



**CHETANA**  
International Journal of Education (CIJE)

Peer Reviewed/Refereed Journal  
ISSN : 2455-8279 (E)/2231-3613 (P)

**Impact Factor**  
**SJIF 2025-8.445**



**Prof. A.P. Sharma**  
Founder Editor, CIJE  
(25.12.1932 - 09.01.2019)

### **Leadership Styles of Indian Entrepreneurs and their Ethical Practices**

**Vikash Bareth**

*Research Schoolar*

**Dr Anjoo Chauhan**

*Associate Professor*

*Maharishi Arvind University, Jaipur*

*Email: vikashbareth@gmail.com, Mobile: 874184444*

*First draft received: 15.11.2025, Reviewed: 18.11.2025*

*Final proof received: 21.11.2025, Accepted: 28.11.2025*

#### **Abstract**

*Entrepreneurial leadership in India has developed through a distinctive interaction of cultural traditions, philosophical thought, and contemporary economic realities. Indian entrepreneurs function not only as agents of economic transformation but also as custodians of ethical values that influence organizational behavior and social trust. This paper critically examines the leadership styles commonly practiced by Indian entrepreneurs and explores the ethical principles that shape their leadership conduct. Drawing upon established leadership theories, Indian philosophical concepts such as dharma, karma, and trusteeship, and modern frameworks of business ethics, the study demonstrates that Indian entrepreneurial leadership is predominantly values-driven rather than purely compliance-oriented. The analysis highlights how transformational, paternalistic, servant, and adaptive leadership styles coexist and collectively contribute to ethical decision-making, stakeholder responsibility, and long-term organizational sustainability. The paper further discusses contemporary ethical challenges arising from globalization, technological change, and competitive pressures, and proposes strategies for strengthening ethical leadership among Indian entrepreneurs. The study offers meaningful insights for scholars, practitioners, and policymakers concerned with responsible entrepreneurship in emerging economies.*

**Key Words:** *Indian entrepreneurs; leadership styles; ethical leadership; business ethics; Indian values; corporate responsibility etc.*

#### **Introduction**

Entrepreneurship inherently involves leadership, decision-making, and moral responsibility. Entrepreneurs shape organizational direction, influence employee behavior, and determine the ethical climate of enterprises. In the Indian context, entrepreneurial leadership has traditionally been guided by moral norms emphasizing duty, honesty, and social obligation. Business leaders have historically been viewed not merely as profit-seekers but as contributors to societal welfare.

Leadership and ethics are inseparable dimensions of entrepreneurship. Entrepreneurs are not only creators of economic value but also shapers of organizational culture, social norms, and ethical standards. In the Indian context, entrepreneurial leadership has evolved within a unique socio-cultural and philosophical milieu characterized by moral duty (*dharma*), collective welfare, and long-term societal orientation. As India emerges as one of the world's fastest-growing entrepreneurial ecosystems,

understanding the ethical foundations of leadership practiced by Indian entrepreneurs becomes critically important.

India's post-liberalization economy has witnessed significant entrepreneurial growth across sectors such as manufacturing, services, technology, and social enterprise. While economic opportunities have expanded, ethical concerns related to governance, sustainability, and stakeholder equity have also intensified. Consequently, ethical leadership has emerged as a critical determinant of entrepreneurial credibility and long-term success. This paper aims to analyze the leadership styles prevalent among Indian entrepreneurs and examine how ethical values inform leadership behavior, organizational culture, and strategic choices.

#### **Theoretical Perspectives on Leadership and Ethics**

Leadership theory provides multiple lenses through which entrepreneurial behavior can be understood. Transformational leadership emphasizes vision, inspiration, and moral purpose, enabling leaders to motivate followers toward collective goals. Transactional leadership focuses on structured exchanges and performance-based rewards, while servant leadership prioritizes service, humility, and ethical responsibility. Ethics in leadership involves principled decision-making grounded in fairness, accountability, and respect for stakeholders. Ethical leadership integrates moral reasoning into everyday managerial actions and long-term strategy. In entrepreneurial settings, leaders play a decisive role in establishing ethical norms due to the absence of formalized systems during early stages of organizational development. In India, leadership ethics are influenced by cultural values that emphasize character, intent, and social harmony over rigid rule-based compliance.

### **Indian Philosophical Roots of Ethical Leadership**

Indian ethical thought provides a strong moral foundation for entrepreneurial leadership. The principle of dharma represents righteous conduct and moral duty. Entrepreneurs guided by dharma prioritize ethical means, fairness, and social responsibility in business operations. The doctrine of karma reinforces accountability by emphasizing that actions inevitably produce consequences. This belief encourages entrepreneurs to adopt a long-term perspective and consider the broader impact of their decisions. Gandhian philosophy introduced the idea of trusteeship, asserting that wealth creation carries an obligation to serve society. This perspective has influenced several Indian business leaders who have integrated philanthropy, employee welfare, and community development into their business models. Collectivist values further strengthen ethical leadership by emphasizing interpersonal relationships, community ties, and shared responsibility.

### **Leadership Styles Practiced by Indian Entrepreneurs**

Indian entrepreneurs rarely adhere to a single leadership style. Instead, they demonstrate hybrid approaches shaped by context, organizational size, and cultural expectations. Transformational leadership is evident among entrepreneurs who articulate a compelling vision grounded in ethical values. Such leaders inspire trust and commitment by aligning organizational goals with broader societal objectives. Paternalistic leadership remains common, particularly in family-owned enterprises. This approach combines authority with personal concern for employees' welfare. While it fosters loyalty and stability, it requires balance to avoid excessive dependence on the leader. Servant leadership is reflected in leaders who prioritize employee development, customer satisfaction, and social service. Situational leadership enables entrepreneurs to adapt their behavior to changing environmental conditions while maintaining ethical standards.

### **Ethical Practices in Entrepreneurial Leadership**

Ethical leadership among Indian entrepreneurs is expressed through integrity, transparency, and accountability. Honest communication, ethical financial practices, and consistency between words and actions strengthen organizational credibility.

Employee-related ethics include fair recruitment, equitable compensation, safe working conditions, and opportunities for learning and growth. Ethical leaders recognize employees as key stakeholders rather than mere resources.

Customer ethics emphasize quality assurance, truthful marketing, and long-term relationship building. Social and environmental responsibility further extends ethical leadership beyond organizational boundaries.

### **Contemporary Ethical Challenges**

Indian entrepreneurs face complex ethical challenges in a globalized business environment. Regulatory ambiguity and bureaucratic procedures may create pressures that test ethical commitment. Intense competition and cost pressures can tempt organizations to compromise ethical standards related to labor, environment, or data privacy. Rapid digitalization introduces additional concerns regarding cybersecurity, artificial intelligence, and equitable access to technology. Ensuring ethical continuity during organizational growth requires formal governance mechanisms and ethical leadership development beyond the founder.

### **Ethics, Governance and Sustainable Performance**

Ethical leadership contributes significantly to effective corporate governance and sustainable performance. Organizations led by ethically grounded entrepreneurs benefit from enhanced trust, reduced risk, and stronger stakeholder relationships.

Embedding ethics into governance structures through codes of conduct, transparent processes, and leadership training ensures consistency and accountability. Ethical governance supports resilience, innovation, and long-term value creation.

### **Future Directions**

Strengthening ethical entrepreneurial leadership in India requires integrating ethics education into entrepreneurship development initiatives. Academic institutions, industry bodies, and policymakers play a crucial role in promoting ethical awareness.

Blending indigenous ethical values with international governance standards can create a robust framework for responsible leadership. Emerging entrepreneurs must consciously embed ethics into strategy, culture, and innovation processes from the outset.

### **Conclusion**

Leadership style and ethics collectively shape the character of Indian entrepreneurship. Rooted in cultural and philosophical traditions, Indian entrepreneurs demonstrate leadership approaches that integrate vision, authority, adaptability, and moral responsibility. As Indian enterprises increasingly engage with global markets, sustaining ethical leadership while pursuing growth remains a defining challenge. Entrepreneurs who uphold ethical integrity alongside strategic excellence are more likely to achieve enduring success and contribute positively to societal development.

## References

1. Alvesson, M., & Einola, K. (2019). Warning for excessive positivity: Authentic leadership and other traps in leadership studies. *Leadership Quarterly*.
2. Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership*. Lawrence Erlbaum.
3. Ciulla, J. B. (2014). *Ethics, the Heart of Leadership*. Praeger.
- Denison, D. R. (1990). *Corporate Culture and Organizational Effectiveness*. Wiley.
4. Gandhi, M. K. (1951). *Trusteeship*. Navajivan Publishing House.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations*. McGraw-Hill.
5. Khanna, T., & Palepu, K. (2010). *Winning in Emerging Markets*. Harvard Business Press.
6. Ratan Tata. (2013). *Ethics and Values in Indian Business*. Tata Group Publications.
7. Schein, E. H. (2017). *Organizational Culture and Leadership*. Wiley.
- Yukl, G. (2013). *Leadership in Organizations*. Pearson Education.
8. Sanyal, K., & Chakrabarti, R. (2025). *Artificial Intelligence and India*. Oxford University Press India
9. Kumar, S., & Sengupta, S. (2025). *Sovereign AI: Rethinking Autonomy in the Age of Global Interdependence* (preprint).