MORAL LEADERSHIP AND ITS EFFECTIVENESS

Dr. R.Arul Rajan *   **V. Micheal Venish ****
*Corporate Trainer, HR Professional, Chennai, Tamilnadu, South India.
**Assistant Professor, Department of Economics, Arul Anandar College, Karumathur Madurai,
Tamilnadu.

Abstract: In this article, the importance of moral leadership is studied. Moral leadership, the need for moral leadership, the importance of leadership values and its effectiveness in both individual and organizational values are discussed.

In the current world, there is an ever increasing high profiled unethical leadership, who are power hungry, ambitious, greedy, unfaithful etc. Because of them, there are multimillion scams, dishonesty, indecency, war crime, violence, exploitation, corruption, tax evasion, treason, anti-nationalism, theft, malpractice and other forms of evils.

The moral leadership values create a healthy environment in an organization building confidence, bringing value based leadership and accountability. These moral leadership values are discussed.

Keywords: Moral leadership, Leader, Behaviours, Values, Trust, Confidence, Relationship, Accountability.

The problem of study
The role of ethics in organizations and institutions is very important. Without moral principle values, the leadership has impacted negatively at large. The unethical leadership has done more harm to organizations, institutions, societies, communities, states, nations and across the boundaries of the nations. This study has been done in order to emphasize the need of the moral leadership and to avoid the consequence of unethical leadership.

The scope and limitation of the study
This article is written in order to emphasis the moral leadership and its effectiveness. Amidst the unethical practices of the modern world, the effectiveness of the moral leadership is highlighted and how it impacts on individuals, organization and society is investigated. This article is brought out based on the recent related studies, articles, reports, practices of the management and others.

Research Methodology
This article is prepared based on the literature review. The author reviewed the related articles, thesis, training materials, and official resources of the government, books of prominent authors, theories, archives, encyclopedias', libraries and e-resources. This article states the importance of the moral leadership and its effectiveness.

The need for Moral Leadership
Generally, the leaders are at the top of an organization and an institution in the higher rank. When they make poor moral choices, they and their organizations and institutions become headlines in newspapers and other media. They become busy in queuing up to the courts.

However, the leaders who stand by their moral leadership values rise above the bar and become the inspirations and wonders to many.

Many researches on moral leaders' personality reveal that they have remained loyal, dedicated and ethical to their organizations and institutions. They have withstood all the hard storms and winds of personal and professional life and overcome successfully. They have become the ornaments to the firms and their services.

In order to have stability in business and management, moral leadership is required.
        "We need moral leadership and courage in our world", says Jacqueline Novogratz.

Moral Leadership
Ethics is concerned about individual, social and organizational values that help the people to grow holistically desiring the wellbeing of humanity.

It deals with values related to behaviours, motives, principles, morals, ideologies, faiths, beliefs, reasons, perceptions, attitudes, purposes, service, achievements, contributions, contentment, nobility, generosity, charitable, courage, patriotism, devotion, sacrifice, parenting, work, loyalty, dedication etc.

An ethical leader has moral concerns about protecting the dignity and rights of the fellow beings. It is service oriented. He is mainly concerned with honesty, trustworthy, integrity, faithfulness, dedication, hardworking, seeking well-being, righteousness, faith, simplicity, genuine, sincerity etc. An ethical leader concentrates more on moral principles. He can also be called as a moral leader. Moral leaders develop the capacities of others.

Moral Leadership is not restricted in rank, position, education, birth order, religion, status, age, race, caste, colour, gender, skills, capacities etc. They are driven by noble values. And they live for a higher purpose.

Moral Leadership teaches to manage oneself in terms of how to control one's egos and not to react or not to overact but to be proactive on an issue. He reflects modesty, nobility and generality.

Throughout the world history, let it be in ancient history, contemporary history, modern history or digital history, it is the moral leaders who have impacted the personal and professional life and influenced the society, nation and the world at large. For example, Jesus Christ, Prophet Mohammed, Buddha, Mahavier, Sree Vivekananda, Mahathma Gandhi, Rama Krishna Paramakamshar, Dr.A.P.J.Abdul Kalam, Abraham Lincoln, Martin Luther, Dr.Muthu Lakshmi, Florence Nightingale, Mother Teresa, Anne Besant are the moral leaders who have impacted the personal and professional life of millions of people by their moral strength.

The moral leaders are known for their emotional intelligence and social skills. They are good in handling all types of human resources management, in other words people affairs in day-to-day activities.

The moral leaders see others in the eyes of selfless love, kindness, modesty, justice, equality, fraternity, generosity, nobility, genuine care for others, sacrifice, dedication, faithfulness and loyalty. With the help

of these qualities, the moral leaders reach out the people. They reflect their exemplary behaviours and meaningful characters even in adverse situations.

In this world, the modern men achieve their goals by means of falsehood, greed, violence, bribery, mean pleasures, narrow mindedness, self-centeredness, domination, suppression, violating fundamental human rights, egoism, name, fame, and any other petty gains. They achieve political, economic, spiritual, social, caste, commercial, cultural goals through their negative values.

The current world witnesses that there are ever increasing of high profiled unethical leaders. This has influenced the whole world, in multi-million dollars scams, misappropriation, bribery, abuse of power, redtapism, favouritism, concealing the truth, misinterpretation, falsifying the reports, murder, indecency, genocide, treason, dishonesty etc. So the scholars all over the world are studying the ethical leadership practices more in order to highlight the importance of the ethical leadership. This study focuses on the importance of the moral or ethical leadership and its effectiveness in the organizational, institutional and common life.

The heart of the leadership lies on honesty and truthfulness. The success of any businesses depends on the characters of the leaders. The ethical leaders advance their businesses by their ethical values. On the other hand, the valueless high profile leaders and their organizations collapse by their unethical behaviours in the long run.

Many leadership theories have discussed about the leadership ethics and its effectiveness. The moral leaders are the rich source of the inspirations of employees. They motivate them in order to meet the organizational goals whole heartedly. Their followers are positively linked with positive attitudes and behaviours mostly. They reduce the undesirable outcomes such as attrition, labour turnover disloyalty etc.

The followers of the ethical leaders imitate their behaviours and values. The moral leaders and managers promote ethical standards and ethical behaviours. A leader is ethical when his actions are beneficial to his customers, employees, organizations and others.

They avoid all harmful acts and do more righteous acts in all possible ways. They are the real source of inspirations to their organizations.

Many leadership theories are studied and discussed by many research scholars. Among them, ethical leadership is taken more importance. For, it holds all principles, values and beliefs to run against the odds and obstacles of organizational, institutional and social success.

Many types of leadership study are done in the areas of business, government, private and public pursuits. Moral leadership respond to the crisis based on trust.

The nature of business leader is to create big things to solve big problems, in order to provide a better service and to continue in exploring the unfound. Business leadership is concerned with human endurance. To endure in the unpredictable markets the moral leadership goes forward with its applications of ethical values.

Moral leaders lead others collectively. They have the shared missions. They take more risks collectively. They learn from their mistakes and the mistakes of their followers and go ahead. They continuously learn, change, modify, experience and correct the mistakes. They adhere to the moral standards. They have a common purpose to reach their goals.

Moral leaders hold their followers in up and down, rise, and fall together in hope, truth and trust. They inspire others by their personal life and self-discipline. They remain loyal to others even in adverse circumstances. They stand alone in times of crisis. They impact their followers' hopes, longingness, struggles, and dreams, present and future. They influence their personal and professional decisions making.

Moral leaders are known for their courage, strength, patience and perseverance. They are hardworking, creative and innovative in handling human resources and others. They share their responsibilities. They have moral power in establishing fairness and justice. They share their knowledge and wisdom in order to build up the community knowledgeable, having wisdom and awareness. They follow the purpose-oriented leadership method.

In the current digital economy in every MNC millions of dollars are invested in businesses that are in the form of materials, money, men and equipment which will have to be handled properly.

According to studies, corruption is the most harmful factor that affects an organization and a society hugely. So, in order to protect an organization and its name moral leaders are mostly needed.

Moral leaders inspire their followers to practice loyalty, respect, kindness, trustworthy, sincerity, commitment, accountability and keeping promises. They have the positive effect on the organization.

On the other hand, the corrupt leaders become a threat to an organization. They propagate division, groupism, discord, favouritism, nepotism, irresponsibility, procrastination, and mismanage the organizational resources. They practice indecency and value harms the reputation of their organizations and their system. Their words and activities are different.

Moral leaders are highly respected in their firms. They think long-term relationships. They think and act in accordance with keeping the consequences of their actions.

"Educationists should build the capacities of the spirit of enquiry, creativity, entrepreneurial and moral leadership among students and become their role model", says Dr. A.P.J. Abdul Kalam.

The importance of Moral Leadership Values:
In order to succeed in any business environment, moral standards are more important than anything else. It gives courage to advance any negative influences or adversaries. A leader's moral standard determines his success or failure. To succeed in any endeavour, moral standard is crucial. For, it manages all kinds of people, irrespective of their caste, colour and creed. It is practically very hard to manage or to lead the people with different values, believes principles, behaviour and practices. The moral leadership values can bring them together and work towards the goal.

The moral leadership values bring a mutual understanding in an organization and take a lead of their strengths, potentialities, possibilities, impediments, limitations, positivity, the power of faith, sharing responsibility, accountability etc.

The moral leadership values create an organizational standard where a sense of belonging, a sense of contributing, accountability, collective individualistic responsibilities etc. These will make an organization progress steadily.

"Leadership is the sum of those qualities of intellect, human understanding, and moral character that enables a person to inspire and control a group of people successfully", says John A. Lejeune.

"Leadership cannot just go along to get along. Leadership must meet the moral challenge of the day", says Jesse Jackson.

What Ethical Leadership bring into an Organization?
1. Build Trust and Confidence
The ethical leadership builds trust and confident to customers, stakeholders, vendors, partners, suppliers, stakeholders, employers and public. In and out of organization, moral leaders build a lasting relationship, dependency, deep respect and accountability. They maintain the firm's confidential level in handling various adversarial situations.

"To be an ethical leader is indeed to be different. This kind of leader acknowledges the complexity of running a responsible business, yet tries to do it anyway", says Andrew Leigh.

2. Bring Value based relationship
It brings values based customers, vendors, suppliers, shareholders, agents and other business dealers etc. On the other hand, the bad leadership bring immoral business people-vendors, partners and others.

3. Accountability
The moral leadership value - accountability brings strong work ethics, which increase productivity, sense of belonging, contribution, hardworking, excellence etc.

Conclusion
The aim of this article was to study the importance of moral leadership and its effectiveness. Throughout the world history, it is evident that the moral leadership has made a great impact on the values of the majority of societies. The moral leaders, by their personal and professional values build trust and confidence. They foster value based relationship in their environment. They make others accountable to their duty. They bring major changes in the people's personal, professional lives and institutions. The moral values are more helpful in times of adversary, unknown paths, dangerous situations, adventures, progress, explorations, injustice, enduring the consequence of evils, suffering, prospects, reality etc. By practicing the moral values, the negative values can be wiped away.

Recommendation
The role of moral leadership in individual, social and organizational life is very important. The important leadership values that are building trust and confidence, bringing value based relationship and accountability is essential in day-to-day life. They make a huge difference in persons and in

organization. It is mandatory to practice the moral leadership values so that the fundamental negative values can be eliminated gradually.

References
1. C. I. Bernard: 1948, Organizations and Management (Harvard University Press, Cambridge).
2. James MacGregor Burns: 1979 Leadership (Harper Torchbooks, New York).
3. W. B. Bennis: 1959, 'Leadership Theory and Administrative Behavior: The Problem With Authority', Administrative Science Quarterly.
4. J. C. Rost: 1993, Leadership For the Twenty-First Century (Praeger, Westport, Connecticut).
5. Esmer, Y (2004), Inglehart, Ronald; Basanez, Miguel; Diez-Medrano, Jaime; Halman, Loek; Luijkx, Ruud (eds.), Human Beliefs and Values: A cross-cultural sourcebook based on the 1999–2002 values surveys.
6. Inglehart, Ronald; Welzel, C (2005), Modernization, Cultural Change and Democracy, New York and Cambridge: Cambridge University Press.
7. Inglehart, Ronald; Welzel, C (2010), Changing Mass Priorities: The Link between Modernization and Democracy (PDF), World Values Survey.
8. P. Selznick: 1957, Leadership in Administration (Row, Peterson, Evanston, III).
9. Rost, (H. Ross Perot, 'People cannot be managed. Inventories can be managed, but people must be led.').
10. G. Sheehy: 1990, Character: America's Search for Leadership (Bantam Books, New York).
11. Frömmer D, Hollnagel G, Franke-Bartholdt L, Strobel A, Wegge J. Linking authentic leadership, moral voice and silence—A serial mediation model comprising follower constructive cognition and moral efficacy. *German Journal of Human Resource Management*. January 2021. doi:10.1177/2397002220984440
12. Modesty and Humility ,Ben Gurion University of the Negev Faculty of Health Sciences, Dept. of Family Medicine Beer-Sheva, Israel, B. N. Publication House. Israel. 2021.
13. 13.How Upper/Middle Managers' Ethical Leadership Activates Employee Ethical Behavior? The Role of Organizational Justice Perceptions Among Employee,Hussam Al Halbusi,[1,*] Pablo Ruiz-Palomino,[2] Pedro Jimenez-Estevez,[3,†] and Santiago Gutiérrez-Broncano, Published online 2021 Mar, doi: 10.3389/fpsyg.2021.652471, Organizational Psychology, a section of the journal Frontiers in Psychology, Members of GROKIS (Group for Research in Organizational Knowledge, Innovation & Strategy) 2021 Feb 19.
14. Jiang, R. and Lin, X. (2021), "Trickle-down effect of moral leadership on unethical employee behavior: a cross-level moderated mediation model", *Personnel Review*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/PR-04-2020-0257..
15. Izhak Berkovich & Ori Eyal (2021) Transformational Leadership, Transactional Leadership, and Moral Reasoning, Leadership and Policy in Schools, 20:2, 131-148, DOI: 10.1080 /15700763. 2019.1585551.
16. May, D., Chan, A., Hodges, T., & Avolio, B. (2003). Developing the moral component of authentic leadership. *Organizational Dynamics*.
17. Kohlberg, L. (1976). Moral stages and moralization: The cognitive-developmental. In T. Lickona (Ed.), *Moral development and behavior: Theory, research, and social issues*. New York, NY: Holt, Rinehart and Winston.
18. Carucci, R. (2016). Why ethical people make unethical choices. *Harvard Business Review*.
19. Ashforth, B., & Anand, V. (2003). The normalization of corruption in organizations. In R. Kramer & B. Staw (Eds.), *Research in organizational behavior. Research in organizational*

behavior: An annual series of analytical essays and critical reviews (Vol. 25), Oxford, UK: Elsevier Science Ltd.

20. Gardner, W., Avolio, B., Luthans, F., May, D., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly.*