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Abstract

The core objective of this research is to understand ethical leadership. Ethical leaders possess diverse thinking about long term consequences, limitations and benefits of the decisions they are required to make within the organization.

The main job of the ethical leaders is, they should take into consideration norms, principles, values, standards and ethics, when they are carrying out various job duties and convey the same to the other members.

Ethical leaders set high standards and carry out tasks and activities in accordance with them. They convey to the other members ethics principle and how to implement ethics in their work, hence, they themselves need to be professional and skilled in their conduct. They influence ethical values of the organization through their behavior.

Leaders serve as role models for their followers and show them the behavioral boundaries set within an organization.

They are perceived as honest, truthful, trustworthy, responsible, reliable, courageous, fair and authentic.

Keywords: Ethical Leadership, Leader, Theories, Ethical Organizations, Personality Traits, Values, Principles, Conduct

Introduction

Ethics is concerned with describing what is right and wrong behavior. Ethics is the code of values and moral principles that guides the individual or group behavior as morally appropriate or inappropriate. Within the community or organization or home, individuals always expect ethical behavior, rightfully and morally.

Leadership is defined as the art of persuading the followers, who intend to pursue things, activities and goals formulated by the leaders.

Leaders vary depending on the individual leadership style that emerges from personality characteristics. Some leaders, mainly charismatic and transformational, have power and authority, through which they involve the employees.

On the other hand, there are other leaders, who utilize the positional, and legitimate power. Leaders are characterized by different values, norms, attitudes, beliefs, procedures, conduct, behaviors and practices and that is to a certain extent dependent upon the organizational, professional or institutional culture. (BROWN, 2014, #)

Ethical leadership is a concept that appears to be uncertain and includes various components. Instead of perceiving ethical leadership as preventing people from carrying out inappropriate acts, authors suggest that one should view it as enabling people to do the right thing.

An ethical leader is a person living up to the principles of conduct that are crucial for him. To be an ethical leader, one needs to observe a more universal standard of moral behavior.

Leading ethically is believed to be a process of investigation, one should be aware of what is appropriate and what is inappropriate and mode of conduct.

Ethical leadership sets an example for followers and others about the righteousness or injustice of particular actions. It can be viewed in terms of curative and energizing powers of dedication and recognition that leadership is a reciprocal relation with the followers.

Leader's mission is to assist and support his aspiration to perform the function of leading in an appropriate manner. It is beginning to receive consideration and is gaining prominence in the present existence.
(FREEMAN & STEWART, 2006, #)

Principles of Ethical Leadership

The principles of ethical leadership have been stated as follows:
(BROWN, 2014, #)

Ethical Leaders Respect Others - Leaders who respect others also make provision of independence and not impose any severe restraints. Respect for other shows there are creative needs and requirements. They communicate with other individuals, with a sense of their categorical worth and valuable individual differences.

Respect includes giving credibility to others' ideas and making use of them in an operative manner. At times, it may require that leaders consent with others. Leaders should encourage followers in becoming aware of their own needs, morals, principles and determinations, and assist followers in integrating these with the leader's needs, values, and purposes.

Respect for others is a multifaceted ethic that is similar to but goes deeper than the kind of respect that parents teach their children. Respect means that a leader listens carefully to the opposing points of view. It means giving subordinates in ways that approve their beliefs, approaches, norms and values. When a leader shows respect to his subordinates, they in turn feel proficient about their work. In short, leaders who show respect treat others as worthy individuals.

Ethical Leaders Serve Others - A number of ethical theories note a concern for the interests of others, this is known as ethical altruism. The service principle evidently is an example of altruism. Leaders who serve are altruistic, they place their follower's welfare principally in their plans. In the workplace, altruistic service behavior can be detected in

activities such as, guiding, mentoring, empowerment behaviors, team building, and citizenship behaviors. The leader's ethical responsibility to serve others is similar to the ethical principle in health care of benevolence.

The feelings of kindness, compassion, generosity and benevolence are inculcated within ethical leaders. In a general way, benevolence declares that providers have a duty to help others pursue their own legitimate benefits, welfare and objectives. Ethical leaders have a major responsibility to attend to others, be of service to them, and make decisions relating to them that are beneficial and not impose any detrimental effects upon their welfare.

Ethical Leaders are Just - Ethical leaders are concerned about the issues of equality, fairness and justice. They make it a priority to treat their subordinates in an equal manner. Justice demands that leaders place issues of fairness at the center of decision making.

As a rule, no one should receive special treatment or special consideration, except when his or her particular situation demands it. When individuals are treated in a different way, the grounds for different treatment must be clear and reasonable, and based on ethical values.

In the present existence, there are a number of situations, when individuals lie, state false notions and opinions, and get involved in unethical acts. In

such cases, ethical leaders need to listen to both sides and impose just punishments to the one, who has committed wrong.

It is appropriate to implement restraints upon any acts that impede discipline, norms and proper codes of conduct within the organization.

Ethical Leaders are Honest – Honesty is regarded as one of the most imperative traits that all individuals should possess, irrespective of their background and category.

In order to be successful in their performance, in the achievement of goals and objectives, honesty, truthfulness and righteousness are regarded as imperative. The importance of honesty can be understood in an appropriate manner, when individuals understand the meaning of dishonesty.

Dishonesty is the act of lying, cheating, and misrepresenting the reality of the situation. The act of dishonesty is disadvantageous to the individuals to a large extent and imposes many detrimental effects.

On the other hand, a person should frame his mind-set in such a manner that he should always be honest and truthful in his dealings with others as well as in the production of goods and services. Honesty always enables the individuals to form proper connections and relationships with others and pursue goals and objectives in an appropriate manner.

Ethical Leaders Build Community - Leadership is a process, whereby a person influences a group of individuals to achieve common objectives. This definition has a clear ethical dimension, the reason being, it refers to the common objective.

A common objective requires that the leaders and the followers agree and work collaboratively with each other. Leaders need to take into account their own and followers' purposes while working towards goals that are suitable to both.

When leaders and followers establish appropriate terms and conditions with each other, then it is vital that they should agree with each other and in case

they do not agree and possess differing viewpoints, then communication should take place in an effective and peaceful manner.

An ethical leader takes into consideration everyone's viewpoints and interests, he shows care towards others and in this way contributes in the building of an effective community.

Ethical Theories

Ethical theories fall into two broad categories,

the theories that are related to the behavior of the leaders and the theories that are related to the character of the leaders.

The theories that are related to the consequences are called teleological theories, telos is a Greek word for purposes or ends. These theories put emphasis on whether a leader's actions, behaviour, and or conduct have positive outcomes. This means that the outcomes related to a person's behaviour launches whether the behaviour was ethical or unethical.

Those theories related to duty or rules are called deontological theories, deos is a Greek word for duty. These theories mainly focus on the activities that lead to consequences and whether the activities may be appropriate or inappropriate. Those theories related to character are described as virtue based approaches (FREEMAN & STEWART, 2006, #)

Teleological Approaches - There are three approaches to evaluating effects and whether they are viewed as ethical. First, ethical egoism defines the actions of leaders that are structured to obtain the maximum good for the leader.

Second, utilitarianism refers to the actions of the leaders that are structured to obtain the maximum good for the largest number of individuals.

Third, altruism describes the actions of leaders that are structured to demonstrate apprehension for the interests of others, even if these interests are opposed to the leader's self-interests.

Deontological Approach - This approach is derived from deos, a Greek word meaning duty. It claims that whether or not an action is ethical, depends not only on its consequence but also on whether the action, behaviour, or conduct is itself integrally good.

Examples of actions and behaviours that are intrinsically good, irrespective of the outcomes, are communicating the truth, keeping promises, being fair-minded, and revering others. This approach focuses on the actions of leaders and their ethical responsibility to do what is right.

Virtue Based Approach – Virtue based theories are concerned with the leaders and who they are and are grounded within the character of the leader.

In addition, these virtues can be learned and retained through involvement, understanding and practice. This learning takes place within an individual's family and the various communities with which an individual interacts throughout his life.

Aristotle believed that individuals could be assisted to become more righteous and that more attention should be given to communicating to individuals what to be as opposed to communicating to them what to do.

Virtues are considered as examples of an ethical person, these are, generosity, kindness, liberality, courage, temperance, sociability, amiability, self-control, discipline, honesty, fairness, equality, modesty, decorum, and justice.

Organizational managers should learn and retain virtues, such as perseverance, determination, strength, public-spiritedness, integrity, truthfulness, reliability, fidelity, devotion, commitment, dedication, benevolence, compassion, thoughtfulness, and humility.

Ethical Organizations

An organization is defined as the group, it may comprise from two people to thousands of individuals, who work and collaborate with each other to achieve the desired goals and objectives.

Organizations are also referred to as systems, meaning that they are composed of parts or groups that integrate with each other to accomplish the desired goals and objectives.

There are four main areas that constitute an ethical organization, these include: resources, processes, outputs and outcome (BROWN, 2014, #)

The main resources that comprise the system of the organization are, monetary resources and human resources. Monetary resources are the finances and human resources are the personnel that work in the implementation of tasks and functions.

Processes refer to the procedures, how the organizations should work to achieve the desired goals and objectives.

Outputs refer to the products or services that are provided by the organizations and outcomes refer to the end results or benefits of the customers.

Outcomes can be positive in the form of profits or customer satisfaction or negative in the form of losses or customer dissatisfaction. In case of negative outcomes, ethical leaders analyze the causes and formulate measures needed to incur productivity and profitability.

Organizations are sometimes compared to individuals in that an organization functions as a moral agent that can be held responsible for the actions undertaken.

The organizational ethics should focus on the choices and interests of the individuals and the organizations. The term organizational ethics is a

comprehensive term that includes not only culture, values, norms and trust, but also procedures, rules, policies and outcomes.

The ethics of an organization refers to an organization's attempt to define the mission and the values, recognition of values that generate stressful situations and problems, framing solutions to the tensions and management of the operations to maintain their values.

The ethics process serves as the mechanism for the organization to address ethical issues. Within the organization, important areas that need to be taken into account are, financial, business, management and relationship (FREEMAN & STEWART, 2006, #)

Finances are regarded as imperative, as implementation of all types of tasks and functions require monetary resources, hence, one should be aware of how to manage the finances in an adequate manner.

Financial losses are detrimental and cause disadvantages to the functioning of the organization. Business is mainly concerned with possessing adequate knowledge and information that is required in the implementation of tasks and functions.

For leaders as well as for other individuals, it is essential to generate awareness regarding important areas. Management is related to the adequate performance of managerial functions of planning, organizing, directing, staffing and controlling.

The proper implementation of these functions require skills and abilities on the part of the leaders. Relationship is when the members of the organization are required to form appropriate terms and conditions with each other.

The goals and objectives of the organization cannot be achieved in isolation, it is imperative for the individuals to cooperate, integrate and work in collaboration with each other. They need to possess effective communication skills and devise resolutions to conflicts and disputes.

Compliance and ethics programs are designed to prevent unlawful conduct and to promote conformity with externally imposed regulations. During the 1980s, compliance programs gained prominence as a way for the organizations to satisfy the mandate for addressing ethical and legal issues.

Ethically, the principles of autonomy, benevolence, and justice are at risk for violation in relation to the individuals, who are working in the organization as well as for the public welfare.

There have been numerous cases, when individuals impose harm upon others, there are occurrences of conflicts and disputes. These are barriers within the course of achievement of the desired goals and objectives. Therefore, individuals should be aware of the rules, policies and norms that are essential to perform one's job duties in an appropriate manner (BROWN, 2014, #)

Rules of Conduct of Ethical Leaders

The rules of conduct that ethical leaders are required to follow to gain acknowledgement have been stated as follows: (BROWN, 2014, #)

Leader Principle – The leader is regarded as the first and the foremost member of the organization and its spokesperson, therefore, his actions must serve the purpose of the organization.

He plays an imperative part in the effective implementation of tasks and in controlling the operations. The main leader principle is, he should convey to the members how to follow the norms, values, principles and standards within the organization and formulate rules and policies that are needed to put into practice the leader principle in an appropriate manner.

Constituents Principle - Leaders have regards for their co-workers and perceive them as people who share the common purpose.

The ethical leaders always consider co-workers as supporters in carrying out tasks and operations. Their individuality and freedom is accepted within the borders of ethical behaviour. When subordinates are considered as co-workers, acquaintances or friends by their superiors, then it not only results in effective communication, but tasks and operations are also ideals.

Processes and skills principle - The leader is open to various kinds of opinions, ideas, viewpoints and creates an atmosphere of dynamic and productive communication.

In the majority of cases, individuals work in collaboration and they have mutual understanding with each other. In educational institutions, the job duties of the directors and the heads comprise of organization of meetings, where they get engaged into discussions and exchange ideas and viewpoints. The procedures and skills are considered essential in the implementation of desired goals and objectives.

Situation and context principle - Moral judgements are used to make ethical decisions and when crossing the boundaries of different ideas and perspectives. The ethical leader is aware of the limits of the values and ethical principles they live.

When two or more individuals are working on a project and they do not agree with each other and have differing viewpoints, then they will not be able to complete their work successfully. In order to do well in one's work, it is important, one should have mutual understanding and co-operate with each other.

Ethics principle - A leader understands leadership and ethics as an integrated process and frames actions and purposes in ethical terms. When individuals are working within the organization, it is essential, they have to follow the ethics principle in accordance to the tasks and functions.

For instance, if a person is attending a meeting, it is important, he should adequately listen to other's ideas and suggestions and develop effective communication skills.

If an individual is collecting information from the field, by visiting individuals, then he should be honest and truthful in providing feedback to his leaders or supervisors.

For instance, he is able to deal with just two clients in one day, then he should speak the truth and always be honest.

The 4-V Model of Ethical Leadership

Individuals, who want to develop their leadership skills, make a difference needed to hold an inner passage of truthfulness and make an outer commitment to the common well-being.

It begins with the internal drive of the individuals and helps to ascertain and claim their central values, develop a vision for how the world could be different, find their personal voice for articulating their vision and recognise the knowledge eventually, leading to outer commitment of living and behaving in ways that serve the community and advance the common well-being.

Thus, the ultimate purpose of leadership is to shape the future that is idealistic, inclusive, and enables all the members of the society to accomplish their requirements, ideas and capacities (BROWN, 2014, #)

The four pillars of the model of leadership include: (BROWN, 2014, #)

Values - Ethical leadership begins with an understanding of and commitment to the individual core values. Values is a comprehensive term meaning standards, principles, norms, morals, ethics and beliefs.

By first determining the values at the core of one's identities, an individual begins the process of assimilating the unique values with the making of selections at all levels of personal and civic lives.

Vision - Vision is the ability to frame one's actions, activities and functions, particularly in rendering service to others, within a real picture of what ought to be. An individual carries out his tasks and functions with the main motive to achieve the desired goals and objectives.

For this purpose, it is essential to formulate a vision that is necessary to work towards accomplishment.

Voice - Claiming one's voice is the process of articulating the vision to others in an authentic and convincing way that animates and motivates them to action.

It is vital for the leaders to speak the truth and communicate with the individuals about their work duties.

The implementation of jobs within the organization requires leaders to speak. Communicating and possessing interactive abilities is primarily referred to as voice.

Virtue – Individuals and mainly the leaders need to understand that they become what they practice.

One nurtures virtue by practicing virtuous behavior, one should be aware and strive to do what is right and good. In this way, one develops the character of virtue.

In particular, virtue stands for the common good. Ethical leaders put forward the question, how should values, vision and voice be able to keep up with the common good.

Ethical Leadership Outcomes

Ethical leaders make use of all those traits, skills and abilities that are essential for the effective functioning of the organization. These they have to acquire and learn, obtaining adequate understanding of these traits is essential to meet the desired objectives.

There are at least seven benefits of the leaders or the managers to put emphasis on being an ethical leader, including, enhanced public image of the organization reinstatement or improvement of investor self-assurance, prevention and decline of criminal penalties, preventing civil lawsuits of the employees, who could not have their grievances met satisfactorily within the organization, improvement in the employee retention process, market leadership through by improved customer satisfaction, creation of a sociable working environment and setting the example for others in the market.

Ethical leadership is thought to be important because of the outcomes, it is thought to influence (FREEMAN & STEWART, 2006, #)

Learning from role models and from the experiences of others has been helpful in generating effective leadership outcomes.

Consistent with a social learning perspective, followers emulate the behaviour of the ethical leaders, the reason being, such leaders are smart and trustworthy models, who model normatively suitable behaviour.

In addition, ethical leaders convey the importance of ethical standards and use the performance management system to hold employees responsible for their conduct.

Employees do not have to learn about rewards and discipline in a direct manner, but be reliable with the social learning theory, and can learn about them by observing others. As a result, one observes that ethical leaders will have an impact on ethics related conduct, such as employee decision-making and pro-social and counterproductive behaviors mainly through modeling and various learning processes.

In addition, ethical leaders should influence employee positive and negative behavior, the reason being, employees will view their relationships with ethical leaders in terms of social exchange.

Leadership ethics used to be
about uprightness, morality, reliability, fairness, truthfulness and following
of rules and laws (FREEMAN & STEWART, 2006, #)

Characteristics of Ethical Leaders

The following points highlight the characteristics that ethical leaders are required to possess. These leaders need to get empowered to incorporate and be unambiguous about their own values and ethics
(FREEMAN & STEWART, 2006, #)

Articulate and Embody the Purpose and Values of the Organization –
The efficient operating and functioning of the organization requires articulation and embodiment of goals, objectives and values.

The leaders are required to take into consideration the goals and objectives, before putting into operation any action or plan.

The plans and the actions should be analyzed thoroughly, before putting them into action and they should be favorable to the goals and objectives.

On the other hand, when plans and actions are not analyzed, then they may become impediments within the course of achievement of desired goals and objectives.

Focus on Organizational Success rather than on Personal Ego –
This is apparent that every individual works to sustain his living, he gives priority to the achievement of his aims and has the main objective of sustaining an efficient living.

For ethical leaders, apart from satisfying their personal goals, it is important to focus on the success of the organization. Ethical leaders need to understand that they have to take care of the needs and requirements of others, besides themselves as they have subordinates.

They are required to understand their place within a larger network of constituents and stakeholders and more than place, they should be aware of their duties and responsibilities.

Find the Best People and develop them – The success of any organization depends upon the human resources. It is vital to take various factors into account before recruiting individuals, these are, educational qualifications, experience, communication skills, personality and so forth. When selection takes place of the individuals, they are required to undergo training.

Training is carried out to make the individuals aware about the organization and how to implement one's job duties in an appropriate manner. With the initiation of innovative techniques and methods, individuals need to become aware of them and develop knowledge and skills, hence, an individual is involved in continuous learning throughout his association with the organization.

Create a living conversation about Ethics, Values and creation of Values for the Stakeholders – It is the job duty of the ethical leaders that besides communicating to the employees, information and knowledge regarding the performance of their work duties, they should also be made aware of the values, norms, ethics, standards and principles within the organization.

For instance, employees are engaged in the manufacturing of products. In such cases, besides being diligent and resourceful in their job duties, it is vital for them to possess effective communication skills, truthfulness, honesty, righteousness, compassion and amiability.

These traits would contribute to the establishment of good relationships with their superiors, subordinates and colleagues.

Provide Solutions to Conflicts – Within the organization, there have been instances, when individuals get engaged into conflicts and disputes. They disagree with each other over some issues, possess differing viewpoints or do not get along with each other.

Possession of the feelings of antagonism and resentment are the main causes of conflicts. In such cases, when two or more employees are involved in some problem or a dispute, they approach their superiors or leaders.

The leaders are required to possess effective listening skills and then take the necessary action. The disciplinary action that is implemented by the

leaders in case of any misconduct, should not impose any harm upon the individuals, but they should be made to realize that they have done wrong and should not repeat it in future.

Understanding Others Cultures and Values – Within the organization, there are a number of individuals, belonging to various backgrounds and categories.

They are different from each other with respect to values, norms, cultures, religions, gender, age, and socio-economic background. It is unlawful to discriminate against the individuals on the basis of any of these factors. One should treat each other equally and provide equal rights and opportunities.

Individuals of different genders and backgrounds should get the same pay for the same work performed. For ethical leaders, it is important, they should understand other individual's cultures and values. For instance, some individuals refrain from certain things, which their cultures do not permit, concerning attire, food .

Decision Making – The making of decisions is an integral part of the organizational structure. Primarily the decision making authority is vested in the hands of the leaders.

There are two types of decisions, major decisions and minor decisions. Major decisions are the ones that are long term and leaders should take ideas and suggestions from others.

On the other hand, minor decisions are the ones that are implemented for a short time and in most cases, leaders take them at their own discretion.

One has to be wise, intellectual and ingenious when making decisions. One important point that leaders need to take into consideration is, decisions should be favorable and beneficial to the members of the organization.

Managerial Functions – The managerial functions that leaders have to exercise within the organization are, planning, organizing, directing, leading, controlling and staffing.

These are the primary functions, on the basis of which the operations and functioning of the organization takes place. The leaders are required to possess the skills, abilities, aptitude and resourcefulness to carry out these functions in an appropriate manner.

Ethical leadership requires an attitude of self-effacement rather than righteousness, a commitment to one's own principles, and at the same time, directness to learning and to having conversations with others, who may have a different way of observing the world.

Awareness of Job Duties and Other Information – It is vital for the ethical leaders to be aware and keep track of the advancements and developments that take place within the organization.

Within the period of time, new methods, strategies, policies and innovative techniques are coming into existence, therefore, it is vital for the leaders to possess the awareness and knowledge regarding them. Upon enhancing their awareness, there are workshops and seminars within the organizations, where employees are made aware of essential techniques, which they are able to implement in their work.

Leaders and supervisors assist the employees in making use of modern and innovative techniques.

Time Management – Individuals who serve as leaders within the organizations have numerous responsibilities. They have families to take care of and in some cases live away from their homes. Besides work, management of the household and taking care of the needs of the family members is the main responsibility.

For this purpose, it is essential for the leaders to implement time management in an effective manner. They should plan their daily routine and functions in accordance to the time, where they are able to carry out all jobs and duties in an appropriate manner. Practicing time management incurs job satisfaction.

Personality Traits of Ethical Leaders

The personality traits of ethical leaders have been stated as follows: (FREEMAN & STEWART, 2006, #)

Considerate and Thoughtful – An ethical leader always thinks about the well-being of others rather than his own progression. He is humble, concerned for others, is honest and straightforward in his dealings with others, whether they are inside or outside the organization.

He fulfills commitment, strives for equity and fairness, treats all the individuals equally and does not discriminate against anybody. He realizes his responsibilities and duties and no matter how

occupied he may be, he always takes out time to carry out his responsibilities and duties.

When an ethical leader makes a commitment to others, he wholeheartedly dedicates himself towards fulfillment. There are individuals, who are weak in their performance and are not able to acquire understanding at once.

Regarding these employees, ethical leaders are considerate, help them and motivate them to achieve their goals.

Kind-hearted and Respectful – An ethical leader acts as an employer or a supervisor, who has power, control and authority over other individuals. He is always respectful towards his subordinates and listens to all their problems and grievances.

An ethical leader is never dictatorial or arrogant in his workings with others. There are individuals, within the organization, who are slow in understanding things and in some cases find the job duties difficult.

It is a time consuming process for these individuals to perform their job duties up to the required expectations. In such cases, ethical leaders are always supportive and assisting towards these individuals.

Serving Others – In colleges and universities, in the pursuance of masters or doctoral programs, professors and supervisors are required to act like ethical leaders. The heads of the departments, and professors are always occupied, they have numerous work duties and responsibilities, but it is important for them to cater to the needs and requirements of all students.

There are students who are slow in understanding the concepts, hence, in such cases, it is vital to make use of adequate instructional methods. The individuals who are intelligent, even require help from ethical leaders to find out whether they are progressing in the right direction. Serving others does help in making a significant contribution in the attainment of reverence and recognition for an ethical leader.

Courageous – In educational institutions and organizations, there are occurrences of conflicts and disputes, stressful and demanding situations and various kinds of difficulties and problems.

In such cases, it is vital that the ethical leaders should be courageous and brave. They should not feel stressed or worried, when they have to go through difficult and demanding situations, but face them confidently.

There are jobs that are demanding and require individuals to work long hours and numerous responsibilities are associated with them. In such cases, one of the most important areas is to implement effective time management skills. When individuals possess effective time management skills, they are able to carry out all kinds of job duties in an appropriate manner.

Another important point that should be understood, when understanding courage, is standing up for what is right and proper. An ethical leader should always raise his

voice for what is appropriate and favorable to the individuals.

Values and Norms – Ethical leadership is closely associated with ethical values. Principles, values and norms are an integral part of any type of job duties.

When working on a project, or preparing a report, or conducting a meeting and so forth, values and norms should always be followed. Ethical values within the organization are emphasized and strengthened mainly through values-based leadership that can be defined as a relationship between leaders and co-workers, based on common, internalized values that are acted upon by the leader.

Values are general principles that control and guide the processes and actions. Values are not actions, they are codes which motivate the approvals, agreements or punishments for some selections of behavior and rewards for others.

There are various kinds of values that can be attributed to the leaders. These are, personal values, ethical social values, ethical moral values and values of competition.

Positive Thinking – It is important for an ethical leader to always think positive and not be disappointed, when experiencing failures. Positive thinking enables an individual to perform his tasks and functions in an appropriate manner.

There are numerous instances, when individuals experience disappointments and failures, in such experiences, one should adequately identify the pros and cons, implement policies and procedures and formulate measures that would overcome all kinds of problems that occur within the course of achievement of goals and objectives.

Finances, intelligence, aptitude, flexibility, reasonableness, rationality, logic and sincerity and the main factors that need to be taken into consideration.

Prudence and Persistence - Prudence is a feature that refers to working out sound judgment in practical affairs. It is considered as the measure of moral virtues as it provides a model of ethically proper activities.

A leader in the habit of exercising prudence and determination is not inclined to resort to unethical practices, even in times when things do not go as planned.

Persistence refers to the leader's endeavoring for goals and his continuing quest to take all the essential steps to achieve them, even if they involve expense and personal risk. Persistence lies in trying to overcome the training of justifying unethical conducts, when one feels overwhelmed by increasing pressures, because of having responsibilities towards others.

Integrity - The leaders that show integrity are honest with themselves and others, learn from mistakes and are continuously in the process of self-improvement. They lead by example and anticipate as much of others as they do of themselves.

They assume responsibility to be judgemental about important decisions and strive to balance competing interests, when in the process of reaching organizational goals.

An integrity based approach to managing ethically combines agreement of the law with emphasis put on managerial responsibility for ethical behavior. Integrity strategies and approaches define companies' administrative values, goals, objectives and patterns of thought and conduct.

Once these are put into operation and integrated into daily organizational activities, such approaches and strategies help in preventing ethical gaps.

Conclusion

Ethical leadership is primarily dedicated to the implementation of the responsibilities in an appropriate manner regarding the tasks and functions of the organization.

Ethics is primarily concerned with the principles, standards, morals, values, norms and behaviors that are acceptable by the leaders and other members of the organization.

Ethical leaders should be fair in their dealings with others and should not discriminate against anybody on any grounds. They should be confident and not be apprehensive in communicating or dealing with the external parties.

From the perspective of personality, leaders possess strong motivation and are enthusiastically strong, courageous, and are fair in treating all employees.

Ethical leaders hold strong religious values, as their moral commitment seems to be deep-rooted in religious conviction that brings a sense of unconditional obligation to others.

The primary job duty of the ethical leaders is to convey to all the members that they should be honest, truthful, fair, logical, efficient, diligent and reliable in their work.

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