



# Integrating Moral Personhood and Moral Management: A Confucian Approach to Ethical Leadership

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## Abstract

This article clarifies the relationship between moral personhood and moral management in ethical leadership from a Confucian perspective. Drawing from four Confucian classics, this study integrates the leader's ethical values and activities undertaken to promote virtues in followers. The harmonisation of moral personhood and moral management is facilitated by two cardinal Confucian beliefs: innate human nature and moral self-cultivation. From a Confucian viewpoint, all human beings are endowed with a good nature that enables them to become virtuous persons and leaders. Ethical leaders subdue their selfish desires and extend their natural moral feelings of true goodness, righteousness, propriety and wisdom to others. Moral personhood and moral management are inseparable because to cultivate oneself morally is to help others to become moral persons. By synthesising moral personhood and moral management, a Confucian worldview of ethical leadership contributes to leadership studies in two main ways: safeguarding against the leader's abuse of power, and advancing organisational change through path-shaping.

**Keywords** Confucianism · Ethical leadership · Innate human nature · Moral self-cultivation · Moral management · Moral personhood

## Introduction

Ethical leadership, including associated concepts such as moral, authentic, servant and virtuous leadership, has received increasing attention in recent decades (Davidson & Hughes, 2020; Lemoine et al., 2019; Monahan, 2012; Solinger et al., 2020; Van Wart, 2014; Zhu et al., 2019). To date, there is a considerable body of literature on the constructs and theories of ethics-oriented leadership (Bai & Morris, 2014; Brown & Trevino, 2006; Hackett & Wang, 2012; Haughey, 2007; Levine & Books, 2014; Price, 2003, 2008; Robinson, 2001; Sergiovanni, 1992, 2005; Stratt, 2004). In particular, the idea of an ethical leader as a moral person and moral manager is widely accepted in the extant discourses (Brown et al., 2005; Shakeel et al., 2018; Trevino et al., 2000; Van Wart, 2014; Zhu et al., 2019). As summarised by Shakeel et al., (2019), "The role of moral person refers to the ethical values of the leader him/herself, whereas

the moral manager refers to the activities that the leader undertakes to inculcate such ethical values in followers" (614).

Although there is a broad consensus that moral personhood and moral management are essential for ethical leadership, what is less clear is how the two notions are related to each other in ethical leadership. A review of the existing publications shows that moral personhood and moral management are often treated as conceptually distinct. To be sure, some scholars have highlighted the close relationship between moral personhood and moral management; they maintain that an ethical leader demonstrates one's moral character through executive decisions and actions that advance ethical values in followers (Brown et al., 2005; Trevino et al., 2000). However, a tendency is to treat these two dimensions as discrete constructs. This approach is exemplified by Trevino et al.'s (2000) description and diagram of moral personhood and moral management as "two essential pillars" of ethical leadership, thereby indicating that they are linked to but substantially independent of each other (128). There is therefore a need to make clear the *theoretical* connection between moral personhood and moral management (Solinger et al., 2020). A pertinent research

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# Moral Management Integrating Ethics

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## **Moral Management Integrating Ethics:**

Business Ethics Patrick O'Sullivan, Mark Smith, Mark Esposito, 2012 Events such as Trafigura's illegal dumping of toxic waste in Cote d'Ivoire and BP's environmentally disastrous oil spill in the Gulf of Mexico have highlighted ethical issues in international business at a time when business leaders, academics and business schools were reflecting on their own responsibilities following the global financial crisis. The scope and scale of the global operations of multinational businesses means that decisions taken in different parts of the world have far-reaching consequences beyond the national settings where employees are located or where firms are registered and as such an awareness of these responsibilities needs to be integrated into all levels and all subjects. Using four guiding principles: a critical multi-level approach rooted in the tradition of European social theory; a comparative and international perspective; a global rather than just a European or American stand-point; and engaging with subject-specific issues, this book aims to mainstream business ethics into the work of teachers and students in business schools. This comprehensive volume brings together contributions from a range of experts in different areas of business studies, thereby facilitating and encouraging a move away from business ethics being a box to be ticked to being an integrated consideration across the business disciplines. This impressive book brings ethical considerations back to the heart of the business curriculum and in doing so provides a companion for the progressive business student throughout their university career.

*General Management On Ethical Decision-Making and Moral Development* Dr. Lamin Tombekai Kamara, 2025-02-17 *On Ethical Decision Making and Moral Development* serves as a roadmap for anyone seeking to navigate the intricacies of ethical decision making. By exploring the foundational principles of ethics, cultural influences, leadership, and the ethical implications of technology, this book equips readers with a comprehensive understanding of the complexities that underpin ethical decision making. Through case studies, thought-provoking questions, and practical examples, readers are challenged to reflect on their values, biases, and decision-making processes, encouraging personal growth and fostering a commitment to ethical conduct.

About the author: Dr. Lamin Tombekai Kamara is a highly accomplished author in business management. With his vast knowledge and expertise, he has penned several books that have become essential guides for professionals in various industries. One of his notable works is *On Ethical Decision Making and Moral Development*, a groundbreaking book that delves into the ethical considerations and moral development crucial for successful decision making in contemporary business practices. Dr. Kamara's academic journey laid the foundation for his expertise in management and ethics. He holds a Bachelor's Degree in Business Management from Cuttington University in Liberia, an MBA in Business Administration with a specialty in Human Resources from the American Intercontinental University in Atlanta, Georgia, and a doctor's degree (DBA) in General Management from the prestigious Colorado Technical University in Colorado Springs, Colorado. This educational background is a testament to his intellectual rigor and commitment to his field of study. Equipped with this knowledge, he embarks on a mission to inspire individuals to embrace ethical values in their

decision making processes As the author of HR Companion Dr Kamara sheds light on the importance of human resources in organizations This book provides in depth insights into the functions and responsibilities of HR departments emphasizing their strategic role in driving organizational success By highlighting best practices and addressing familiar challenges faced by HR professionals this guide offers a valuable roadmap for effectively managing human resources within any organization

*Management Education for Integrity* Charles Wankel, Agata Stachowicz-Stanusch, 2011-09-02 Explains how curricula should be streamlined and rejuvenated to ensure a high level of integrity in management education providing numerous examples of new tools teaching methods integrity sensitization and development exercises and ethical management education assessment approaches

*Ethical Infrastructure* Dana Mesner-Andolšek, Jana Nadoh Bergoč, 2019-06-06 This book deals with the field of organization management and is based on the scientific discoveries of business ethics which introduce concepts in organization research that traditionally did not merit a place in managerial theories These include the issue of organization ethics ethics management and the development and implementation of ethical infrastructures within organizations The book analyses the impact that all of the above have on the moral behaviour of managers and other members of organizations It shows the presence and development of ethical infrastructures in organizations the relationship between individual elements of the existing ethical infrastructures and their effect on the moral behaviour of managers in companies The subject of ethical infrastructures is a unique and under researched area This book will serve to diminish this gap by providing a clear overview of a variety of subjects that influence the way ethics is institutionalized in organizations and by stimulating not just knowledge but also an understanding of the concept of ethical infrastructure and the place it has within each individual organization

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Seven Moralities of Human Resource Management T. Klikauer, 2014-10-28 Seven Moralities of Human Resource Management analyses morality of HRM from the perspective of American psychologist Laurence Kohlberg This book examines and makes value judgements on whether or not HRM is moral from the viewpoint of Kohlberg's seven stages of morality as a follow up study of the author's 2012 book Seven Management Moralities

Management Education in India Manish Thakur, R. Rajesh Babu, 2016-08-08 This volume problematizes different facets of management education in India pedagogy curricula and disciplinary and

institutional practices from the perspective of the Global South The essays in this volume bring out the institutional challenges of crafting a relevant academic programme that converses with both national specificities and global realities Coming from diverse academic specializations the contributors traverse the interface of their respective disciplines with management education In doing so they engage with the ongoing global debate on management education This volume fills a noticeable gap of serious scholarly reflection on the state of management education While there have been sporadic reflections and occasional critiques a critical stocktaking of the institutional and disciplinary aspects of management education has been long wanting This volume is of interest to scholars and practitioners of management education across the globe and is likely to generate debate on its contemporary relevance and future trajectory

*Small Business Sourcebook*, 2005 A guide to the information services and sources provided to 100 types of small business by associations consultants educational programs franchisers government agencies reference works statisticians suppliers trade shows and venture capital firms

*The Development of Ethics in Modern Business Management* Bureau of Personnel Administration (New York, N.Y.), 1929

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**Human Resource Planning**, 2004

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*city of oakland civil service board* - Jul 02 2022

web sep 15 2023 this meeting of the civil service board will be held on september 21 2023 at 5 30pm agenda civil service board meeting september 21 2023 agenda 09 21 2023 accessibility and interpretation requests contact us to request disability related accommodations american sign language asl mandarin spanish or another

*city of dallas civil service board regular meeting dallas city hall* - Dec 27 2021

web agenda call to order 1 public testimony hear public testimony on the following agenda items approval of minutes hearing item s and action item s 2 approval of minutes approve minutes from the august 2 2022 civil service regular board meeting 3 hearing item s n a 4 briefing discussion item s a



**city of dallas civil service board regular meeting dallas city hall - Jun 13 2023**

web this meeting will be conducted by videoconference and in the civil service boardroom dallas city hall 1500 marilla street 1c south dallascityhall webex com dallascityhall onstage g php mtid ec867187980e6e9d 1a3246b8a6f86f7b1 agenda call to order 1 public testimony

**city of dallas civil service board regular meeting dallas city hall - Mar 30 2022**

web agenda call to order 1 public testimony hear public testimony on the following agenda items approval of minutes hearing item s and action item s 2 approval of minutes approve minutes from the september 6th 2022 civil service regular board meeting 3 hearing item s a

civil service civil service board city of dallas - Jul 14 2023

web the civil service board meetings have been changed to the first tuesday of the month at 9 30 a m change in time until further notice in suite 1c south city hall 1500 marilla dallas texas csb mtg schedule 2016 pdf csb mtg schedule 2017 pdf csb mtg schedule 2018 pdf csb mtg schedule 2019 pdf

**city of dallas civil service board regular meeting dallas city hall - Apr 30 2022**

web agenda call to order 1 public testimony hear public testimony on the following agenda items approval of minutes hearing item s and action item s 2 approval of minutes approve minutes from the january 4 2022 civil service regular board meeting 3 hearing item s n a 4 briefing discussion

*city of dallas civil service board regular meeting dallas city hall - Feb 26 2022*

web this meeting will be conducted in person and by videoconference city of dallas civil service board regular meeting dallas city hall 1500 marilla street 1c south dallas texas 75201 tuesday june 7

**civil service board members city of dallas - Jun 01 2022**

web aug 1 2015 the board meets the first tuesday of every month to discuss agenda items including grievances appeals trials etc for further information regarding meeting schedules agendas minutes and video recordings please see below for june 27 2023 civil service special called meeting minutes please click here

civil service board city of dallas - Aug 15 2023

web csb mtg schedule 2023 current public notices for june 27 2023 civil service special called meeting minutes please click here for june 6 2023 civil service board meeting minutes please click here for august 1 2023 civil service regular meeting public notice please click here

**civil service board csb meetings city of dallas - Jan 08 2023**

web nov 1 2022 dec 6 tuesday 9 00 am council briefing room 6es civil service board legal authority city code article xxvii sec 2 163 view our code rules faqs view all faqs staff contacts view all staffs jarred davis civil service board secretary ana

monzon board coordinator ana monzon dallas gov

*city of dallas calendar* - Nov 06 2022

web meeting details agenda landmark commission 9 5 2023 10 00 am council briefing room 6es meeting details agenda civil service board 9 5 2023 9 30 am civil service board room 1 c south cancelled meeting details not available parks trails and the environment committee 9 5 2023 9 00 am council chambers

civil service meetingarchives city of dallas - Jan 28 2022

web 2015 please click the month to access information agendas january 2nd special meeting january 27th special meeting january regular meeting february march april may june august september minutes january 2nd special meeting january 27th special meeting january regular meeting

**2022 civil service board meeting schedule city of** - May 12 2023

web civil service board meeting schedule all meetings will be held on the first tuesday of each month at 9 30 a m civil service 1 c south or webex january 4 2022 february 1 2022 march 1 2022 april 5 2022 may 3 2022 june 7 2022 july 5 2022 csb does not meet in july august 2 2022

**civilserviceboardmeetingagendadallascityhall copy** - Aug 03 2022

web the civil service board meetings have been changed to the first tuesday of the month at 9 30 a m change in time until further notice in suite 1c south city hall 1500 marilla dallas texas the board has governing authority over the civil service department with a staff of 26 civil service board member pictures are currently being updated

**civil service board meeting agenda city of dallas** - Sep 04 2022

web civil service board meeting agenda city of dallas en english deutsch français español português italiano român nederlands latina dansk svenska norsk magyar bahasa indonesia türkçe suomi latvian lithuanian česk

**city of dallas civil service board will meet** - Dec 07 2022

web public meeting notice city of dallas civil service board will meet tuesday february 2 2021 9 30 a m the civil service board meeting will be held by video conferenceregular and will broadcast live on spectrum cable channel 9 or 6 or 99 and bit ly cityofdallastv youtube com cityofdallascityhall

**city of dallas civil service board regular meeting dallas city hall** - Mar 10 2023

web agenda call to order 1 special presentation a present civil service board service recognition plaque to ms shana khader 2 public testimony hear public testimony on the following agenda items approval of minutes hearing item s and action item s 3 approval of minutes approve minutes from the june 7 2022

*civil service board 2023 06 06 agenda documentcloud* - Feb 09 2023

web jun 6 2023 civil service board regular meeting june 6 2023 at 9 30 a m dallas city hall room 1 cs and videoconference

video conference link dallascityhall webex com dallascityhall j php mtid m736ef06569db6ab95a753b840f6a8976 telephone 408 418 9388 access code 24846871276 the city of dallas will make

2021 civil service board meeting schedule city of dallas - Apr 11 2023

web 2021 civil service board meeting schedule all meetings will be held on the first tuesday of each month at 9 30 a m civil service 1 c south or webex january 5 2021 february 2 2021 march 2 2021 april 6 2021

**city council agendas minutes audio city of dallas** - Oct 05 2022

web apr 4 2022 contact info city secretary s office 1500 marilla st room 5 d south dallas texas 75201 phone 214 670 3738 fax 214 670 5029