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## Article

### Business innovation management : a general overview to virtuous leadership

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## BUSINESS INNOVATION MANAGEMENT: A GENERAL OVERVIEW OF VIRTUOUS LEADERSHIP

**Abstract.** *The concept of leadership continues to develop as a concept that still maintains its importance. In the most general sense, leadership shapes employees' behaviours and facilitates all processes to achieve common goals and objectives. In today's innovative and rapidly changing business world, practical and good leadership is an important study topic in management studies. Effective and good leadership, also known as positive leadership, motivates ineffective employees, develops their skills, improves negative attitudes and behaviours and copes with stress and burnout. Positive Psychology is the newly advancing field of organisational behaviour sciences. Positive leadership highly addresses its relevance with positive character traits as defined virtue. Virtues, which are the source of well-being and glorify people's feelings, thoughts and behaviours, manifest as business ethics principles in business life. The virtues play an influential and vital role in various leadership styles, such as ethical, spiritual and transformational leadership. On the other hand, these leadership styles do not extensively define the core characteristics of a virtuous leader. In this direction, over the past decade, numerous virtuous leadership theories and models have recently developed that cite virtues as essential and indispensable. A review of previous studies revealed a gap in the literature on virtuous leadership. The problem of this study is that virtuous leadership has been examined in primarily ethical literature. This study aims to conceptualise by examining the prominent approaches of virtuous leadership according to the current literature. Traditional literature scrutiny is used as the research method in the paper. Studies are scattered in the relevant literature. This paper summarises the existing virtuous leadership literature and brings out a literature review. The study provides an overview of virtuous leadership theories and models among the definitions and classifications listed in Table 1 and also presents virtues-relevant leadership theories in the literature. Thence, it is expected to contribute to management, leadership and organisational behaviour. The research is a current study in terms of the subject discussed.*

**Keywords:** character strengths, positive leadership, positive psychology, virtuous leadership, virtue.

**Introduction.** In today's global business world, leaders aim to achieve organisational goals by influencing their followers by managing variable expectations fiercely competitive. Defining the best and only one leadership model and approach is challenging. Organisations need effective and good leaders who can manage crises and solve complex situations. Leadership styles are also behavioural patterns that reveal a leader's character. The behaviour styles of the leader affect organisational outputs. There are several leadership styles in the literature, but they particularly agree on the role of leadership in creating an adequate basis for achieving goals (Gedik, 2020; Yastoglu, 2022). Leadership has historically been a complex subject to define.

For this reason, studies in the field of leadership continue to develop. Recent studies in advancing leadership have been trying to discover the components of effective and positive leadership. It is thought that good leadership is equivalent to ethical and effective leadership, and the role of virtues is waiting to be revealed at this point (Ciulla, 1999). With the increasing interest in positive organisational psychology, the issue of virtue has gained more importance for the personal and organisational degree. In parallel with this increase, the field of virtuous leadership continues to be researched. However, it is not yet integrated into leadership theory. The concept of virtues is a new leadership approach in different cultures, but a

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universal set has not yet been achieved. In order to develop a healthy scientific advance, different definitions must be gathered on a common denominator. Because these inconsistencies also cause leadership theories to go wrong (Cameron, 2012; Uslu, 2019).

The new discipline of positive psychology largely drives the increasing interest in virtue and character; its founding scholars asserted that the development of virtues serves as a buffer against illness and dysfunction for individuals and groups (Seligman and Csikszentmihalyi, 2000). Researches in positive psychology indicate that the leadership model, which has humanitarian thoughts and principles, also acts within the framework of love, respect and care among all stakeholders and exhibits fairness, which leads to good and effective management. The effects of good and effective management encourage improvement and development in social, cultural and human conditions, which optimise welfare levels and material dimensions and could be observed in organisational outputs (Del Baldo, 2016). Human rights require the development of leadership approaches that allow people to realise their potential at the highest level, use a healthy language in human relations, contribute to the creation of positive organisational work environments, and pay attention to the human, economic and psychological needs of the workers of the business. Virtuous leadership can be defined as one of the humanitarian and good management practices (Taspınar and Eryesil, 2021). One factor that enables the leader to exhibit good and effective behaviour is the leader's character. It is seen that the leader's character shapes his behaviour and attitudes and significantly impacts organisational outputs, including the performance and behaviour of employees (Hendriks et al., 2020). Virtues are an inseparable whole with character, as the good character is gained through the practice of virtues. (Newstead et al., 2020).

In today's business world, undesirable situations such as bribery, miscommunication, corruption, and nepotism, experienced at the organisational level and arising due to the poor functioning of moral and ethical systems, are increasing alarmingly (Sener, 2019). Against moral, economic and ecological destruction of such problems in today's world that threaten human life and the universe, the interest in the virtue-based leadership approach has gradually increased thanks to many global searches of social sciences that allow us to reconstruct the knowledge of the «good» (Karisman, 2010). Recently, the global-scale crises have made the business and management world brings the virtues to discuss in leadership theories (Pearce et al., 2006). However, in addition to these achievements, positive managers are needed who provide inspirational motivation to their employees, encourage them, increase their well-being, are sensitive to their needs, and have fair, reliable and humane approaches. In this situation, it seems that the managers' positive character traits and virtues give positive outputs at the organisational and individual levels (Cameron, 2011; Yastoglu et al., 2019). However, researchers have revealed that leadership approaches that include virtues do not cover the main factors of the leader's virtuous behaviour.

For this reason, they developed the virtuous leadership approach, thinking that a theoretical framework is needed for virtuous leadership (Yastoglu, 2022). It is observed that there are different classifications of virtuous leadership characteristics in different cultures. The study aims to contribute to leadership and organisational behaviour by comprehensively addressing and introducing the concept of virtuous leadership models and theories, which are prominent in the literature.

**Literature Review.** Defining the characteristic features of virtuous leadership provides that the figure-out paradigm of management is well understood. In order to understand this paradigm, it is necessary to remember the positive psychology paradigm again (Alparslan and Yastoglu, 2018). Society faces significant problems in today's world due to the suffocating continuation of adverse situations such as global warming, natural disasters, unstable economic developments and epidemics. Among all these concerns and worries, well-being, personal and social development, and science about the good life are among the most important needs of modern times. This field of science aims to understand, test, discover and support the factors that allow individuals and communities to develop, it is called positive psychology. Positive psychology on virtues, well-being, happiness, flow, personal strengths, wisdom, creativity, and positive characteristics of groups and organisations (Hefferon and Boniwell, 2018). Positive psychology,

which is developing rapidly, has significance in psychology, organisational behaviour and human resources. Theoretical and empirical studies continue increasingly in positive psychology, which, with its simplest definition, is «a branch of science dealing with the strengths and potentials of people» (Polatçı, 2011). Positive psychology examines that correcting which are wrong but neglect to work on how to do the right things more correctly (Seligman, 2002). However, there is an overlooked part here. It is the fact that focusing on the individual's strengths can help reduce or prevent the individual's problems and problematic behaviours (Sheldon and King, 2001). Thus, positive psychology studies reveal that positive emotions also provide resources for personal development due to their constructive and expanding effect (Frederickson, 2001). It determines that the specific powers people have, namely virtues, are the driving force in their behaviour. For this reason, positive psychology emphasises that it makes people build positive features, offers theoretical and pragmatic prescriptions for productivity, and increases the sense of satisfaction and creative thinking (Alparslan and Yastıoglu, 2018; Carr, 2016).

Research in organisational psychology has previously focused on investigating human behaviour's dark and weak aspects, such as failure, burnout, and helplessness. However, with the shift of focus in the field and the opportunities brought by the innovative life of positive psychology, the sources of people's being happier, more productive and more successful have begun to be investigated. Martin Seligman (1999) introduced the concept of «positive psychology» by emphasising that psychology studies the weaknesses of individuals, but revealing the strengths and positive aspects is neglected, and psychology findings should be used to teach people how they can be more happier, more prosperous and better (Caprara and Cervore, 2003; Gable and Haidt, 2005; Linley and Joseph, 2004). In other words, positive psychology focuses on what is right in people, not what is wrong, based on how this situation can be improved (Keles, 2011). Therefore, virtuous leadership is a leadership style that prepares the ground for the leader to exhibit the necessary behaviours to be an effective and sound manager, develop employees, and make them functional at the highest level. In this way, employees are allowed the potential to make the highest contribution to the organisation. Employees should know that their manager manages with fairness, cares about their needs, makes the right decisions in difficult times, will help their employees to adapt quickly to changing conditions, and has a trust-based relationship between them (Manz et al., 2011). In this scope, the significance of virtuous leadership emerges.

**Results.** The Concept Of Virtue: Building and advancing a good theory begins with clearly defined fundamental parts (Newstead et al., 2018). In this direction, there is a need to explain ethics, morality, character, and the concept of virtue. Because it is seen that these concepts have close meanings and therefore can use in the same sense. However, each word has a different explanation. Virtue, in the centre of a person's character, is a form of the Latin vocable «virtus». As a concept, it means reaching the highest desired level of perfection. In this respect, virtues are the characteristics that enable the behaviours to emerge on the moral ground (Menguloglu and Serinkan, 2021).

Morality consists of rules, values and duties that regulate living together in society; ethics is moral philosophy (Karisman, 2010). The emergence of morality is based on essential reasons such as arranging the relations of individuals with each other according to the principles of truth and preventing the behaviours of individuals and organisations from negatively affecting social life. Moral disposition is the set of rules that people have to obey in the community. Virtue, on the other hand, emphasises the performers and their inner impulses and character traits rather than the evaluation of actions and preferences, based on concepts such as «good» or «competence» instead of concepts such as obligation, right, necessity and moral (Slote, 1992; Atar and Sener, 2021). Ethics, All virtues are ethical. Ethics is a broader perspective that includes virtues, avoidance of wrong, and observance of minimum rules. Most ethical behaviour also includes virtuous behaviour. For example, acting with justice is both ethical and virtuous. Our thoughts and actions reflect our values. Character is defined as the positive aspects of personality shown with feelings, thoughts and behaviours (Park and Peterson, 2008). In order to express the multidimensional nature of the excellent character and ensure its measurability, the components of the

character are classified as «character strengths». This classification, which explains 24 character strengths under six broad moral virtue areas, is the explanation of character strengths that focus on positive and right aspects in individuals, move them with the aim of a good life, and contribute to human development at the highest level (Steen et al., 2003) is defined together with being virtuous. The concept of character strengths can usually be considered together with the concept of virtue. Since it appears to be similar concepts of morality and values, the concept of virtue has not been independently studied more in social sciences research. The discipline of psychology was used to explain the concept of virtue, and dimensions such as ethics, endurance, well-being and meaningful purpose were given importance. The criteria used to describe the virtue of concept and explain character strengths are similar (Kabakci, 2013).

Classification of Virtues According to Eastern/Western Philosophers: Historically, there are deep roots in defining leadership in the tradition of virtues in Eastern and Western cultures. Virtues have been classified as wisdom, justice, bravery and innocence in Eastern philosophy (Tusi, 2007). The concept of virtue has begun to be built on the rhetoric of Confucian and Aristotelian thought, and it is observed that it includes different approaches under the influence of cultures (Mele, 2005). Even as early as the 6th century BC, Confucius pointed out that leaders must be virtuous and knowledgeable to fulfil their roles properly (Li, 2009). In Western culture, Aristotle says virtues are essential in forming excellent organisational and business management leadership (Hackett and Wang, 2016). Although Spinoza, another important Western philosopher, talked about virtues such as love, being other-minded, humility, generosity, temperance, gratitude, and forgiveness, he did not classify virtues. Positive psychology theorists Peterson and Seligman (2004) categorised character traits, as he defined 6 basic virtues and 24 sub-virtues. These are the cardinal virtues. As sub-virtues, the Strengths of the Character in the Field of Wisdom Virtue: Creativity, curiosity, open-mindedness, love of learning, perspective, Strengths of the Character under the Virtue of Courage: Authenticity, courage, perseverance, enthusiasm Character Strengths under the Virtue of Humanity: Tact, love, social intelligence Strengths of character under the Virtue of Justice: Integrity, leadership, teamwork.

Since ancient times, almost all philosophers and religious scholars have developed and written thoughts about management. Among its examples are philosophers such as Lao Tzu, Confucius, Plato, Aristotle, Farabi, Ibn Sina and Ibn Khaldun, and many theologians such as Pope I. Gregory, Saint Thomas Aquinas, and Imam Gazzali can be listed (Dincer, 2018). Below is the classification of virtues of some eastern philosophers (Tumsek, 2004):

Kindi (D.260/873): Indicating that anyone who uses the power of reason will be a «virtuous person» in a way, Kindi has brought a new perspective on moral competence and the ultimate happiness. Kindi determines the moral virtues as wisdom, valour, chastity and justice. Ibn Miskeveyh (d.421/1030) determined the basic virtues like wisdom, justice, courage and chastity. According to him, a person who achieves moral maturity will reach happiness. Ibn Sina (D.428/1037): He points to four basic virtues like other moralists. These are chastity, bravery, wisdom and justice. It also has secondary virtues. These virtues include generosity, contentment, patience, gentleness, friendship, full-heartedness, broad-heartedness, pleasure, truthfulness, loyalty, love, pity, shame and humility. He states that four basic virtues have developed, and secondary virtues have emerged from them. Gazzali (D.505/1111): He also tries to explain happiness by considering virtues. He continued the traditional philosophical understanding of the four basic virtues, justice, chastity, courage and wisdom. Nasiruddin-i Tusi (O.672/1274) his work «Ahlak-ı Nasiri», which he wrote about morality, examines how habits, virtues and virtues that make up human morality occur and what kind of results they have from a philosophical point of view. He defines 4 basic virtues as follows: Wisdom, Courage, Chastity, Generosity, Justice. Farabi (950 BC): The four basic virtues of the virtuous ruler are Theoretical virtues, the virtues of thought, moral virtues and the deed (based on work and action) arts and explains his virtues as follows: "He is physically, mentally, spiritually and emotionally resilient, loves the fact and the truth, is a good listener, alert, persistent, just, good-natured, mild in temperament, tenacious and willful, far-sighted, attentive, patient, knowledgeable, strong memory,

intelligent, graceful and courteous, consistent (Turan, 2015; Ozel, 2019). Al-Farabi divides virtues into moral and mental virtues. Chastity, courage, generosity, righteousness, and justice constitute moral virtues. Wisdom, wisdom, intelligence and maturity of understanding also constitute mental virtues. Kinalizade Ali Efendi (d.979/1572): The virtue is one of the topic that Kinalizade examines in detail. Virtue is good behaviour. In this work, he focuses on wisdom, chastity, bravery and justice, the four basic virtues traditionally handled by Eastern philosophers (Tumsek, 2004).

Despite the differences in classification, it is seen that the virtues of humanity, truth/honesty, wisdom/wisdom, justice, temperance and courage are shared by many thinkers. Although some virtues have the same name in these cultures, they correspond to virtues with similar meanings. For example, virtue, which the eastern philosophers express as bravery, is used as the concept of courage in the west.

Cardinal Virtues: In the research conducted by C.Peterson and M.Seligman, who are the leading representatives of the positive psychology approach, human beings' basic virtues and powers were determined by scanning many ancient religious and philosophical traditions. Peterson and Seligman (2004) classified the six basic virtues that are valid in all cultures by examining the views of almost all philosophers who have studied the classification of virtues in different religions and cultures and the studies of today's positive psychologists and researchers. These six basic virtues consist of 24 sub-virtues (character strengths) (Alparslan and Yastoglu, 2018; Carr, 2016):

1. Justice. Justice, which is considered the basic virtue of almost all moral philosophers, forms the basis of a healthy life and a social life in prosperity. This virtue consists of 3 sub-virtues, namely fairness, leadership and teamwork.

2. Courage. In the face of all internal or external obstacles, opposition or coercion, the individual is persistent and determined to reach the goal they try to achieve. Courage has four character strengths: authenticity, courage, perseverance and enthusiasm for life.

3. Transcendence. Competences that give meaning to human beings. It combines five virtues: appreciation for beauty and perfection, gratitude, hope, sense of humour, and spirituality.

4. Humanity. It is expressed as the development of close, affectionate and one-to-one relationships between people. It consists of three sub-virtues called kindness, love and social intelligence.

5. Temperance. These competencies protect people against extremism and keep them balanced. This virtue consists of 4 sub-virtues: forgiveness, humility, prudence, and self-control.

6. Wisdom. It is acquiring and using knowledge to achieve a more meaningful life. It is about the person's ability to reach cognitive competence. The virtue of wisdom consists of 5 sub-virtues: creativity, curiosity, open-mindedness, love of learning and perspective.

The following paragraph includes leadership approaches that include virtues.

Leadership Approaches and Virtues: Existing literature also have different definitions of virtuous leadership. Although the issue of leadership in terms of virtues and character in eastern and western cultures has a long history, the importance of virtues in shaping and directing leader behaviours has been largely limited to the ethical literature (Wang and Hackett, 2016). Hence, there is a need for a clear explanation of virtuous leadership based on virtues and a conceptual framework. Virtuous leadership, conceptually, moral leadership (Rhode, 2006), ethical leadership (Brown and Trevino, 2006), servant leadership (Van-Dierendonck and Nuijten, 2011), transformative leadership (Bass and Riggio, 2006), transformational leadership (Sashkin, 2004); Transformative (Caldwell et al., 2012) definitions have been analysed as equivalent (Wang and Hackett, 2016). Moreover, most importantly, almost none of these approaches are grounded in the virtues literature.

There is a strong relationship between ethical leadership practices and virtuous leadership behaviours. For example, Riggio et al. (2010) brought a virtue-based approach to ethical leadership, which was handled with a character-centred perspective, and stated that leadership virtues could also measure ethical leadership. With this point of view, they described the ethical leader is someone who acts according to the basic virtues of prudence/common sense, fortitude, temperance and justice. An approach that

includes leadership virtues is the transformational leadership approach. Transformational leaders; By displaying behaviour that prioritises justice and equity, it creates a different individual interest according to the needs of each employee. Employees motivated by these attitudes and behaviours of the leader are directed to do good and right.

Furthermore, by supporting their moral development, they begin to contribute to the organisation's well-being (Bass and Avolio, 1993). Transformational leaders aim to serve and lead their well-being thanks to their virtues. For the stability of this transformational impact strategy, the leader needs the virtue of integrity (Sashkin, 2004). The servant leadership approach also benefits from the virtues of the leader. Servant leaders are visionary people who have the power to understand, guide and contribute to their development (Van-Dierendonck and Nuijten, 2011) and instil confidence in their employees (Russell, 2001). They aim to create positive change (Parris and Peachey, 2013). Servant leadership promotes a more meaningful and optimal human functioning with a strong sense of community in organisations (Van Dierendonck and Patterson, 2015). Thanks to their attractiveness, charismatic leaders establish a strong bond with their followers, gain their loyalty and create an environment of trust (Conger, 1999). They are the people who motivate employees to reach their unique vision and goals by developing their skills and giving them responsibility (Shamir et al., 1993). Howell and Avolio (1992), in this study which he revealed the characteristics of charismatic leaders, state that the virtues of common sense, justice, courage, temperance/self-control, sublimity and humility will strengthen the effect of the leader due to his charisma; He revealed that in the absence of these virtues, the effectiveness of leadership and the charisma of the leader negatively to be affected: The virtue of common sense facilitates the leader to take responsibility and make the right decisions, thus ensuring success and gaining the trust of the parties.

Spiritual leadership is accepted as a structure that the needs of transcendence and relationship organisation employees, enables them to reach spiritual happiness through professional love and a sense of belonging, and motivates themselves and others with inner power to fulfil their duty responsibilities (Reave, 2005). A spiritual leader has three basic characteristics: vision, hope/belief, and altruistic love. Especially hope/belief and altruistic love dimensions are related to the leader's virtues. Because it contains individual virtues such as trust, loyalty, forgiveness, gratitude, honesty, integrity, courage, kindness, empathy, compassion, patience, endurance, perfection and enthusiasm for life (Fry, 2003). Another leadership theory that indicates the virtues of the leader is moral leadership. Moral leadership is characterised by the virtues of a high degree of personal integrity, self-cultivation and selflessness, and altruism. A moral leader should be an example to others by exhibiting behaviours in accordance with moral rules and virtues and should use power where he receives from his authority not only for his ambitions and interests but also protects the organisational benefit society to which he belongs (Rhode, 2006). Moral leadership is expressed as the whole of the leader's virtue, self-discipline and self-interest, which consists of superior character traits. Thanks to their virtues such as integrity, justice, and courage, these leaders are role models and enable them to exhibit ethical behaviours (Hannah and Lester, 2005).

Virtuous Leadership: A leader is the person who gathers, motivates and directs the people around him, while leadership is used to express the power and authority to direct and manage people for a specific purpose. Considering that the leadership phenomenon has a power-based aspect, leadership is described as a process of using power to ensure interpersonal interaction. The person with this ability is called a leader (Dincer, 2018). Leadership is about influencing people to reach higher levels and become better Clark (2018) says that leadership is about making an impact, which is a simple and human condition.

It is thought that the failure of companies and their withdrawal from the market is due to dominant thought, and language in their management is primarily based on economic thought and language. In other words, It states that the managers of the companies can not achieve success because they focus all their attention on the economic activity and forget that the real nature of their organisations is a community made up of people (Gercik, 2011). These failures reveal that today, with a comprehensive paradigm change, positive management has begun to replace management where economic theories and

practices are dominant (Dierksmeier, 2016). Organisations can achieve their goals more easily thanks to managers who centre people, make information productive, provide opportunities for the development of themselves and their employees, and take moral principles into account in their decisions (Grimani and Gotsis, 2020). The researchers suggest that revealing the positive side of leadership during periods are almost necessity (Mumford and Yitzhak, 2014). The focus shift is seen in leadership approaches; it is the emergence of positive organisational psychology, which examines organisations through the lens of positive psychology. In the light of this approach, an environment that examines the potential effects of leadership on the happiness of employees increases their positive emotions by giving morale to their followers, establishes healthy relationships by establishing trust in the workplace, gives importance to the feelings and thoughts of their employees, and provides opportunities for their development.

The requirement for «virtuous leaders» who focus on their strengths by providing opportunities has increased (Eksili, 2019; Menguloglu and Serinkan, 2021). Searches in the area of management and leadership researchers reveal the relationship between good leadership practices and the virtues of the leader. Kirkpatrick and Locke (1991), the pioneers of leadership development studies, argue that acting in harmony with one's values and being consistent in one's behaviour (Cameron et al., 2004) are important components of virtuous leadership. Virtuousness can guide leadership in times of confusion, instability, and high-speed change. This is so since virtuousness constitutes universal goodness in all societies and cultures. Also, virtuous behaviour is associated with favourable outputs. For instance, some researches show that virtuous organisations have remarkably higher productivity, functionality and negative employee outputs (Aguiling and Racelis, 2021).

Although virtue is a relatively abstract concept, the common aspect of virtue definitions is that they represent positive character traits. Therefore, it is seen that the specific powers of the character are utilised while creating models for the characteristics of virtuous leaders. In addition, almost all of the virtues in the virtuous leadership classifications and dimensions made today are based on the basic and lower virtue classifications made by eastern philosophers, western philosophers and positive psychologists. While making classifications and dimensions of virtuous leadership, researchers have also given different names for the concept. For example, Riggio et al. (2010) explained the dimensions of virtue-based leadership and developed the leadership virtues scale. While Thun and Kelloway (2011) try to explain the characteristics of virtuous leaders with the character-based leadership model, Crossan et al. (2013) conceptualised the virtuous behaviour of the leader as a leadership model based on virtuous character. Caldwell et al. (2015) tried to explain virtuous leadership with six characteristics that leaders should have (Yastioğlu, 2022). All prominent virtuous models and theories are summarised in Appendix A1. There are different classifications in the literature on the characteristics of virtuous leaders. The existence of different virtuous leadership models has grounded the views of virtuousness definition, and its relative importance may differ according to context and culture (Hursthouse, 1999; Mele, 2005).

**Conclusions.** This study examines the prominent theories in the literature that address virtuous leadership from different perspectives by different researchers. Additionally, classifications of virtues made in virtuous leadership approaches are also included in the study. Moreover, an overview of the virtuous leadership approach is presented. In this study, only the prominent theories in the literature are examined. This is the limitation of the search. It is observed that there is no full consensus on virtuous leadership theory. Virtuous leadership was examined only in the context of positive psychology theory. There is a need for virtuous leadership to be examined in terms of more and different theories and approaches and to be brought to the literature. It is significant to improve the virtuous leadership model asks leading with virtues that require the best for all the society and make it practicable in businesses. Issues such as extending the life span of institutions, learning abilities that help to adapt to the outside world, the quality of the corporate culture that reveals the identity of the company, and the ability of employees to contribute to the organisation with full functionality can be successfully realised under virtuous leadership management. In order to ensure that their businesses can survive in the innovative competitive conditions



of our age, it is necessary to encourage leadership that acts with a set of moral values, derives its strength not from the authority but from the virtues it has, and that has gained its knowledge and experience over time and has been able to make it functional. As virtue develops, strengthens and perfects those who have it, it will also move organisations for the better. The leader himself/herself and his/her organisation will perform effectively and achieve social benefit. The subject of virtues continues to be a central concept with its refreshing and constructive effect at the beginning of the works of enterprises that include original and innovative solutions that will bring financial profit to them and social benefit. Despite having some limitations, the research tries to contribute to the existing literature by providing theoretical refinement of virtuous leadership using a philosophically grounded conceptual framework.

The present study demonstrates the definitions and classifications of the current literature on virtuous leadership. Many scholars and researchers have examined virtues and leadership relations since ancient times. For this reason, the issue of virtuous leadership has deep cultural, philosophical and traditional roots and has a strong structure. Carrying our historical richness into today's management world can be our guiding way of solving problems. Emphasising the importance of virtue for leadership is entirely appropriate: virtue is essential for effective and good leadership. In this regard, in this research, a literature examination was managed in order to carry out the conceptual definition of virtuous leadership. Developing a virtuous leadership model and applying it in businesses is also essential. Issues such as extending the life span of institutions, learning abilities that help them to realign to the outside world, the quality of the corporate culture that reveals the identity of the company, and the ability of employees to contribute to the organisation with full functionality can be successfully realised under virtuous leadership management. In order to ensure that their businesses can survive in the innovative competitive conditions of our age, it is necessary to encourage leadership that acts with a set of moral values and derives its strength not from the authority but from the virtues it has.

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Table A1. Summarisation of virtuous leadership theories and definitions

Researcher	Definitions of Leader Character and Virtuous Leadership
<b>Sarros et al., 2006</b>	In this study, they emphasised that virtues are indispensable components of character and that character in leadership increases the quality of productivity, harmony and happiness in the organisations and encourages employee development. They have also developed a culture-specific virtuous leadership scale combining the five leader virtues (humility, courage, humour, passion and wisdom) defined by Barker and Coy (2003) and the two basic characteristics of Barlow (2003) in the creation of the dimensions of virtuous leadership (honesty and compassion)
<b>Pearce et al., 2006</b>	In this study, researchers describe virtuous leadership as someone who distinguishes between right and wrong in the leadership role and who acts with positive emotions such as justice and honesty. Influence and enable others to pursue truth and morality for all the shareholders to connect higher and meaningful aims.
<b>Havard, 2007</b>	In this study, which also introduces virtuous leadership as a model, the scholar states that virtues are the driving force of individuals and the elements that bring people to perfection. Additionally, the study explains that virtuous leadership means the standards for high performance, which is the foremost sign of organisations, can be reached thanks to virtues. According to him, Virtues should be examined in six dimensions: common sense (prudence, courage, justice), self-control, humility and humility (magnanimity) explained.
<b>Flynn, 2008</b>	This study attempts to contribute to leadership vision in organisations based on a recovery of virtue. While others have undertaken to furnish a vision for leadership based on the ethics of virtue, to enter in-depth into Aristotle's thought, keep in mind managerial work, and present and discuss some ideas of the German philosopher Pieper(1904–1997). The contribution of Aristotle and Pieper to ethics and society is of permanent value, based on considering their respective ethical systems and their business application. It wants to demonstrate that virtue ethics contributes to an environment for business that fosters best practices.
<b>Riggio et al., 2010</b>	In this study, researchers bring virtue-based ethical/moral leadership into the literature. Plato first discussed fundamental virtues in his work «The State» and later brought to the agenda by Aristotle in more detail with the dimensions of prudence, courage, temperance and justice. It has been stated that the four cardinals (basic, main) virtues built on Aristotle's philosophical discourses play a crucial part in the behaviour of leaders. The study explains the building blocks of virtuous leadership and gives information about the functioning and processes of virtuous leadership. A virtuous leader is someone whose qualities and actions are consistent with the four virtues: common sense, courage, temperance and justice.
<b>Thun and Kelloway, 2011</b>	In this study, researchers revealed that leadership is closely related to virtues, and the study they carried out with reference to the character traits, which are the subset of virtuous behaviours. Peterson and Seligman (2004) tried to measure the strengths of the 24-item character and the virtues of the leaders. The working results of Peterson and Seligman's 24-item character strengths were compatible with the literature on virtues and emphasised the importance of virtues for developing employees and the organisation. Virtuous Leaders: The Character-Based Leadership Model - Wisdom: Creativity, curiosity, love of learning, courage -Humanity: Love, kindness, gratitude - Measurement: Persistence, leadership, common sense, self-regulation
<b>Cameron, 2011</b>	In this research, virtuous leadership defines as leaders who enable people to realise their highest potential and want all stakeholders to be good and pursue good. Cameron also describes virtuous leaders as responsible leaders.
<b>Avolio and Hannah, 2011</b>	Researchers have tried to make clear the epistemic of leader character. They clarify the constitution of the character strengths proposed by Plato. The scholars agree that leaders have moral elements that define individual character traits separate from values, personality, and other related forms. Furthermore, the study of character-based leadership provides characterising leaders with virtuous behaviours.

Continued Table A1

Researcher	Definitions of Leader Character and Virtuous Leadership
<b>Kilburg, 2012</b>	In this study, virtuous leadership is described as “ people who do the right things at the right times, make decisions in a fair, consistent, stable, moral manner, and enact the truth to achieve business goals. It is a leadership style exhibited by people who directly distinguish the wrong, make decisions, put them into effect, and do them with the right methods. Also, humanity states that the virtues are leaders' behavioural formulas.
<b>Reggio et al., 2012</b>	In this study, Virtuous leadership defines it is the ability to distinguish right from wrong in one's global leadership role, gain confidence in operations conducted around the world, help others connect to higher goals, observe moral values in their practices, and take steps that will contribute to the betterment of society."
<b>Crossan et al.,2013</b>	In this study, which is exploratory research, they state that business leaders who have good character traits and virtues, it provides demonstrating virtuous leadership. Based on Seligman's (2004) 24 character strengths, they created a conceptual virtuous leadership model. Additionally, they indicate that virtues examined in fields such as philosophy and ethics must integrate psychology and management research. The research's consequence shows that the leaders' virtues such as honesty, courage, humility and humanity are the pillars of effective leadership.
<b>Hackett and Wang,2012, Wang and Hackett, 2016</b>	The study aims to bring definitional clarity to the issue of virtue relative to leadership and organisational behaviour science. It is a leader-follower relationship in which the virtuous behaviour of the leader is in accordance with the context of virtuous leader behaviours and has placed virtuous leadership comprehensive framework. According to this, by referring to the seven leadership theories he examined, he thinks it is not explained clearly in this leadership theory. Findings, the leader tries to explain his character traits and virtues again. Six virtues, including four considered fundamentals by Aristotle and two examined basics by Confucius, are joined to all these leadership approaches. To make a comparative analysis between the Confucian and Aristotelian traditions, he identified the differences between them. In addition, he determines the six cardinal virtues of courage, temperance, justice, common sense, humanity and righteousness and brings them to the virtuous leadership literature.
<b>Polanski et al., 2014</b>	This study stated that virtuous leadership is examined within ethical leadership, but virtues such as behavioural integrity and consistency are key to effective leadership.
<b>Caldwell et al.,2015</b>	In this research, he describes virtuous leaders as ethical workers who try to optimise organisational wealth. The manuscript brings a clear explanation of virtuous leadership and identifies six necessary characteristics, which are the ways of being effective in an increasingly challenging and competitive world market. The study briefly describes virtuous leadership's six core characteristics and identifies each virtue.
<b>Ko and Rea, 2016</b>	The researchers state that adopting a virtue-based approach can make organisations perfect in an uncertain business environment. They propose to develop a leadership virtues framework. They argue that developing virtuous leaders who behave with the seven virtues helps create more positive work outcomes.
<b>Bauman, 2018</b>	The study examines the origins of leadership behaviours in their work. Based on the philosophy of Plato, the study analyses virtuous and non-virtuous leaders. One virtuous and four non-virtuous leadership models define as the philosopher-king (aristocratic), the timocratic (honour-loving), the oligarchic (money-loving), the democratic (minimally appetite-loving), and the tyrant (uncontrolled appetite-loving). This study provides a descriptive framework for the virtues that guide leaders and the benefits of virtues to the organisation.

Continued Table A1

Researcher	Definitions of Leader Character and Virtuous Leadership
<b>Newstead et al., 2019</b>	This conceptual article offers a virtues-based approach that develops good and effective leadership. They attempt to make a clear conceptualisation of informing virtues of good leadership in several fields. They discuss the issues of virtue and leadership development having similarities, both character development throughout human life. There is an emphasis on the context of the human being like virtues and leadership, the correct behaviour of a person or a leader may vary depending on the situation he is at the time in according to this, a person decides which side to show his strongest side, leadership and virtue are fundamentally human phenomena and depend on relational processes and from this point of view, the idea arises that effective leadership can be developed with virtues.
<b>Hendriks et.al.,2020</b>	In this study, they bring a clarification the components of leader virtues are willing to make the right decisions, reaching goals by using virtues (wisdom, milking), acting by controlling emotional reactions and desires (temperance), giving everyone what they deserve, being fair (justice), despite risks. It consists of the virtues of not deviating from the truths that one knows and is sure of (courage), love, respect for others, and being attentive and caring about them (humanity).
<b>Aguling and Racelis, 2021</b>	This study develops theories on virtuous leadership by studying a Philippine foundation's leadership program that presents theoretical definitions. The research makes virtue critics of philosophy and Newstead (et al.) ontology of virtues. They offer seven theoretical propositions which are emphasising virtues, stating that virtuous leadership provides the trust and respect of the followers, are supportive, concerned, respectful, and friendly leaders help to solve problems and to teach how to cope, leaders need to be controlling the harmony of courage, initiative and resilience, virtuous behaviours influence and improve the followers' behaviours, leaders virtues motivates the youth make self-actualisation and lastly the followers need to be consciously practising solidarity and sympathy.

Sources: developed by the author based on (Yastioğlu, 2022).

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**Управління бізнес-інноваціями: систематизація наукового доробку у сфері формування лідерських компетенцій**

Фактори лідерства та компетенцій, що його формують постійно досліджуються науковою спільнотою, що тим самим підтверджує актуальність вивчення даної тематики. Авторами наголошено, що у широкому сенсі лідерство формує поведінку співробітників і сприяє процесам досягнення загальних цілей і завдань організації. У сучасному інноваційному та швидко мінливому світі практичне та якісне лідерство є важливою темою для вивчення. Ефективне та зразкове лідерство, також відоме як позитивне лідерство, мотивує неефективних співробітників, розвиває їхні компетенції, нівелює негативне ставлення, підвищує ефективність управління стресом та елімінує вигорання. Позитивна психологія – це нова сфера знань про організаційну поведінку. Позитивне лідерство в значній мірі залежить від характеру особистості та загальноприйнятих чеснот. Чесноти, які є джерелом добробуту, формують мислення та поведінку особистості, які проявляються як принципи ділової етики у бізнес-середовищі. Чесноти відіграють впливову та життєво важливу роль у різних стилях лідерства, таких як етичне, духовне та трансформаційне лідерство. З іншого боку, ці стилі лідерства не в повному обсязі визначають основні характеристики добродесного лідера. У цьому напрямку за останнє десятиліття розроблено численні теорії та моделі добродесного лідерства, які визначають незмінність та доцільність врахування чеснот. Огляд попередніх досліджень виявив прогалину в літературі про добродесне лідерство. Проблема цього дослідження полягає в тому, що добродесне лідерство розглядалося в основному з точки зору етики. Це дослідження має на меті сформувані теоретико-методологічний базис добродесного лідерства на основі результатів узагальнення наукового доробку у цій сфері. У статті використано такі методи дослідження як наукової абстракції та узагальнення. Авторами систематизовано підходи до трактування поняття добродесне лідерство. Узагальнено теорії і моделі добродесного лідерства, підходи до класифікації, а також представлено теорії лідерства, що відображають специфіку врахування чеснот.

**Ключові слова:** сильні сторони характеру, позитивне лідерство, позитивна психологія, добродесне лідерство, чеснота.