

Transforming Organization Through Value-Based Leadership

Khushnuma Bano, Azra Ishrat, KK Mishra

Abstract: Values-based leadership (VBL) develops as a bi-product of traditions and time. The arrival of the 21st century was troubled with evasive, extensive and heartbreaking ethical leadership failures. Organizations were resistant as many leaders were uncovered for unethical or immoral behaviors. Today, leaders are more focus on the powers related to leadership instead of responsibilities, which need to be executed with skill as means to accomplish that. If we look in contemporary time we find that leaders are more interested in fattening their bank balance, seeking worldly pleasures, and abusing power for self-aggrandizement. So, deficiencies in moral and ethical values were common in many dynamic, charismatic and transformational leaders that had risen to increase reputation in organization. As a result the theories of leadership and management have started insertion renewed prominence on the significance of ethical and moral values in leaders. They are now looking for values-based leadership that means a leader who has stayed true to one's values and never influential from one's fundamental values. Value-based leadership involves knowing one's core values, but it also demands continuing process of criticizing and forming current values or integrating new ones based on one's sense of life purpose, contextual factors, community affiliations, and the central texts that one holds as moral restriction in life. The paper aims at exploring concept of value based leadership. It also attempts to analyze the what all it takes to be value based leader. Lastly it also examines the need and importance of value based leadership in the contemporary times.

Index Terms: Value-based leadership, authentic, ethical, transformational leadership, organization.

1. INTRODUCTION

The appearance of the 21st century was overwhelmed with broad, elusive and heartbreaking leadership failures. Deficiencies in ethical or moral principles are widespread in many transformational, vigorous, and charismatic leaders that had arisen to eminence in the companies. In reaction, management and leadership philosophers' prominence on the significance of ethics and morality in ideal value-based leadership (VBL) theories emerge. A value-based leader's behavior has ethical, authentic and moral dimension. In other words, staying true to one's values lead to values-based leadership. It means to guide team members by staying reliable with the leader's values and never unconvincing from one's primary values. As a result, a value-based leader maybe changes their plans, strategies and working style, but they never change their principles, values, and ethics in any circumstances. The perception that individual and company values are associated is the base of values-based leadership. A company's mission, approach, visualization, performance appraisal, motivation programs, working style, and value-ethics are all portrayal of the leader's values. The office conflict rate is meager if the core leadership principles are same for the managers and the employees of an organization. It means that managers and workers act in a way that is favorable to the production, profit, sustainability, and reliability of the company. The paper is an attempt to identify the key qualities of value-based leaders and supplement. It also give some examples of values-based leaders and give suggestive model for developing value based leadership by the organization in the organization.

2. REVIEW OF LITRATURE

Firstly Barnard (1938) stated that the leaders are essential for influencing the organization's values. After couple of decades, Selznick (1957) pointed that organizations are only mature when leaders impart them with principles. Further Selznick explains that the combination of understanding, determination, and commitment broad the concept of "responsible leadership." Now a day's authors more emphasis on the importance of central fundamental values for the succession of company (Fairholm, 1991; Collins & Porras, 1994; Farling, Stone, & Winston, 1999). "Transformational and charismatic leadership" are most discussed topics by research scholars (Burns, Leadership, 1978; Bass, 1985; Shamir, House, & Arthur, 1993). In a minimal period, value-based leadership theories have gained massive attention as many transformational and charismatic leaders had emerged who lacks moral, ethical and authentic dimension (George B., 2003; Avolio & Gardner, 2005; Remus, Morgeson, & Nahrgang, 2005; Brown & Trevino, 2006). In value-based leadership, the leaders are those who have basic moral and ethical foundation. Corporate and organizational history has also identified the importance of moral and ethical leaders; with this concept, researchers also combine the leader's values and company values (Fernandez & Hogan, 2002) or stakeholder's values (Muscat & Whitty, 2009). After knowing the importance of morale in corporate sectors authors give many leadership theories with the moral values such as "ethical leadership", "authentic leadership", "servant leadership", "spiritual leadership" and "shared leadership" (Bass & Steidlmeiera, 1999; Brown & Trevino, 2006; Gardner, Avolio, & Walumbwa, 2005; Copeland, 2014). All these types of theories are different, and they identify the significance of moral values in corporate leadership. After discussing the leadership theories, O'Tool (2008), relates the value-based leadership with leadership theories. Mahatma Gandhi is the excellent example of value-based leader from Indian history he "appealed to the self-interest of his supporters (transactional theory), superior ideas (self-governance) (cognitive theory), was a moral mediator and enabler of his supporters (transformational theory)" and

- *Khushnuma Bano is a research scholar at Amity University, Uttar Pradesh. Her research area includes organizational commitment among university-level teachers.*
- *Azra Ishrat is working as Assistant Professor at Amity University Uttar Pradesh.*
- *KK Mishra is a working professor and director at Sherwood College of Management, Lucknow.*

“shaped the situations in which his supporters could attain their target of independence (servant theory)” (O’Tool, 2008). In the considerable literature of value-based leadership there is lack of clear definition, so the researchers have emphasis on characteristics of value-based leadership and the first characteristics explain by Corte, Gaudio, Sepe, & Zamparelli (2017), that “values-based leaders create supporters by enabling them to see transparently, and to attain success, that which they grasp dear” which means “the mission, position, and accountability of value-based leaders is to facilitate supporters to understand the main ends, that they grasp but not able to achieve by themselves.” Some other characteristics are authenticity, morals, and ethics, etc. which creates basic foundation for leaders (Bass & Steidlmeiera, 1999; Gardner, Avolio, Luthans, May, & Walumbwa, 2005; Brown & Trevino, 2006; O’Tool, 2008). O’Tool (2008), mention about some political and social leaders who set the standards in the field of leadership with their work and services in this corporate world that are Mahatma Gandhi, Nelson Mandela, Martin Luther King Jr., Vaclav Havel, Eleanor Roosevelt, Mother Teresa, Jean Monet, Robert Galvin, Max DePree, Jan Carlzon and James Houghton. George, Schillebeeckx, & Liak (2015) also give some names huge identities as great leaders such as Starbucks’ chairman Howard Schultz, Novartis’ chairman Daniel Vasella and international managing director of McKinsey is Rajat Gupta. There are many different theories on value-based leadership but Copeland (2014), stated that there are three primary types of value-based leadership such as: (a) transformational (Bass, 1985; Bass & Avolio, 1990; Bass & Steidlmeiera, 1999), (b) authentic (Avolio & Gardner, 2005; Gardner, Avolio, & Walumbwa, 2005; Qin & Liu, 2019) and (c) ethical (Ng & Feldman, 2015; Byun, Karau, Dai, & Lee , 2018; Lee, Cho, Baek, Pillai, & Oh, 2019). The importance of value-based leadership, which affects the victorious and efficient leaders, also points out by the various researchers in their studies (Bass & Avolio, Developing transformational leadership: 1992 and beyond, 1990; Bass & Steidlmeiera, 1999; Brown & Trevino, 2006).

3. TYPES OF VALUE-BASED LEADERSHIP

3.1 Transformational Leadership

In 1978, James MacGregor Burns introduced the transformational leadership in his research on political leaders. The importance of transformational leadership spread into organizations and in management systems with further modification by Bass and Avolio (Jung & Sosik, 2002). It helps the leaders who satisfy the follower’s current need by exchanges (contingent reward behavior), are highly impressed and satisfied (Hollander & Offermann, 1990; Gaen & Scandura, 1987) because transformational leadership theory enhance the level of leadership that creates progressive changes in followers in which they took care of their colleague’s interests and also work for fulfillment of objectives of the team as a whole (Odumeru & Ogbonna, 2013). Enhancement in team’s motivation, spirits, and performance with various mechanisms which are the significance of transformational leadership. It includes connectivity to followers, self to the assignments and collectively identified by the organizations, being a role

model for their followers who inspire their followers, creates challenging attitude in followers to enhance work quality, identified and flourish the subordinates strengths and weaknesses which improve the performance of their followers. There are four key dimensions of transformational leadership, which were discussed in figure 1.

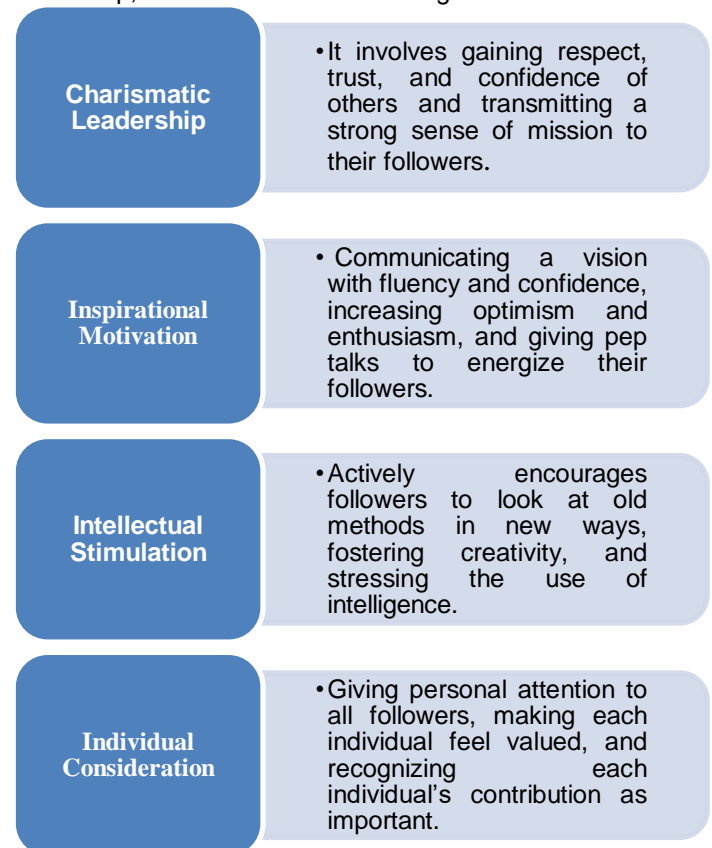


Figure 1: Key Dimensions of Transformational Leadership (Bass, 1985; Yukl, Gary A, 2010)

Transformational leader was studied by (Burns, Leadership, 1978) and (Keegan & Den Hartog, 2004), they defined that the leader who established, idealized influence, inspiring motivation, was rationally compelling and showed personalized consideration for their every follower is known as transformational leader (Bass & Avolio, 1990; BASS & Avolio, 1994). A transformational leader should behave as leader who has personality or capability to fulfill company’s vision, idealized control on individuals, self-confident, and able to fit values for individuals to pursue. According to Avolio, Waldman, & Yammarino (1991), if leaders are principled and authentic, then their values are ethically inspiring. A transformational leader enhances ethical and authentic leader’s efficiency by imparting zeal around the first, polite and noble principles that ethical and authentic leaders acquire. If the leader has great ideas and is moral, trustworthy but he is not able to convey and build the vision and values in followers, then he is not a transformational leader. On the other hand, if the leader is authentic, ethical, and a great translator of his behavior, in his followers as their mission and vision, then he will be known as transformational leader (Robbins & Coulter , 2007).

3.2 Authentic Leadership

Authentic leadership expressed as a process that collaborates with the leader's positive capabilities and highly stabilized organizational context. It positively encourages awareness and regulated behavior from both leaders and followers which encourages positive individual growth and self-development (Xiangyin & Zheng, 2014). According to Xiangyin & Zheng (2014), explain that the authentic leaders are optimistic, confident, future-oriented, hopeful, resistant, full of values, ethics, and give priority to their followers or associates to lead as a leader. They also can transform followers into leaders with the help of truthfulness towards his/her self, which positively increases individual, team and organization performance as a whole. May, Chan, Hodges, & Avolio (2003) Stated that, to concentrate on the decline of the ethical and moral value in leaders, there is a requirement to focus on the creation of foundation through all constructive types of leadership and its enhancement, and they pointed on authentic leadership development. Accordingly, there is a need for developing authentic leadership as they observed the shimmering limitations in the event of leaders in moral and ethical perspective. (George B., 2003) described authentic leaders are those who have an ability to idea generation, understanding the idea, obsessed with reliable and fair values, recognized relationship, lead with full of energy and established self-discipline and self-control. Gardner, Avolio, Luthans, May, & Walumbwa (2005), emphasis that authentic leaders are known as the leaders who have a talent to recognize their views, needs, feelings, preferences, desires, beliefs and work without fail with the inner faith and values. According to Gardner, Avolio, & Walumbwa (2005), Hannah, Lester, & Vogelgesang (2005), Norman (2006) and May D. R., Chan, Hodges, & Avolio (2003) there are four components of authentic leadership (see in figure 2).

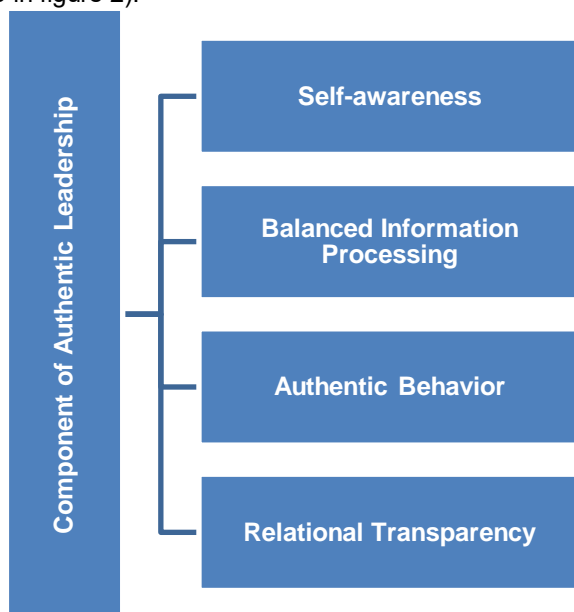


Figure2: Component of Authentic Leadership

3.2.1 Self-awareness: It is the process in which an individual continually observed and tries to understand other's uniqueness, strength, weakness, objective, values, desires, and beliefs,

so he/she flourish individual's qualities, which increase productivity and profitability.

3.2.2 Balanced Information Processing: It is relevant self-esteem and non-self-esteem information, which dragged for the fair objective and integrated both positive and negative aspects. In authentic leadership, leaders are engaged in balanced self-assessment and comparisons without any diversion with single self-protective motive.

3.2.3 Authentic behavior: In positive practice, leaders acted with core and espoused values intend of bonus, rewards, or avoiding punishments because, in authentic leadership, followers have a trustable relationship with their leaders and followers reaction always based on the leader's action. Furthermore, authentic leaders are highly expected to act with self-concept to take positive and ethical decisions.

3.2.4 Relational transparency: is thought of as openness and suitable self-disclosure of individual's emotions, motives, goals, objectives, and values. Transparency between leader and follower relationship creates trust, which enhances their workability and reduces workplace conflicts in team. Feedback and taking other suggestions in action are useful exercises for building transparency in relationship.

Authentic leadership is an approach that established trust environments for leaders; improved hope for the betterment of future; consenting team members to focus more positively on their strengths, thinking, self-awareness for their ethical decisions; and enhance the complete performance of followers.

3.3 Ethical Leadership

Ethical leadership is the definite form of leadership and focuses on leader's behavior and separates personal characteristics, attitudes from the actual conduct (Ciulla, 1995; Ciulla, 2005). According to Byun, Karau, Dai, & Lee (2018) ethical leaders, encouraging associations are the benchmark for overall organizational efforts. It is not necessary that the healthy relationship is built on agreement, but it also makes by trust and respect which creates main significant root for the success of the organization. The ethical leaders develop and grow in the fertile soil of primary values, which are respect, trust, fairness, integrity, justice, honesty, compassion, and equity, etc. Covey (1991) suggested that all principles are known as "laws of the universe." The ethical leaders understand that these laws give harmony in life and organizations can continuously develop. Today ethical leaders work in I-Thou relationship's world, wherein any compelling circumstances and situations the leaders have to behave with maintaining others honor and respect for creating healthy relationships. The ethical leader understands the truth of our interconnectedness to each other, and that it is through our willingness to serve each other that we release our combined energy and potential to benefit the greater good of which we are all apart. Brown & Trevino (2006) pointed that as authentic and transformational leaders ethical leaders are "unselfishly encouraged, represent genuine care and concern for individuals" and "persons who make ethical decisions with honesty and become ideal for

supporters. Furthermore, Ng & Feldman (2015) discussed ethical leaders practically worried for their supporters' ethical behavior and distinguish their qualities from transformational and authentic leaders. Ethical leaders are in touch and set vast importance on the establishment of standards for ethical leadership and also emphasis for adhering to those values. In ethical leadership there are some basic rules of conduct that are set rules, followed by the ethical leaders (see in figure 3) (Freeman & Stewart, 2006; Freeman, Martin, Parmar, Cording, & Werhane, 2006).

Leader Principle

- Leader is spokesman and foremost member of an organization and its spokesman, therefore his deeds must serve the purpose and benefits of the corporation.

Constituents Principle

- Leader respect their followers and perceive them as team who share common objective. leader's individuality and freedom is only accepted within the borders of ethical behavior.

Outcome Principle

- Leader connects values to shareholder support and societal legitimacy. Company mission, vision, values and goals are outlined within an ethical surroundings.

Processes/Skills Principle

- Leader is open to different opinions and ideas, views and creates an atmosphere of dynamic and fruitful communication.

Situation/Context Principle

- Moral judgements are used to make ethical decisions and ethical leader knows the limits of the values and ethical principles which they live.

Ethics Principle

- Leader understands leadership and ethics as an integrated process and frames actions and purposes in ethical terms.

Figure 3: Basic Rules for Ethical Leaders

According to the literature of ethical leadership, and an ethical leader is made with his behavioral qualities and personality as shown in table 1. These qualities and

personality trends are in build, and they flourish with the learning from mistakes and experiences circumstances.

Table 1: Behavioral Qualities and Their Personality Characteristics of Ethical Leader

Personality Characteristics of an Ethical Leader				
Behavioral Qualities	Authors	Definition	Author	Characteristics
Traits (Character)	Jones (1995); Covey (2004); Brown M. E. (2007)	Leaders must rely on their inner voice, an internal compass that points them in the ethical direction. Ethical leadership comes with the term "Character ethics," that understands not as of individual character, but of "principles that govern human effectiveness."	Jones (1995); Yukl, Gary A (2010)	Humble, Concerned for the greater good, Straightforward, Committed, Strives for fairness, Takes responsibility, Shows respect for each individual, Encourages others, Develops others, Serves others
Values	Dolan Garcia, & Richley (2006); Daft (2007)	Values (ethical/moral) refer to the forms of conduct which underline the sanctions or punishments for choosing behavior that lives by to reach desired outcomes in the way of final values.	Blanchard & Peale (1996)	Pride, Patience, Prudence, Persistence, Perspective
Integrity	Fulmer (2004); Paine (1994)	A leader who exhibits integrity is honest with him/herself and followers, learn from mistakes and continuously improves him/herself. For preventing damaging ethical lapses in the organization's leader should implement companies' guiding values, aspirations and patterns of thought in daily organization's activities.	Minkes, Small, & Chatterjee (1999)	Honesty, Self-improvement, Responsible, Balance competition

4. KEY QUALITIES FOR VALUES-BASED LEADERS

4.1 Self-reflection: is a quality which essential for a person to recognize and estimate the fundamental values of individuals. An individual has to care about how the experiences, learning, priorities, values, and principles shape an individual's decisions, motivate persons and manage differences. It enhances understanding of individual's life.

4.2 Character: It is the blend of an individual's behavior and values which differentiated individual to others. Practically, the individual's personality identifies through efficiency, skills and leadership qualities in the family, team, public, and company. It means we recognize the right role in a person by his qualities like honesty, capability, affection, and concern, vision, mission, motivation, etc. According to discussion of Bhagavad Gita, Arjuna instructed by Lord Krishna that a precise leader control 'Sattva' character that is, honesty, and synchronization with nature, encouraging and virtuous.

4.3 Balance: means the talent of the individual to analysis circumstances from different points of view. An individual has always to stay broad-minded and consider all thought before making decisions or measuring a condition. This attribute also means to attain a healthy work-life balance and set examples for their followers.

4.4 Self-confidence: It is a reality of an individual's behavior, and it is an essential element for achievement in life. Without self-confidence we are scared to obtain risks, and we do not have guts to discover high pick while working within the world. Self-esteem arises at a heart that has belief in the higher perception. That confidence will bring us to the forever enlightened condition of heavenly love, and it is a foundation of joy, as well as victory in life. It based on the combination of which we are, what our purpose, and what we show to ourselves, to our families, and whole world Leaders must be capable of recognizing strong points and weak points at the same time as systematic to develop their capacities. Self-confident leaders are capable of taking help when they are required and use their strengths to help their followers and others.

4.5 Humility: is a mannerism that helps an individual for keeping their life in a different perception. It helps an individual's capability to give respect to others and give importance to an individual's thought. An individual never thinks that they are more knowledgeable to others rather than an individual should stay kind in the evaluation of circumstances. A leader never waits for achieving top ranks or authorities for becoming a values-based leader. They start their work for the other's help.

In value-based leadership, many researchers identify many personalities or behavior trades, which helps in building leadership and these key qualities and there attributes are mention in table 2.

AUTHORS	ATTRIBUTES	KEY QUALITIES
Aronson (2001); Calabrese & Roberts	Wisdom, Experiences, Learning, Values, and	Self-Reflection

(2002); Aga (2016)	principles	
Barker & Coy (2003); Sarros & Cooper (2006); Bass & Steidlmeiera (1999); Skakon, Nielsen, Borg, & Guzman (2010)	Honesty and integrity, Capability, Affection, Concern, Vision and mission, Motivation, Courage	Character
Pettman & Richard (2002); Barlow, Jordan, & Hendrix (2003); Keegan & Den Hartog (2004); Ahmed, Tahir, & Mohamad (2013)	Control, Co-operation, Acceptance, Work-life balance, Time management, Independence, Happiness	Balance
Field, R.H.G., 1989; Calabrese & Roberts (2002); Sarros & Cooper (2006); Johanson (2016); Podgorska & Pichlak, (2019)	Compassion, Inspirational, Encourage, Creative and innovative, Sympathy, Communication, Open to risk, Risk management, Decision maker	Self-Confidence
Crowne & Marlowe (1960); Argyris (1976); Sarros, Cooper, & Hartican(2006) Badri-Harun, Zainol, Amar, & Shaari (2016); Sharma, Aryan, Singh, & Kaur (2019)	Commitment, Passionate, Accountability, Delegation, Empathy, Collaborative, Appreciative, Sincerity	Humility

Table 2: Leader's Key Qualities and Their Attributes

5. THE IMPORTANCE OF VALUE-BASED

An organization's life, development of healthy relationships are beneficial at three levels. It is essential for the individuals because they daily come for doing work and busies in deeds which plunge everywhere with reward and satisfying from retrenchment, toxic and incapacitating. Value-based leadership is significant for making decent relationships in the team; weather team is big or small, official or unofficial, production-based, or managerial based, a healthy relationship is required among all team members for pursuing profit and completion of task in any situation. An organization is a society of individuals functioning collectively in an atmosphere of mutual respect, where individuals mature individually, feel satisfied and get rewards (emotional, financial and services) for their work excellence. The success of any organization depends on a collection of relationships, whether they are internal and external, come under organization's control or influence through moral values. It starts with proper treatment with employees make them satisfied and happy, so they share their feelings for making positive relations with customers. In the same way, ethical leadership also make healthy relationship with organization's contractors and suppliers for gaining benefit and profit by creating goodwill and providing services. Organizations have some external social responsibilities by which organizations have to work ethically for making their reputations as good corporate citizens, maintaining their social responsibilities, and represent the wants to do social welfare according to law's requirement. If the organizations working while understanding their ethical obligations and maintaining positive relationships with the internal and external society

they achieve their vision, mission, profit, and goodwill, which means organization gets full support in the social and market also.

6. DEVELOPMENT OF VALUE-BASED LEADERSHIP: SUGGESTIVE MODEL AND IMPLICATION

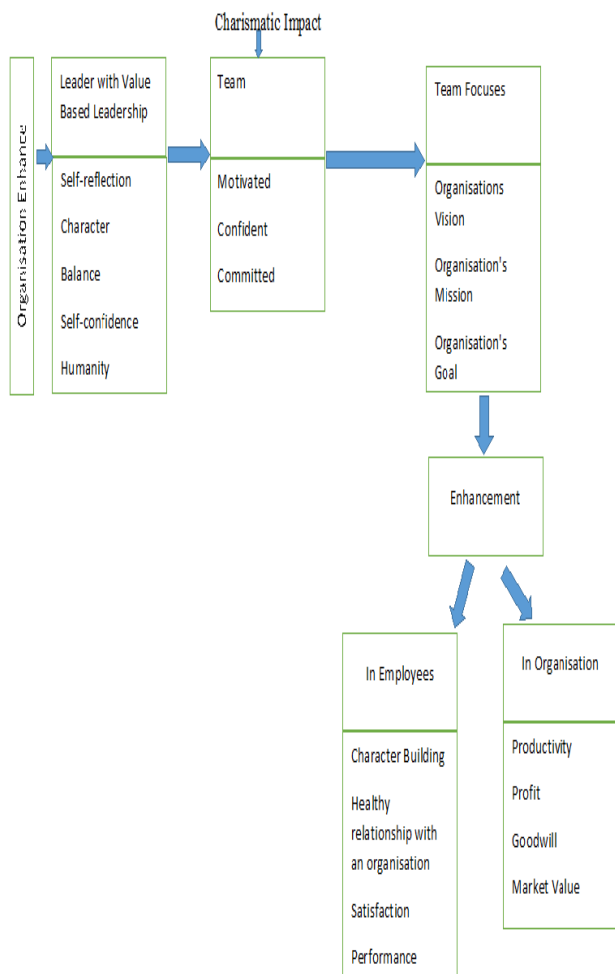


Figure 4: Development of Value-based Leadership: Suggestive Model

Knowing the importance of Value-based leadership for the success of the organization has significant inferences for leadership expansion. For the success of business, it is clear that the leaders are main key to manage the employees for attaining the vision of organization. Patricia (Aburdene, 2007) explains that "The leadership that millions of managers practice-quiet, modest, behind-the-scenes-is more persuasive and more effective than the bold, heroic leadership we associate with CEOs and other top leaders." Badaracco (2002), stated that 'An unconventional Guide to performing the Right Thing,' makes the same point: "The vast majority of difficult, important human problems both inside and outside the organizations, are not solved by a swift, decisive stroke from someone at the top. What usually matters are careful, thoughtful, small, practical efforts by people working far from the limelight." A dominant subject in the writings on leadership is that it can and must be educated. The realization of enterprises big and small

rests on seeing leadership as a set of abilities and competencies that can be cultured through learning and training. When it comes to moral leadership such education must take the procedure of deep individual reflection led by materials that sanitize the spirit of ethical principles as well as leadership perceptions into precise qualities or features. Research has revealed that leaders who are moral, reliable, and transformational and have are liable, honest and virtuous frames of orientation are more effective as leaders than someone those who lack these values-centered qualities (Brown & Trevino, 2006; Copeland, 2016). This point needs to be endorsed among establishments and leaders and used as a motivation for those missing these abilities to reflect the merits of emerging values and value-based leadership performances. Its emphasis on leadership improvement should be on constructing leaders in the center who have personal moral competency, who are worthy models for individuals around them, and who can allow and empower other individuals to get the effort done in methods that promote synchronization, harmony and sustain good relations. These demands for leadership improvement specifically concentrate on training moral leaders all through the organization. There are more or less tangible steps almost how best to progress ethical leaders within the structure that most comprehensive big business finds them. The primary step is to get life to a dialogue about how the organization paybacks its shareholders and about considering the organization's standards. All of this doesn't need to be a proper program. It may perhaps be as ornate as town hall gatherings. Or, as one supervision suggested to us, we could have a "morals" or "stakeholders" minute at most conferences. Many businesses organizations have leadership development courses. These courses need to be reinforced by including the idea of "moral leadership." It is not required to use the precise principles we have established, but businesses can mark them better by involving participants in a discussion about what they see as "moral leadership." Managers can advance shared conversations and formations of how "moral leadership" can be instigated in their specific company. Managers need to work out how to have "challenge assemblies," routine procedures where anybody in the group can raise a challenge about how it is, or it is not the company is living its values or its initiative strategy methodology. Without the capability to encounter authority, there can be no such object as exact moral leadership — lots of fear that an archaism would be the product of such a method. Our understanding is just contradictory. Ethics, purposes, values, an enterprise methodology-all convey a well-organized way to consider how to create the business superior and more active and support to progress self-importance in the organization.

7. CONCLUSION

History has verified that leaders are deficient in value-based leadership, and its dimensions can have severe consequences on their supporters, their organizations, our nation, and whole world. At the same time surroundings in which the organizations function today rapidly and significant changes, increases the value of values-based leadership. Authentic leadership only when existing then values and ethics involve in leader's character. Therefore, organizations should appreciate that the efficiency of

transformational leadership. This paper has evaluated the literature of value-based leadership and concluded that many types of research focus on the growth of value-based leadership. It analyzed essential value-based leadership dimensions such as authentic, ethical and transformational leadership. Finally it suggests further research to encourage the improvement and capacity of leaders who have fundamental values in their behaviors. Present value-based leadership research should maintain this critical pursuit to describe, clarify, simplify, authenticate and expand the construct and function of value-based leadership.

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