities for improving pedagogical strategies and developing a deeper understanding of pedagogical challenges in light of current trends.

Therefore, the proposed studies make a multifaceted contribution to the understanding of various aspects of leadership in different contexts, including crisis situations, historical influences on political leadership, as well as factors that determine decision-making in wartime, training, and formation of modern ones. The proposed works provide a basis for analysing the ethical aspects of leadership in times of conflict, especially in the context of strategic decision-making and crisis response. At the same time, additional attention should be paid to the ethical challenges that leaders face during global crises, such as warfare. Similarly, the dilemma of the interaction between leadership and democratic forms will need to be rethought against the backdrop of Russian aggression in Ukraine. Also, the problems of ethical leadership

in an intercultural context will require further attention, as they are being redefined and understood in the new military realities.

Results

Ethical leadership is a crucial factor in preventing breaches of the code of ethics and deterring behaviour that could potentially tarnish an organisation's reputation in times of war. The conceptualisation of ethical leadership refers to the implementation and demonstration of normatively appropriate behaviour. This involves the active involvement of employees in decision-making processes through two-way communication at both the strategic and individual levels (Hyusein & Eyupoglu, 2023).

Ethical leadership theory is grounded in both moral managerial and individual aspects, underscoring the importance of cultivating wise ethical characteristics. The workplace environment fostered by an ethical leader revolves around ethical values, fair rewards, and communication systems tailored to transform organizational members (Brittain-Hale, 2023; Northouse, 2015). Recent studies and surveys have demonstrated the effectiveness of ethical leadership practices, particularly in challenging contexts like times of war. For example, statistics on employee engagement or organizational performance in companies led by ethical leaders during conflicts provide robust evidence supporting the positive impact of ethical leadership (Kubiv et al., 2020). Ethical leaders are not only expected to impart ethical education but also to proactively build processes ensuring the comprehensive implementation of ethical practices throughout the organization. Incorporating data from recent studies can substantiate the claims made about the transformative effects of ethical leadership during wartime. Imposing ethical processes has been shown to significantly influence employee attitudes and values, fostering beliefs in their own effectiveness. This, in turn, stimulates and fortifies the organization's vision and bottom line. Ethical leaders are expected to play a key role in setting moral standards and contextualising them within an organisation, especially in times of war. They incentivise ethical behaviour through rewards and address unethical behaviour through disciplinary measures. In these ethical work environments, a culture of continuous learning prevails.

Under the influence of ethical leaders, employees internalize codes of ethics through various

methods such as observation, role modeling, commitment to leadership, and performance analysis of their colleagues. It is critical to understand the unique benefits of ethical leadership, especially in times of conflict. A comparative analysis of different leadership styles during conflict can provide valuable information about the distinctive contribution of ethical leadership.

Research has shown that ethical leaders not only set moral expectations, but also significantly improve the psychological well-being of team members. This, in turn, leads to increased engagement, increased job satisfaction, organizational citizenship behavior (OCB), increased commitment, and overall improved performance (Hyusein & Eyupoglu, 2023). To deepen our understanding of the meaning of ethical leadership, it is important to compare it with other leadership styles under similar circumstances. Case studies and historical examples can be used to illustrate how ethical leadership, compared to other styles, concretely contributes to better outcomes in wartime. By highlighting the unique benefits of ethical leadership, we can gain valuable insight into its role in promoting positive organizational outcomes during periods of conflict.

Additionally, it is important to note that effective ethical leaders not only define moral standards but also set strategies for reward systems. This helps to maintain an ethical environment in the workplace and maintains a high level of moral values among staff (Craft, 2012). On the other hand, leaders who do not pay attention to ethical communication and do not use reward systems strategically are expected to risk fostering a work environment where political behavior among employees can emerge, which can be detrimental to organizational performance. While it is crucial to emphasize the importance of ethical leadership, a comprehensive understanding of how organizations can effectively implement and sustain these ethical principles, especially in challenging times such as the Russia-Ukraine war, is equally essential.

In order to cultivate ethical leadership, organizations can adopt various strategies:

1. Leadership Training Programs:
 - Develop and implement training programs that specifically focus on ethical leadership principles;

- Provide leaders with the necessary tools and skills to navigate ethical dilemmas;
2. Establishing Ethical Guidelines:
 - Formulate clear and comprehensive ethical guidelines that align with the organization's values;
 - Communicate these guidelines to all levels of the organization to ensure awareness and understanding;
 3. Creating a Culture of Ethical Decision-Making:
 - Foster a culture that encourages ethical decision-making at all levels;
 - Recognize and reward ethical behavior to reinforce the importance of ethical conduct.

In the context of the Russia-Ukraine war, ethical leadership becomes even more critical as it can foster a culture of understanding, empathy, and transparency. Implementing these strategies can help mitigate potential conflicts and promote a positive work environment despite external

challenges. It is crucial that leaders actively work to foster a positive perception of workplace processes and procedures (Sánchez-Castillo et al., 2023; Mazur et al., 2023). Ethical leadership plays a crucial role in setting the tone and enhancing the culture of the workplace. By effectively communicating organizational policies and procedures, leaders contribute to the establishment of an ethical work environment that withstands external pressures and fosters positive organizational outcomes. Ethical leaders are expected to empower team members by implementing fair decision-making processes and guiding them, making it clear that manipulation and inappropriate behaviour are not acceptable (Strydom, 2017; Mudrak et al., 2019). This proactive approach helps to reduce or eliminate the impact of negative policies at their source (Eisenbeiss, 2012). Thus, the ethical dimensions of leadership in the context of the Russian-Ukrainian war become especially important due to the complex situations that arise in connection with the conflict. In this context, ethical leadership is determined not only by the moral standards of individual leaders but also by the impact of their decisions and actions on the overall ethical state of society (see Table 2).

Table 2.
General ethical aspects of leadership in the context of war

Principle	Description
Respect for human life and human rights	Ethical leadership requires leaders to respect life and human rights in conflict. This means making decisions that protect the interests and safety of citizens.
Compassion and social responsibility	An ethical leader must show compassion for the tragic consequences of war, be willing to help the victims, and take social responsibility for the fate of his or her citizens.
No corruption and transparency	Wartime conditions can foster corruption and unfair practices. An ethical leader opposes corruption and establishes transparent rules and controls.
Communication and openness	A leader who is ethical actively communicates with the public and the international community, explains the essence of his decisions and actions, tries to prevent misinformation, and promote openness.

Source: Authors' elaboration based on Eisenbeiss (2012); Janovac & Virijević Jovanović (2022); Bridges (2018); Perepelytsia (2021); Benmira & Agboola (2021).

Given the ethical dimensions of leadership in the context of the Russia-Ukraine war, leaders are expected to demonstrate a high degree of responsibility, fairness, and willingness to cooperate to ensure peace and prosperity for both nations. A lack of clarity in ethical codes or a failure to integrate these codes into employee behaviour can lead to a negative political atmosphere in the workplace (Lutsiak et al., 2020).

Ethical principles are crucial for leadership in modern organisations, especially in times of war, for several good reasons.

1. A guiding moral compass

Ethical principles provide leaders with a moral compass, guiding their decisions and actions in a way that is consistent with values such as honesty, fairness, and integrity.

In the context of war, where difficult and complex decisions are often required, ethical leadership ensures that leaders make choices that are morally sound and resonate with societal values.

2. Maintaining trust and reliability

Ethical leaders are expected to build trust and credibility among their team members and stakeholders by consistently demonstrating honesty, transparency, and accountability.

In times of war, trust is paramount to effective leadership. Ethical leaders inspire confidence in their ability to make ethical decisions, fostering loyalty and commitment among their teams.

3. Creating a positive organisational culture

Ethical leadership fosters a positive organisational culture where values and norms promote ethical behaviour and a sense of responsibility.

In times of war, a positive organisational culture helps organisations overcome challenges, maintain resilience and support the well-being of their members.

4. Mitigating unethical behaviour

Ethical principles act as a deterrent to unethical behaviour in an organisation. Leaders who are expected to emphasise ethical behaviour discourage people from engaging in actions that could harm others or the organisation.

In the context of war, ethical leadership helps to prevent abuse of power, corruption, or other unethical behaviour that could jeopardise the organisation's mission or tarnish its reputation.

5. Improving decision-making processes

Ethical leaders are expected to consider the ethical implications of their decisions, weighing the potential impact on individuals and communities. In the context of war, where

decisions can have serious consequences, ethical leadership ensures that decisions are thoughtful and principled, taking into account the well-being of all stakeholders.

6. Promoting unity and cooperation

Ethical leaders are expected to promote unity and cooperation within teams by treating everyone with respect and valuing diversity, particularly in the demanding realities of wartime where teamwork and cohesion are paramount. In this context, ethical leadership establishes an inclusive environment, encouraging cooperation and mutual support.

In the aspect of adapting to changing situations, ethical leaders are anticipated to demonstrate adaptability and resilience. This involves adjusting strategies and decisions to meet evolving circumstances while steadfastly adhering to ethical principles. The context of war, characterized by inherent unpredictability, necessitates ethical leaders to navigate challenges with a flexible and principled approach.

Therefore, ethical principles constitute an integral aspect of effective leadership in modern organizations during times of war. Ethical leaders act as reflections of integrity, providing guidance, building trust, and cultivating a positive organizational culture capable of withstanding the challenges of conflict and uncertainty.

Analysing the impact of value orientations on decision-making strategies in the context of the Russian-Ukrainian war involves understanding how the fundamental values of individuals and organisations shape their approaches to managing complex and challenging situations arising from the conflict. The values selected for this analysis are *patriotism, humanitarian values, economic interests, honesty and transparency, and social responsibility*. Table 3 presents an analysis of these values and their implementation in the decision-making system in the context of the Russian-Ukrainian war.

Table 3.
Analysing values and describing their impact on decision-making strategies

Nationalism and patriotism	
Focus on values	Leaders who are influenced by strong nationalistic and patriotic values give priority to decisions that are in the interests and welfare of their respective nations.
Influence on decision-making:	Such managers tend to support strategies that strengthen national identity, security and sovereignty. This includes allocating resources, cooperating with national defence, and maintaining organisational resilience in the face of geopolitical challenges.
Humanitarian values	
Focus on values:	Leaders guided by humanitarian values prioritise solutions that uphold human rights, protect civilians and minimise harm to those affected by hostilities.
Influence on decision-making	These managers advocate for strategies that prioritise the safety and well-being of employees and stakeholders, potentially engaging in initiatives that contribute to humanitarian relief efforts or promote diplomacy and peaceful problem-solving.
Honesty and transparency	
Focus on values	Ethical leaders are expected to emphasise transparency, honesty, and accountability.
Influence on decision-making	In the context of war, managers with strong ethical values adopt decision-making strategies that ensure clear communication about the impact of conflict on the organisation, building trust among employees and stakeholders. Ethical leaders can advocate for transparent communication, compliance with international laws and regulations, and avoid actions that could lead to ethical controversy. They are expected to foster a corporate culture that is principled, accountable, and in line with global ethical standards.
Global cooperation	
Focus on values	Managers with a global perspective can emphasise solutions that promote international cooperation, diplomacy, and collaboration to solve complex problems in times of war.
Influence on decision-making	These managers are expected to support strategies that involve participation in international efforts, participation in international forums, and building alliances to address the company's challenges in the face of the geopolitical consequences of war.
Ability to adapt	
Focus on values	Managers who value crisis management and adaptability prefer solutions that increase organisational resilience, flexibility, and agility in responding to the uncertainties of conflict.
Influence on decision-making	These managers advocate strategies that involve scenario planning, risk assessment, and rapid adaptation to changing circumstances. They implement measures to ensure that the organisation can effectively deal with unforeseen problems.
Economic interests	
Focus on values	Managers who focus on economic values prioritise decisions that ensure financial stability, are expected to protect investments and reduce risks to the economic interests of the organisation.
Influence on decision-making	Such managers may emphasise strategies that ensure the financial sustainability of the organisation, including market diversification, currency risk management, and adaptation of business models to withstand conflict-related economic fluctuations.

Source: compiled by the authors based on Brantly (2023); Geier (2016); Goleman (2015); MacLean & Titah (2021); Žotkevičiūtė-Banevičiene (2022).

Thus, value orientations have a significant impact on decision-making strategies in the management of organisations in the context of the Russian-Ukrainian war. Understanding and alignment of these values can contribute to the development of sustainable, ethical, and socially responsible approaches to overcoming the

challenges caused by the conflict. At the same time, in an era of warfare, a risk-taking approach and business contingency or a focus on long-term sustainability and responsibility play an important role.

In the context of the Russia-Ukraine war, a risk-based management approach means actively considering and analysing the risks associated with the conflict to minimise its impact on business processes (Kaltenbrunner & Simsa, 2021). Managers who follow this approach adopt strategies aimed at preventing possible threats, responding to emergencies, and building backup plans to ensure business resilience. At the same time, business resilience is the ability of an organisation to adapt and function in the face of uncertainty and crisis (Bridges, 2018). In the context of war, this includes the development of strategies that allow the enterprise to ensure the continuation of operations, preserve key resources, reduce the impact of negative factors, and effectively adapt to changes in the external environment (Zachara-Szymańska, 2023). On the other hand, leaders seeking long-term sustainability consider the impact of their decisions on the future of the enterprise and its role in the community. In the context of war, this includes developing actions aimed at creating lasting values that contribute not only to survival but also to the successful development of the organisation during and after the crisis. Leaders who feel a sense of responsibility to the community are expected to make decisions that take into account the interests of not only the organisation but also the wider social environment (Watters, 2017; Sánchez-Castillo et al., 2023). In the context of war, this may include measures aimed at supporting local communities, preserving jobs, and contributing to the restoration of economic prosperity in the conflict zone.

Discussion

During the Russian-Ukrainian war and historical conflicts in Europe, similar and different leadership strategies were revealed. Both contexts highlight the importance of adaptability and principled decision-making. Emphasis is placed on maintaining team unity and cooperation, as well as the importance of creating an inclusive environment. However, different challenges arise, such as specific geopolitics and different socio-cultural factors, which determine the unique aspects of leadership strategies in each context.

The proposed theses underscore the critical role of adaptation to global challenges as a strategic imperative for leaders in the field of public administration. In our interconnected world, facing numerous complex problems transcending national borders, this adaptive approach is

crucial. Various contemporary authors support this perspective, including Maxwell (2013) and Safonov et al. (2018).

Moreover, several essential aspects must be considered when adapting to global challenges. Foremost among them is a profound understanding of global issues and the ramifications of actions during times of war. Leaders must be well-versed in the intricacies of challenges such as climate change, pandemics, migration, cybersecurity, etc., a sentiment echoed by Žotkevičiūtė-Banevičiene (2022). This comprehension enables the identification of priorities and the formulation of appropriate strategies, as emphasized by Goleman (2015). Simultaneously, the significance of collaboration with other countries and international organizations cannot be overstated. This collaborative approach is key to addressing complex global challenges effectively.

It has been proven that a leader must be able to combine efforts, partnerships, and coordination at the international level to solve problems together. At the same time, plans must be flexible and adaptable to new circumstances. Therefore, leadership during the Russian-Ukrainian war in the context of global challenges requires a broad overview, strategic thinking, the ability to work in a team and coordinate efforts at different levels - from local to international.

The results show that modern wartime leadership requires the development of leadership potential. Modern scholars Benmira & Agboola (2021) and Crossan et al. (2013) agree with this view. Leadership is an important component of management for numerous reasons; it helps to set the direction for an organisation or team, formulate a vision for the future, and define goals to be achieved. Similar conclusions were reached by Strydom (2017) and Volkan & Javakhishvili (2022).

The results show that the development of leadership potential is an important element of the strategies of modern public administration. Modern scholars identify several key components of the leadership potential of a manager in the field of public administration (Kozlovskyi et al., 2020; Kozlovskyi et al., 2022). Between 2008 and 2012, the world was faced with a number of important events, and leaders in different countries came up with strategies to solve various problems. Here are some key dimensions of leadership strategies during this period. For example, The United

States and the world: In the period after the financial crisis of 2008, the leaders of many countries, including the United States, adopted strategies to stabilize the economy. In particular, the introduction of economic stimulation programs, financial reforms and public debt management were on the agenda (Pipe et al., 2008; Dluhopolskyi et al., 2023). Leaders of Arabian countries affected by the Arab Spring faced challenges from the public demanding democratic change. The strategies included political reforms, dialogue with society and implementation of measures for economic development. European Union leaders have been grappling with the financial problems associated with the euro crisis (Gooding-Williams, 2011). The strategies included the creation of financial mechanisms to support countries with serious economic difficulties and changes in the governance structure of the Eurozone. In general, leadership strategies during this period were aimed at addressing a variety of global challenges, such as economic hardship, political upheaval, and rapid technological development.

The scientific novelty of the article lies in an in-depth consideration of the ethical aspects of leadership in the context of military conflict, as well as in clarifying the relationship between the value orientations of leaders and their decision-making strategies in the context of military conflicts. The study focuses on the analysis of the values that guide leaders in the context of military confrontation, influence their ethical decisions and strategies that determine further steps and developments. Given the relevance of the Russian-Ukrainian war as a socio-political phenomenon of the 21st century, this study can bring new perspectives on the ethical aspects of leadership and decision-making in modern military conditions, contributing to the development of scientific understanding of these issues and possible influence on the formation of leaders' strategies in such situations.

Undoubtedly, this study has certain limitations. The concept of leadership as a human phenomenon has been the subject of scientific research for a long time. To write this article, we searched for the most relevant scientific papers that have been chronologically written since 2012. On the one hand, this limitation is explained by the beginning of Russian aggression against Ukraine, which has been determined since 2014, when the Crimean peninsula was occupied. However, the results of studies conducted in earlier times may also be relevant to definitions of leadership in times of war, so this aspect allows us to continue the study

in a comparative context in the future. Another limitation in the analysis was the selection of sources, which, although covering well-known and influential scientific knowledge bases, leaves the possibility that some studies important for understanding the role of leadership in wartime were out of focus.

Certainly, a more detailed discussion on how leadership decisions, influenced by different value orientations, impact various stakeholders in wartime would significantly enrich the section. This expanded analysis could delve into the short-term and long-term consequences for distinct groups, offering a comprehensive view of the ripple effects of leadership. Here's a more detailed exploration:

For example in the sphere of International Relations Leaders are expected to make decisions based on international cooperation and diplomacy values can impact the immediate geopolitical landscape. Collaborative efforts or, conversely, isolationist approaches can shape the international perception of a country or organization during wartime. Over the long term, decisions influenced by global cooperation may contribute to diplomatic success, alliances, and positive international standing. Conversely, decisions that strain international relations may lead to long-term geopolitical challenges and diplomatic tensions.

This detailed exploration highlights the nuanced effects of leadership decisions on various stakeholders. Analyzing both short-term and long-term consequences will provide a more thorough understanding of how different value orientations can shape the trajectory of an organization or country during wartime in the future.

Conclusions

In the backdrop of the Russian-Ukrainian war, the ethical dimensions of leadership emerge as pivotal forces shaping decision-making strategies within organizations and management structures. Reflecting on the impact of value orientations on these strategies reveals the intricate ethical dilemmas that modern political leaders face during times of conflict.

Leaders guided by humanitarian values prioritize strategies centered around the well-being of their subordinates in the face of war. The safety and psychological health of staff become paramount considerations. Conversely, leaders embracing national values prioritize the protection of their

country's sovereignty and security, aligning decisions with patriotic sentiments. Ethical leadership, in this context, involves outspoken opposition to negative political phenomena, fostering transparency, and openness in governance. Yet, within the complexity of wartime, ethical considerations intertwine with risk-taking and business contingency. Leaders adopting a risk-centric approach actively navigate the uncertainties of conflict, crafting strategies focused on ensuring operational sustainability and efficiency amid volatile conditions. In contrast, leaders emphasizing long-term sustainability and societal responsibility incorporate social aspects into their strategies, recognizing that fortifying values tied to societal responsibility is pivotal for successful recovery from crises.

It is clear that the ethical landscape for leaders in wartime is multifaceted. Striking a balance between humanitarian and national values, risk-taking, and societal responsibility requires astute decision-making. The interplay of these factors creates an intricate leadership context wherein leaders must grapple with ethical dilemmas, ensuring not only the survival but also the ethical integrity and societal impact of their organizations amid the uncertainties of war. This study possesses certain limitations. The concept of leadership, as a fundamental aspect of human behavior and organization, has been extensively researched within the realm of scientific inquiry for a significant period. In the endeavor to compile this article, our approach involved a comprehensive search for the most pertinent scientific literature available, particularly focusing on works produced since 2012. The temporal constraint of sourcing literature primarily from 2012 onwards is a notable limitation of this study. This restriction can be attributed to the onset of Russian aggression against Ukraine, which commenced in 2014 with the occupation of the Crimean peninsula. The significance of this limitation lies in the fact that the geopolitical landscape and dynamics of conflict dramatically shifted during this period, potentially influencing the discourse and understanding of leadership in wartime contexts. However, it is essential to recognize that studies conducted prior to 2012 may also offer valuable insights into the nature of leadership during times of war. Consequently, this aspect of the limitation presents an opportunity for future research to undertake a comparative analysis, encompassing a broader temporal scope, to further enrich our understanding of leadership dynamics in wartime scenarios. In summary,

while this study strives to provide valuable insights into the ethical dimensions of leadership within the context of the Russian-Ukrainian war, it is essential to recognize and address the inherent limitations. Future research endeavors should aim to mitigate these limitations through a more extensive temporal scope and a meticulous approach to source selection, thereby fostering a more comprehensive and nuanced understanding of leadership dynamics in times of conflict.

Hence, in the context of the Russian-Ukrainian war, it was found that the ethical dimensions of leadership determine decision-making strategies based on value orientations. These aspects, combined with long-term sustainability and responsibility to the community, and risk-taking, create an effective leadership context for organisations in uncertain wartime conditions.

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