

# The Role of Leadership in Creating Values and Ideals Within the Organization

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## ABSTRACT

Leadership relies on empathy and open-mindedness to understand employee's expectation. As a leader, your role is to improve the self-confidence and decision-making ability of your direct reports. To get the employee to take responsibility for the objective to be achieved, the leader must give in-depth explanations on the reasons which motivated this or that decision. Influence. This Article try to clarify the Role of Leadership in Creating values and Ideals Within the Organization, and who to avoid organizational failure, leaders must adopt a clear strategic vision, foster resilience to challenges, engage employees and empower management, and learn from mistakes as opportunities for growth. Avoiding failure also hinges on effective communication, intelligent change management, and building a culture of trust and active listening. Organization helps unify and direct employee efforts toward common goals and objectives. It prevents duplication of work while carrying out activities necessary to achieve specific goals. Good organization ensures the optimal utilization of human and material resources. But How leaders can influence the formation of the values of their team Leadership and achieve the ideal organizational status and objectives?

**Keywords** -Leadership, Values, Creating, Objectives, Organization.

## INTRODUCTION

Leadership and values are two essential elements in shaping corporate culture and identity. The leader is the role model for the team or organization, taking responsibility for guiding and directing others towards achieving common goals. Through this role, the leader can greatly influence the values that the team or organization adopts.

Value formation through leadership means that the leader acts as a role model for others. The role of the leader is to guide the team based on a set of shared and agreed-upon values. The leader must be able to clarify and reinforce these values through his behavior and make appropriate decisions. The leader has strong and clear values; he has the ability to motivate the team and guide it towards achieving success. De bono said: "The leader can influence shared values by setting priorities and promoting integrity, responsibility, respect and cooperation among team members". Bono, *J. E.*; Ilies, R. (2006) p.p 317-334.

In addition, the leader can contribute to shaping corporate values by guiding the team towards achieving ethical and social goals. The leader must be able to motivate the team to make the right decisions and contribute to serving the community and preserving the environment. A leader is a role model and influencer in shaping the shared values of a team or organization. By guiding the team based on strong and clear values, a leader can contribute to sustainable success and development.

## RESEARCH METHODOLOGY. (DESCRIPTIVE METHODOLOGY)

Descriptive method is a non-experimental method used to systematically observe, analyze, and document the current characteristics, behaviors, or trends of a population or phenomenon without manipulating variables. Descriptive research in leadership and values management systematically identifies, analyzes, and reports the

current state, behaviors, and attitudes of leaders within an organization. It focuses on the "what" rather than the "why," using surveys, case studies, and observations to map organizational culture, ethical standards, and leadership styles.

A descriptive study of the key leadership characteristics of mid-level managers in the business divisions at a federally funded research and development. understanding the generational gaps in organizations considering the particular strengths and weaknesses of individual skill sets and the global impacts of international finance.

In this article we adopted a descriptive-analytical approach in order to describe the leadership and ethical behavior within the company or organization. And providing a deep understanding of business realities about consumer behavior, employee performance, or market trends. It is characterized by its flexibility in using multiple tools such as surveys, its speed of implementation and low cost, which helps in making data-driven decisions, accurately describing current phenomena, identifying problems and developing strategic models.

### **Definition of Leadership and Its Importance in Shaping Values**

In organization, Leadership is considered one of the most important factors that influence the formation of values in societies and institutions. A strong and influential leader can influence the values and beliefs of members of the institution he leads. Effective leadership depends on the moral values and basic principles; the leader adheres to and works to promote among others' Hackman, J.R.; Walton, R.E. (1996). p 54.

The definition of leadership can vary from person to person, but in general, leadership can be defined as the ability to direct and motivate others to achieve common goals. An effective leader is someone who can inspire and arouse enthusiasm among the team he leads, and works to develop their capabilities and achieve the highest levels of performance. Leadership plays a crucial role in shaping values in societies and institutions. Values are the principles and standards that an individual believes and adheres to in his life. Hackman Walton said: "Leader has strong and clear values; he can influence the values and beliefs of others and contribute to shaping them" O. Jeff Harris et Sandra J. Hartman, (2001) p. 478

Shaping values through leadership is a vital process in any organization or work team. It greatly affects the team's performance and directs it towards achieving set goals. Among the factors that greatly influence leadership are the values that the leader adopts and works to reinforce among team members. Values are the principles and standards that individuals believe in and guide their actions and decisions. Leadership shaping a team's values is a complex and multidimensional process. The leader must be a living example of the values he wishes to promote. Cory Hartman , (2022) .p 22

When a leader acts in this way, he or she is able to shape the values of team members. One-way leaders can influence the formation of their team's values is through effective communication. A leader must be able to communicate clearly and openly with team members. He should express the values he wants to promote and explain to the team how to apply them in daily work. A leader must be able to guide the team towards making good decisions and acting based on shared values.

Leaders can influence the formation of values in their team by providing support and encouragement. He must be able to motivate and encourage them to achieve their goals and develop their skills. The leader must be a role model for the team and demonstrate the values he wishes to promote through his actions. Furthermore, leaders can influence the formation of values in their team by providing a positive work environment. R Schmidt said: "A leader must be able to create an environment that promotes shared values and helps members cooperate and interact positively". Tannen Baum, R., Schmidt, W. (2011) p 34.

It can be said that leadership and values are closely related. Successful leaders are those who can shape and reinforce the values of their teams. A leader must be a living example of the values he or she wishes to promote, act with integrity and honesty, and treat others with respect and fairness. A leader must be able to communicate effectively, provide support and encouragement, and create a positive work environment. Through these actions,

leaders can have a significant impact on shaping their teams' values and achieving shared success. Kest, R. T. (2006). p. p52-71

### **The importance of leadership values in building culture Leadership and values**

Organization building a Successful leadership depends on leadership values that guide the individual's behavior and form the basis for making the right decisions. By guiding the right values, leaders can influence the formation and reinforcement of values among organizational members. Leadership values are central to building an organization's culture, as they reflect what leaders believe and guide their behavior. When leaders embrace positive values such as integrity, respect, and cooperation, they set an example for the rest of the organization. Consequently, they form similar values and adopt them in their daily behavior.

To play a crucial role in shaping the values, leaders adopt the right values, they have the ability to motivate the team and direct it towards achieving common goals. By guiding the right values, leaders can influence the formation and reinforcement of values within organizational members. Successful leadership is an effective approach to shaping values among organizational members. When leaders are true role models and adopt the right values, they have the ability to motivate the team and direct it towards achieving common goals. Successful leadership is an effective approach to shaping values among organizational members. Grosset, Serge (2023). p 45

Ethical leadership is considered one of the most important types of leadership that contributes to shaping values. An ethical leader is a person who upholds moral values and works to enhance them among others. Ethical leadership is based on integrity, honesty, justice and respect, and works to develop a work environment that respects and promotes values. Ethical leadership plays a crucial role in shaping values in organizations. When a leader has strong moral values, he can influence the values and beliefs of employees and work to reinforce them in the team. An ethical leader works to develop an organizational culture based on ethical values and works to reinforce them in all aspects of work.

When a leader is honest, and fair, he gains the respect of the team and enhances trust among them. When there is strong trust between the leader and the team, it becomes easy for the leader to influence the values and beliefs of the team and work to shape them. In short, it can be said that leadership plays a crucial role in shaping values in societies and institutions. A strong and influential leader can influence the values and beliefs of others and work to strengthen them in the team he leads. Molten Berger, R.G. (2004). P. 27

Values through Leadership are the essential elements that form the foundation of the success of any organization or society. Effective leadership requires leaders who are a living model of the values they promote. When a leader is a living model of values, he has the ability to influence others and motivate them to adopt these values and apply them in their daily lives. Values are fundamental in determining behavior and making decisions. They represent the standards and principles that individuals and organizations adhere to in their dealings with others and making difficult decisions. Through leadership, leaders can shape and reinforce these values among the organization's members.

If a leader does not live according to the values he preaches, he will lose trust and respect from others. For example, if a leader preaches integrity and transparency, he or she must be fair and transparent in his dealings with others. If a leader calls for justice and equality, he must act justly and treat everyone equally. Second, the leader must reinforce values through his or her directives and actions. Seyranian, Viviane (2010). p .87

To make good decisions, leader must encourage his followers and act on shared values. For example, a leader can give praise and recognition to individuals who act in accordance with shared values and achieve success. In turn, the leader can intervene and direct individuals who are behaving inappropriately and not adhering to the values. Third, a leader must be able to guide and motivate others to adopt values. A leader can use many tools and techniques to reinforce values among members of the organization. For example, a leader can organize workshops and seminars to discuss values and their importance. Saxena, P.K. (2009). p. 30

Essentially, leaders can model the values they promote by embracing and applying these values in their personal and professional lives. When a leader is a living model of values, he has the ability to influence others and motivate them to adopt these values and apply them in their daily lives. By shaping values through leadership, leaders can contribute to building organizations and societies based on values and ethics.

### **How to Promote Positive and Ethical Values in Leadership Organizations?**

Effective leadership depends on positive and moral values, and contributes to shaping and strengthening them. Effective leadership is a complex process that requires a range of skills and qualities. Among these qualities, moral value comes first. Leaders who have positive and ethical values set an example for their team and influence their behavior and thoughts. Thus, leadership can shape values by guiding members toward following positive and moral values. Promoting positive and ethical values in leadership and institutions requires a comprehensive approach that includes several aspects. First, leaders must have a clear vision of the values they want to promote. They must be able to identify the core values that define the organization's identity and guide its behavior. Spillane, James P.; Halverson, Richard; Diamond, John B. (2004). p 34.

Hence, they must be able to guide members towards adopting these values and applying them in their daily work. Second, leaders must have the ability to communicate effectively with organizational members. They must be able to explain values, their importance and show how to apply them in daily work. They must be able to inspire and motivate members to act based on these values.

Through effective communication, leaders can influence the values and beliefs of members and encourage them to adopt positive and ethical values. Third, leaders must have the ability to provide an environment supportive of positive and ethical values, integrity, honesty, respect and cooperation. They must be able to motivate members to act on these values and reward them when they embrace them. By providing a supportive environment, leaders can influence the values and beliefs of members and encourage them to apply positive and ethical values in their work lives. T. A.; Bono, J. E.; Ilies, R.; Gerhardt, M. W. (2002). P. p 765–780

It can be said that leadership and values are closely intertwined. Effective leadership depends on positive and moral values, and contributes to organization of values and strengthening them. Through leadership, leaders can influence the values and beliefs of organizational members and guide them toward achieving common goals. Leadership is the ability of an individual to influence, motivate, and enable others to contribute to the organization's success. Management is responsible for controlling an organization, a group, or a set of entities to achieve a particular objective, according to Warren Bennis, an American academic specializing in leadership, the differences between leader and manager can be summed up as follows: “the manager are people what do thing right; leaders are people what do the right thing. Bennis, W., & Nanus, B. (1985). P.13

### **Examples on Values Within the Organization.) Microsoft (**

#### **Organizational and Ethical Values at Microsoft**

Microsoft Research conducts fundamental science and technology research across a spectrum of research areas. With labs across the globe and mission-focused efforts pursuing breakthroughs in AI for Science, AI Frontiers, and Health Futures, we explore new ideas that benefit humanity, advance AI and state-of-the-art computing, and create new foundations and breakthroughs for others t. Each one of us plays an active role every day in creating inclusive environments where everyone can bring all of who they are and do their best work.

#### **Innovation**

We strive to create an environment that brings the power of diversity to life—where people with different backgrounds and experiences thrive in both their professional and personal lives. We believe that technology can - and should - drive positive change and that useful innovation can - and will - contribute to building a very promising future. Our mission to empower every person and organization to achieve more begins with a culture

where everyone can thrive on trust, inclusion, collaboration, and the perspectives that shape innovation. Peter F. Drucker and Frances Hesselbein, (2015.) p 56

Through a range of initiatives and partnerships, we're helping young people discover a passion for tech and envision a future filled with possibility. We work to foster a tech community made up of people with many different experiences, perspectives, and backgrounds. A range of employee programs helps advance inclusion, and we partner with suppliers who are committed to increasing diversity throughout their organizations.

### **Families and woman at Microsoft**

Supporting employees in whatever family role they play, shattering the ideas that one can leave their personal life at the door when coming to work, and instead recognizing that there is a symbiotic relationship between work and home where leanings and challenges in one area seep into the other. We have an opportunity to foster collective movement towards greater diversity and inclusion through our actions and partnerships.

Accelerate Microsoft's cultural journey by increasing inclusion, belonging, equity, and representation of women (cisgender women, transgender women, non-binary women, and all who identify as women) across racial, ethnic identities, abilities and backgrounds.

### **The social responsibility of the tech giant (Microsoft)**

Social responsibility is a modern management concept that emerged as a result of global reactions and has now become a major concern for institutions in both developing and developed countries.

Social responsibility aims to generate returns and achieve numerous benefits that improve performance and enhance the competitiveness of the organization, through achieving the satisfaction of community members.

It is necessary to highlight the role of social responsibility in improving the performance of Microsoft Corporation. Microsoft is committed to Corporate Social Responsibility (CSR), believing it helps improve the company's reputation and image. In this regard, the successful technology company has undertaken significant initiatives in CSR programs. One of the many reasons behind this success is their commitment to sustainability and to all stakeholders. Blodget, Henry (August 23, 2013). p 74

The economic dimension plays a role in improving Microsoft's performance, as it is committed to transparency and disclosure in all its operations.

a/ The legal dimension also plays a role in improving Microsoft's performance, as it considers human rights a fundamental right and prioritizes the health and safety of its workers.

b/The human element plays a role in improving Microsoft's performance, as it relies on privacy in its dealings and operates collaboratively.

c/The philanthropic dimension also contributes to Microsoft's performance, as it provides assistance to small and medium-sized enterprises (SMEs) and donates software and services.

### **The Ethical Dimension**

This means that the organization must consider professional values and ethics, as well as work and management values and ethics, when producing content or providing services. The organization must also respect, adhere to, and implement the codes of ethics or ethical charters of the professions to which its members belong (such as the Medical Code of Ethics, and the Code of Professional Conduct). And a code of honor for the public relations profession.

### **The Charitable Dimension**

This includes activities and behaviors desired by the community, which add value to support social projects, as well as charitable donations to non-commissioned institutions. Furthermore, society may not anticipate such an event, and it is related to projects that bring good and are welcomed by the community, such as addressing poverty in developing countries, and building a housing for the homeless and nursing homes, for example, what the Japanese industrial society did by building Expansive social programs, and a prime example of institutions that have adopted these programs is Yakult Honsha, where 56,000 women work under the name "Yakult Ladies They carry the baby to the doors throughout Japan. And by checking on the elderly to ensure their needs are met, it becomes clear from this dimension that institutions strive to be like a good citizen, where social responsibility goes beyond what is seen in the three previous dimensions, as it demonstrates a commitment to social welfare, and this is done voluntarily. Lecrenski, Nick; Watson, (2010). P .55

### **The Impact of Values and Training Failures Within the Organization**

Understanding the causes and management of organizational failure. Over the years far more organizations have failed than have succeeded. Yet, within business and management research, the study of organizational failure has always been considered as secondary to organizational success. Failure is commonly seen as being of less significance or, at best, as being complementary to research on organizational success. Among the different causes of administrative and values Failure we can cite:

Organizational failure and a lack of values within an organization lead to a breakdown of corporate culture, low morale, poor performance, and widespread internal conflict. This results in inconsistent decision-making, decreased organizational loyalty, and ethical and legal risks that damage the organization's reputation and market position.

Leadership plays a pivotal role in the success or failure of any organization. Weak leadership can lead to a lack of direction, poor resource management, and low employee morale. A prime example of this is the collapse of Enron in 2001.

Adequate training: Organizational development may falter when employees are not provided with the necessary training to learn and adapt to new processes and technologies during implementation. Inadequate resources: Insufficient time, budget, or human resources allocated to the organizational development process may limit the ability to implement changes and sustain them over time. Failure usually occurs when goals are unclear, or preparation is inadequate to meet challenges. Plisses, C. J. A. (2008). P. 33

## **FINDINGS**

Leadership management plays the empathy and open-minded card to understand the expectation of its employees and Shaping Values through training as the foundation of the success of any organization or society.

- 5.2 The leader is the role model for the team or organization, taking responsibility for guiding and directing others towards achieving common goals.
- 5.3 Leaders who have positive and ethical values set an example for their team and influence their behavior and thoughts. Thus, leadership can shape values by guiding members toward following positive and moral values.
- 5.4 The leader must be able to motivate the team to make the right decisions and contribute to serving the community and preserving the environment.
- 5.5 Ethical leadership contributes to building strong trust between the leader and the team. When a leader is honest, and fair, he gains the respect of the team and enhances trust among them.
- 5.6 Shaping values through leadership is a vital process in any organization or work team. It greatly affects the team's performance and directs it towards achieving set goals. Among the factors that greatly influence leadership are the values that the leader adopts and works to reinforce among team members.

5.7 Successful leadership is an effective approach to shaping values among organizational members. By guiding the right values, leaders can influence the formation and reinforcement of values among organizational members.

5.8 Leaders serve as mentors, coaches, role models, and leaders socializing members in the culture out of a personal obligation to help members of the organization in order to preserve organization and collective participation.

## CONCLUSION

Leadership management is not just about managing team members, supervising and organizing collective work: it is also a form of natural charisma that certain people are endowed with. It allows everyone to move in the same direction by capillary action. Rather than imposing its authority through hierarchical channels, leadership management plays the empathy and open-minded card to understand the expectations of its employees. This leadership also results from an ability to direct, guide, support and protect its teams.

Regardless of the type of management, leaders have common qualities. Some are innate soft skills. Others can be developed through coaching, personalized support intended to improve an individual's skills and performance.

Leaders are visionaries. Most of them have a clear vision of the direction in which they want to take their organization. However, they are not the only ones responsible for realizing this vision. In this area, the role of managers is crucial. If leaders must ensure, through effective communication, to properly transmit the mission, vision and objectives to their entire organization, managers have the responsibility to maintain the alignment of employees with the values and central objectives of the company.

A leader is a team leader who, like a conductor, knows how to use wisely and unite individual energies and those of the group for the achievement of a common objective, specific to the health and sustainability of the organization for which he is responsible. This faculty does not goof oneself, and requires significant work analysis and perspective. Ethics in the workplace is among the most important topics that have garnered the attention of researchers and specialists due to its profound impact on organizations, both positive and negative. Given its sources within the socio-cultural environment, it can be a source of many negative ethical behaviors. Negative ethics in the professional environment stem from the pervasive influence of the traditional social system and its negative aspects on both the individual and collective levels within the institution. This influence is fostered through traditional culture, which is reinforced by socialization. Among these negative ethical behaviors in the professional environment Non-compliance with regulations and laws, forming social networks for personal purposes, opportunistic behavior, verbal and psychological violence, especially among employees and even with the external public, breach of trust, and weak loyalty to the organization.

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