



**NEW CHALLENGES IN  
ECONOMIC AND BUSINESS  
DEVELOPMENT 2021**

14/05/2021/Riga  
University of Latvia

**PROCEEDINGS**



International Scientific Conference

**New Challenges in Economic and Business Development –  
2021: Post-Crisis Economy**

# **PROCEEDINGS**

Organised by Faculty of Business, Management and Economics,  
University of Latvia

May 14, 2021  
Riga, University of Latvia



UNIVERSITY OF LATVIA  
**FACULTY OF BUSINESS,  
MANAGEMENT  
AND ECONOMICS**

The 13th international scientific conference "New Challenges in Economic and Business Development – 2021: Post-Crisis Economy": Riga, Latvia, May 14, 2021.

Proceedings. Riga: University of Latvia, 2021, 484 p.

### Scientific Programme Committee

**Chair, Dr. Inna Romanova**, Professor, University of Latvia (Latvia)  
**Dr. Jean David Avenel**, Professor, University Paris-Est Creteil (France)  
**Dr. Signe Balina**, Professor, University of Latvia (Latvia)  
**Dr. Alan Barrell**, Professor, University of Cambridge (United Kingdom)  
**Dr. Frank Bezzina**, Associate Professor, University of Malta (Malta)  
**Dr. Gundars Berzins**, Professor, University of Latvia (Latvia)  
**Dr. Andrejs Cekuls**, Professor, University of Latvia (Latvia)  
**Dr. Rasa Daugeliene**, Associate Professor, Kaunas University of Technology (Lithuania)  
**Dr. Vida Davidaviciene**, Professor, Vilnius Gediminas Technical University (Lithuania)  
**Dr. Tomasz Dorozynski**, Assistant Professor, University of Lodz (Poland)  
**Dr. Ksenija Dumicic**, Professor, University of Zagreb (Croatia)  
**Dr. Margarita Dunska**, Professor, University of Latvia (Latvia)  
**Dr. Nicolas Gavaille**, Associate Professor, Stockholm School of Economics in Riga (Latvia)  
**Dr. Simon Grima**, University of Malta (Malta)  
**Dr. Arto Haveri**, Professor, Tampere University (Finland)  
**Dr. Gundars Kaupins**, Professor, Boise State University (USA)  
**Dr. Jan Koernert**, Professor, University of Greifswald (Germany)  
**Dr. habil. Natalia Kuznetsova**, Professor, Saint Petersburg State University (Russia)  
**Dr. Pierpaolo Marano**, Associate Professor, Università Cattolica del Sacro Cuore (Italy)  
**Dr. Ibish Mazreku**, Associate Professor, University Haxhi Zeka (Kosovo)  
**Dr. Marco Menichetti**, Professor, University of Liechtenstein (Liechtenstein)  
**Dr. Eda Merisalu**, Professor, Estonian University of Life Sciences (Estonia)  
**Dr. Shin'ya Nagasawa**, Professor, Waseda University (Japan)  
**Dr. Josef Neuert**, Professor, University of Salzburg (Austria)  
**Dr. Tiiu Paas**, Professor, Tartu University (Estonia)  
**Dr. Gunnar Prause**, Professor, Tallinn University of Technology (Estonia)  
**Dr. Janis Priede**, Professor, University of Latvia (Latvia)  
**Dr. Alari Purju**, Professor, Tallinn University of Technology (Estonia)  
**Dr. Trond Randoy**, Professor, University of Agder (Norway)  
**Dr. Jurgita Raudeliuniene**, Professor, Vilnius Gediminas Technical University (Lithuania)  
**Dr. Ramona Rupeika-Apoga**, Professor, University of Latvia (Latvia)  
**Dr. Bruno S. Sergi**, Professor, University of Messina (Italy), Harvard University (USA)  
**Dr. Biruta Sloka**, Professor, University of Latvia (Latvia)  
**Dr. Ligita Simanskiene**, Professor, Klaipeda University (Lithuania)  
**Dr. habil. Inna Steinbuka**, Professor, University of Latvia (Latvia)  
**Dr. Erika Sumilo**, Professor, University of Latvia (Latvia)  
**Dr. Eleftherios Thalassinos**, Professor, University of Piraeus (Greece)  
**Dr. Osman Titrek**, Professor, Sakarya University (Turkey)  
**Dr.habil. Renata Walczak**, Professor, Warsaw University of Technology (Poland)

## Conference Organizing Committee

**Chair, Dr. Inna Romanova**, Vice Dean for Research, Professor, Faculty of Business, Management and Economics, University of Latvia

**Dr. Gundars Berzins**, Dean, Professor, Faculty of Business, Management and Economics, University of Latvia

**Dr. Andrejs Cekuls**, Professor, Faculty of Business, Management and Economics, University of Latvia

**Dr. Margarita Dunska**, Professor, Faculty of Business, Management and Economics, University of Latvia

**Dr. Janis Priede**, Professor, Faculty of Business, Management and Economics, University of Latvia

**Dr. Ramona Rupeika-Apoga**, Professor, Faculty of Business, Management and Economics, University of Latvia

**Dr. Biruta Sloka**, Professor, Faculty of Business, Management and Economics, University of Latvia

**Dr. Erika Sumilo**, Professor, Faculty of Business, Management and Economics, University of Latvia

**Evija Ansonska**, Public Relations Manager, Faculty of Business, Management and Economics, University of Latvia

**Liene Berzina**, Public Relations Specialist, Faculty of Business, Management and Economics, University of Latvia

**Sofija Kristele**, Executive Director, Faculty of Business, Management and Economics, University of Latvia

**Kristine Liepina**, Dean Assistant, Faculty of Business, Management and Economics, University of Latvia

## Reviewers

Annija Apsite, University of Latvia, Latvia

Daira Baranova, University of Latvia, Latvia

Anda Batraga, University of Latvia, Latvia

Kristine Berzina, University of Latvia, Latvia

Atis Berzins, University of Latvia, Latvia

Frank Bezzina, University of Malta, Malta

Monika Bolek, University of Lodz, Poland

Inta Bruna, University of Latvia, Latvia

Ilze Buligina, University of Latvia, Latvia

Andrejs Cekuls, University of Latvia, Latvia

Rasa Daugeliene, Kaunas University of Technology, Lithuania

Vida Davidaviciene, Vilnius Gediminas Technical University, Lithuania

Tomasz Dorozynski, University of Lodz, Poland

Margarita Dunska, University of Latvia, Latvia

Egils Fortins, University of Latvia, Latvia

Nicolas Gavoile, SSE Riga, Latvia

Agata Gniadkowska-Szymanska, University of Lodz, Poland

Simon Grima, University of Malta, Malta

Sandra Jekabsone, University of Latvia, Latvia

Henrijs Kalkis, University of Latvia, Latvia

Inese Kalnina, University of Latvia, Latvia

Gundars Kaupins, Boise State University, United States of America

Viesturs Pauls Karnups, University of Latvia, Latvia

Renata Korsakiene, Vilnius Gediminas Technical University, Lithuania

Silvija Kristapone, University of Latvia, Latvia

Juris Krumins, University of Latvia, Latvia

Marina Kudinska, University of Latvia, Latvia

Natalia Kuznetsova, Saint Petersburg State University, Russia

Adam Manowicz, Fachhochschule Bielefeld, Germany

Pierpaolo Marano, Università Cattolica del Sacro Cuore, Italy

Ilze Medne, University of Latvia, Latvia

Marco Menichetti, University of Liechtenstein, Liechtenstein

Tiiu Paas, University of Tartu, Estonia

Jurgita Pauzuoliene, Klaipeda State University of Applied Sciences, Lithuania

Dancho Petrov, University of Economics – Varna, Bulgaria

Gunnar Prause, Tallinn University of Technology, Estonia

Janis Priede, University of Latvia, Latvia

Alari Purju, Tallinn University of Technology, Estonia

Karlis Purmalis, University of Latvia, Latvia  
Jurgita Raudeliuniene, Vilnius Gediminas Technical University, Lithuania  
Inna Romanova, University of Latvia, Latvia  
Kristine Rozite, University of Latvia, Latvia  
Ramona Rupeika-Apoga, University of Latvia, Latvia  
Svetlana Saksonova, University of Latvia, Latvia  
Jelena Salkovska, University of Latvia, Latvia  
Baiba Savrina, University of Latvia, Latvia  
Ligita Simanskiene, Klaipeda University, Lithuania  
Roberts Skapars, University of Latvia, Latvia  
Daina Skiltere, University of Latvia, Latvia  
Irina Skribane, University of Latvia, Latvia  
Biruta Sloka, University of Latvia, Latvia  
Irina Solovjova, University of Latvia, Latvia  
Santa Sproge-Rimsa, University of Latvia, Latvia  
Erika Sumilo, University of Latvia, Latvia  
Daiva Tamuleviciene, Vilnius University, Lithuania  
Eleftherios Thalassinos, University of Piraeus, Greece  
Natalja Tocolovska, SSE Riga, Latvia  
George Varlamov, Pskov State University, Russia  
Inesa Voroncuka, University of Latvia, Latvia  
Renata Walczak, Warsaw University of Technology, Poland  
Stefan Wendt, Reykjavik University, Iceland  
Manuel Woschank, University of Fulda, Germany

## **LEGAL NOTICE**

The University of Latvia, nor any person acting on its behalf may be held responsible for the use to which information contained in this publication may be put, nor for any errors which may appear despite careful preparation and checking.

**University of Latvia, 2021**  
**ISBN 978-9934-18-689-9**

## CONTENTS

<b>Inese Abolina, Andzela Veselova</b> REMOTE WORK: THE NECESSITY OF TODAY.....	10
<b>Annija Apsite</b> EMPLOYER BRANDING PECULIARITIES FROM A GENERATIONAL PERSPECTIVE: CASE OF BALTIC STATES.....	20
<b>Elina Apsite Berina, Girts Burgmanis, Toms Skadins, Liga Feldmane, Zaiga Krisjane</b> REGIONAL DIFFERENCES AND CHALLENGES OF SUBJECTIVE WELL-BEING IN LATVIA DURING THE COVID-19 PANDEMIC FIRST WAVE.....	28
<b>Diana Araja</b> POTENTIAL DISRUPTIVE AND SUSTAINING INNOVATIONS IN HEALTH CARE.....	37
<b>Diana Bachtijeva, Daiva Tamuleviciene</b> THE RELATIONSHIP BETWEEN THE CREATIVE ACCOUNTING AND CORPORATE SOCIAL RESPONSIBILITY: UNFAIR ADVANTAGE AND A THREAT TO THE ECONOMIC WELL-BEING.....	44
<b>Olegs Baranovs, Janis Salmins, Irina Skribane</b> PRODUCTIVITY FACTORS AND DYNAMICS IN LATVIA.....	54
<b>Benjamin Basner</b> THE CHARACTERISTICS OF MATURITY MODELS.....	67
<b>Baiba Bela</b> INTERNATIONAL DIMENSION OF THE CAREER EXPERIENCE OF RETURN MIGRANTS AND TRANSNATIONALS.....	77
<b>Kristine Berzina, Ilze Medne</b> THE ROLE OF DIGITAL INFORMATION SOURCES IN TRAVEL PLANNING PROCESS.....	84
<b>Maris Berzins, Zaiga Krisjane, Janis Krumins, Magnuss Spude</b> ETHNIC AND REGIONAL DISPARITIES OF AGEING IN LATVIA: MEASURING RESIDENTIAL SEGREGATION BY AGE.....	92
<b>Olga Bogdanova</b> THE ROLE OF INFRASTRUCTURE DEVELOPMENT IN THE COMPETITIVENESS OF A COUNTRY.....	100
<b>Larisa Bule, Ramona Rupeika-Apoga, Inna Romanova, Liga Leitane</b> ASSESSMENT OF LATVIAN PENSION SYSTEM IN THE CONTEXT OF EUROPEAN PILLAR OF SOCIAL RIGHTS.....	110
<b>Harsh Chauhan, Henrijs Kalkis</b> EFFECT OF INTRA-ORGANISATIONAL COMPETITION ON ORGANISATIONAL PERFORMANCE.....	118
<b>Edgars Cirulis</b> PRACTICALLY APPLICABLE MODEL FOR ASSESSMENT OF IT GOVERNANCE IN THE PUBLIC SECTOR.....	127
<b>Martins Danusevics</b> GROCERY RETAIL MARKET CONCENTRATION CONVERGENCE IN EASTERN EUROPEAN AND BALTIC EU MEMBER STATES IN 2010-2019.....	136
<b>Klaus Dänner</b> THE IMPACT OF DIGITIZATION ON LEAN MANAGEMENT IN MANUFACTURING COMPANIES.....	142

<b>Zanda Davida</b>	
CONSUMER PERSONAL DATA DRIVEN DIGITAL MARKETING.....	150
<b>Agata Gniadkowska – Szymanska, Monika Bolek</b>	
IS THE GROWTH OF COMPANIES INFLUENCING THEIR FINANCIAL CONDITION DEPENDING ON THEIR SIZE - S&P 500 LISTED COMPANIES EXAMPLE.....	160
<b>Kaspars Iesalnieks</b>	
BUSSINESS CYCLE MANAGEMENT: CAPITAL INVESTMENTS.....	169
<b>Sandra Jekabsone, Irina Skribane, Antonina Broyaka</b>	
IMPACT OF THE CORONAVIRUS PANDEMIC ON THE ECONOMIC DEVELOPMENT OF UKRAINE.....	177
<b>Aina Joppe, Ilze Sproge, Ramona Rupeika-Apoga</b>	
THE PHENOMENON OF FAMILY BUSINESS AND TAXATION.....	187
<b>Inese Kalnina</b>	
EFFECTS OF STATES GOVERNMENTS RESTRICTIONS RELATED ON CORONAVIRUS DISEASE (COVID-19) ON STATES ECONOMY - COMPARISON OF BALTIC STATES, SWEDEN AND BELARUS.....	195
<b>Oksana Katalkina, Svetlana Saksonova</b>	
COMPARATIVE ANALYSIS OF THE EUROPEAN UNION CROWDFUNDING SERVICE PROVIDERS REGULATION AND REGULATORY BARRIERS FOR CROWDFUNDING IN THE BALTIC STATES.....	203
<b>Matiss Kite, Anda Batraga, Jelena Salkovska</b>	
LATVIAN PHARMACEUTICAL MARKET: A REVIEW OF MARKETING COMPONENTS AND DEVELOPMENT TRENDS.....	211
<b>Jeannine Kopp</b>	
REVEALING THE IMPACT OF WORKING HOURS ON THE WORK-LIFE BALANCE AND JOB SATISFACTION OF FRONT-LINE EMPLOYEES IN THE TOURISM AND HOSPITALITY INDUSTRY BY MEANS OF A QUANTITATIVE STUDY.....	221
<b>Olegs Krasnopjorovs, Konstantins Kovalovs</b>	
PRODUCTIVITY ANALYSIS OF LATVIAN COMPANIES USING ORBIS DATABASE.....	227
<b>Matthias Kretschmar</b>	
THE IMPACT OF TRUST IN A VIRTUAL TEAM ON INDIVIDUAL SATISFACTION AND TEAM PERFORMANCE.....	237
<b>Juris Krumins, Aleksandrs Dahs</b>	
DEMOGRAPHIC INEQUALITIES AS DETERMINANTS AND CONSEQUENCES OF THE COVID-19 PANDEMIC IN LATVIA.....	246
<b>Kate Lase, Biruta Sloka</b>	
REGIONAL DIFFERENCES BETWEEN JOB SEEKERS: CASE OF LATVIA.....	254
<b>Andris Litins, Silvija Kristapsone</b>	
THE SUBJECTIVE AND OBJECTIVE EVALUATION OF ACCOMODATION IN LATVIA IN THE AFTERCRISIS PERIOD.....	262
<b>Siyi Liu, Kuznetsova Natalia</b>	
NEW MECHANISM OF ONLINE MARKETING DURING EPIDEMIC SITUATION: CASE STUDY OF THE 12TH TMALL 11.11 GLOBAL SHOPPING FESTIVAL OF ALIBABA GROUP.....	272

<b>Leila Neimane, Janis Kaminskis, Kamil Kowalczyk, Severine Michalak, Liga Ozolina, Iveta Stamure</b> A MULTIPURPOSE, MULTIDIMENSIONAL AND INTEREST-DRIVEN MARINE CADASTRE AS AN INTEGRAL PART OF MARITIME SPATIAL PLANNING FOR THE BALTIC SEA REGION.....	278
<b>Ieva Ozolanta</b> THE IMPACT OF TECHNOLOGY COMPLEXITY ON PROJECT MANAGER’S SKILLS.....	289
<b>Jurgita Pauzuoliene, Ieva Kavecke, Ilvija Pikturnaite</b> GREEN LOGISTICS PRACTISE AND SOLUTIONS FOR TRANSPORT ORGANIZATIONS.....	300
<b>Dancho Petrov, Evgeniya Tonkova, Svetlana Todorova</b> EU HOUSEHOLD INDEBTEDNESS PRIOR TO THE COVID-19 GLOBAL PANDEMIC CRISIS.....	309
<b>Ieva Puke</b> CLASSIFICATION OF MARKETING CAPABILITIES.....	316
<b>Marina Reshetnikova</b> CHINA’S RACE LEADERSHIP IN ARTIFICIAL INTELLIGENCE.....	330
<b>Andreas Rams</b> MARKET INTEREST RATES, CAPITAL STRUCTURE – AND ZOMBIFICATION? .....	335
<b>Ilmars Rimsevics</b> COVID-19 MITIGATION MEASURES, THEIR ECONOMIC IMPACT AND WAY BACK TO THE OLD NORMAL.....	344
<b>Bjarne Erik Roscher</b> TWO DECADES OF CIO EFFECTIVENESS RESEARCH IN THE LIGHT OF THE PRINCIPAL-AGENT THEORY: SUGGESTIONS FOR FUTURE RESEARCH.....	354
<b>Sabine Rusmane, Marina Kudinska</b> LONG-TERM SOCIO-ECONOMIC IMPACT OF COVID-19 ON SPORT SECTOR.....	362
<b>Svetlana Saksonova, Neli Abramishvili, Oksana Katalina</b> FACTORS INFLUENCING PREMIUMS AND DISCOUNTS FOR CONTROL IN ASSESSING THE VALUE OF A BUSINESS.....	373
<b>Jelena Salkovska, Anda Batraga, Liene Kaibe</b> POSSIBILITIES OF USING CHATBOTS IN DIGITAL MARKETING STRATEGY OF LATVIAN COMPANIES.....	382
<b>Baiba Savrina, Signe Martisune</b> SHORTAGES, SKILLS AND OLDER WORKERS IN INFORMATION TECHNOLOGY LABOUR MARKET OF LATVIA.....	391
<b>Ligita Simanskiene, Arnoldas Petrulis, Julija Melnikova</b> CORRELATIONS BETWEEN ETHICAL LEADERSHIP AND LEADERSHIP STYLES.....	400
<b>Biruta Sloka, Ginta Tora, Juris Dzelme, Ilze Buligina</b> SOME ASPECTS FOR MODERN SOLUTIONS FOR STRENGTHENING SOCIAL RESILIENCE AS GUARANTEE FOR THE FUTURE WELL-BEING OF AN OPEN AND INCLUSIVE SOCIET .....	408
<b>Inna Steinbuka, Olegs Baranovs, Normunds Malnacs, Aldis Austers</b> SOCIO-ECONOMIC IMPLICATIONS OF THE CORONAVIRUS PANDEMIC IN LATVIA.....	422

<b>Yulia Stukalina</b> INCREASING INTERNAL AND EXTERNAL BRAND AWARENESS IN HIGHER EDUCATION.....	433
<b>Yulia Stukalina</b> MANAGEMENT OF UNIVERSITY RESEARCH: USING INTERNATIONAL STANDARDS OF EXCELLENCE FOR RESEARCH EVALUATION.....	440
<b>Ekaterina Usacheva, Aleksey Chechulin, Nikita Grishanin</b> THE OFFICIAL TOURISM WEBSITE OF THE MODERN CITY: USING FOCUS GROUPS TO STUDY THE PERCEPTION.....	448
<b>Aliaksei Varonin, Siarhei Baslaviak</b> CENTRAL BANK DIGITAL CURRENCY: THE HISTORICAL VIEW, TECHNOLOGIES AND PERSPECTIVES.....	456
<b>Andzela Veselova</b> PARTICULARITIES OF CONSUMER`S BEHAVIOR IN THE CONTEXT OF COVID 19 PANDEMIC.....	467
<b>Edgars Vitols, Sandra Jekabsone</b> PUBLIC DEBT SUSTAINABILITY AND THE IMPACT OF THE COVID-19 PANDEMIC: THE CASE OF LATVIA.....	477

## CORRELATIONS BETWEEN ETHICAL LEADERSHIP AND LEADERSHIP STYLES

*Ligita Simanskiene, Klaipeda University*

*Arnoldas Petrulis, Klaipeda University*

*Julija Melnikova, Klaipeda University*

**Abstract:** The authors of article search correlations between ethical leadership and leadership styles. There were defined criteria for ethical leadership and criteria for transactional, transformational and servant leadership styles. The aim of the research is to theoretically distinguish the criteria of ethical leadership and transactional, transformational and servant leadership styles, to find correlations between ethical leadership and different leadership styles. The following research problem can be formulated with a problematic's questions: according to which criteria should the expression of ethical leadership in different leadership styles? Do we find correlations between ethical leadership and different leadership styles? Quantitative research method was applied in the present article to find answers to research problems. In research participated 298 employees from five organizations. Formulated hypothesis was confirmed: if managers are characterised by ethical leadership, they lead using the servant leadership style.

**Keywords:** *ethical leadership, transactional leadership, transformational leadership, servant leadership.*

**JEL code:** M12

### Introduction

The changing pace of life brings constantly growing changes in the economic and societal issues that modern business organisations are continuously facing. Therefore, in the face of such fundamental changes, the success of an organisation's operation in most cases depends on its leader. Values, beliefs and an ability to combine them with the surrounding business environment, both domestically and internationally, are important in leadership. The manager's ethical values are provisionally important not only for the organisation that he /she is in charge of, but also for the community that he /she leads. It is important to realise that not only the competitor(s), but also the business partner(s) of the organisation run by the employees, may also have their own and different ethical values. The manager's actions and behaviour create and shape not only the opinions of the members of the organisation he /she manages of himself /herself and the activities of the organisation, but also the public opinion about the organisation and its employees. The requirements for the manager are higher than those for the other employees of the organisation. It is expected that the leader will adhere to higher moral precepts and will set an example of moral behaviour, and that he /she will take greater responsibility not only for the creation of well-being for all, but also for the values cherished in the community.

Leadership of an organisation and its members can be monitored and assessed according to the chosen leadership style or a combination of several styles in compliance with leadership ethics, and according to how it is ensured that the goals of the organisation are achieved and implemented. What is the purpose of allocating tasks to the employees: to maximise profits and benefits for oneself, or to seek to ensure the needs of the employees without losing sight of the profitability sought? Ethical leadership, as well as a leadership style on the whole, are revealed in the manager's relationship with the organisation's employees that is expressed in leadership and in the totality of his /her actions which can have a significant impact on the organisation in achieving its goals. Often, ethical leadership is underestimated by the management, as well as the choice of leadership style, and the impact of its application on the employees. Their selection and application are revealed in the employees' self-motivation, job satisfaction, work productivity, and loyalty to the organisation, and whether they are present or absent. Therefore, in order to determine whether the employees strive to work and whether they are satisfied with their results, and whether loyalty to the organisation is important to them, and to what extent an organisation's performance depends on the management, one must study ethical leadership and leadership styles in organisations.

*The following research problem* can be formulated with a problematic's questions: according to which criteria should the expression of ethical leadership in different leadership styles? Do we find correlations between ethical leadership and different leadership styles? *The aim of the research* is to theoretically distinguish the criteria of ethical leadership and transactional, transformational and servant leadership styles, to find correlations between ethical leadership and different leadership styles.

*Hypothesis: Ethical leadership managers typically apply the servant leadership style.*

*Used methods.* The research is implemented through a two-stage process: of literature review (descriptive method for the analysis of the concepts of Lithuanian and foreign authors as regards ethical leadership and different leadership styles) and empirical survey. For the empirical research, a method of questionnaire survey was chosen, and the respondents were the staff of five Klaipėda organizations. Logical analysis was used to confirm or to deny the statements and to formulate the conclusions applying the SPSS 18 software package to ensure their reliability, and Microsoft Excel was used for visual data presentation.

*Limitations of the research.* The results of the survey are representative only for the organisations in question, no generalisations can be made for all organisations operating in the country and engaged in similar activities. This is the main limitation of the work.

### **Theoretical background of ethical leadership and different leadership styles**

Leadership research covers not only the entire 20<sup>th</sup> century but is also being performed today. It is now increasingly being said and acknowledged that one of the most important aspects of leadership is the application of ethics. Modern management researchers recognise the importance of ethical leadership. As a result, more and more research on ethical leadership is being conducted in an effort to find out how and to what extent ethical leadership is expressed in an organisation, its activities and its people (Treviño, Hartman, Brown, 2000:129; Brown, Treviño, Harrison, 2005:120; Treviño, Brown, 2004b:80). In this paper section we will write main criteria for ethical leadership and three leadership styles: transactional, transformational, servant. These

Ethical leadership in the scientific literature is analysed by distinguishing between different features that are very numerous and widely described (Treviño, Hartman, Brown, 2000:130; Brown, Treviño, 2014:588; Yukl, 2013:348). This study focused on the following features of ethical leadership, most commonly mentioned in the scientific literature: *justice* (Zhu, May, Avolio 2004; Zhu, 2008; Brown, Treviño, 2006a; Yukl, 2013); *values* (Avolio, Walumbwa, Weber, 2009; Brown, Mitchell, 2010; Zhu, 2008; Brown, Treviño, 2006a; Yukl, 2013); *reliability* (Treviño, Hartman, Brown, 2000; Zhu, May, Avolio 2004; Brown, Treviño, 2006a; Yukl, 2013); *broad approach* (Hannah, Avolio, Walumbwa, 2011; Brown, Treviño, 2006a; Yukl, 2013); *motivation* (Brown, Mitchell, 2010; Zhu, 2008, Yukl, 2013).

Another approach to the importance of leadership is the leadership style chosen by the leader. Management researchers are also constantly researching the topic of leadership style which influences the activities of the organisation's employees in order to ensure the continuity of the organisation's activities (Avolio et al., 2009:764; Alkahtani, 2016:24; Berg, Karlsen, 2016:1123; Obiwuru et al., 2011:102).

The literature researching management describes many different leadership styles. The major part of leadership research performed abroad consists of studies of an exceptionally popular transformational leadership style (Stelmokienė, Endriulaitienė, 2015:10). Based on the insights of scholars, the following modern leadership styles are analysed in this study: *transactional* (Bass, 1999; Burns, 1978; Bass, 2000; Zhu et al., 2011); *transformational* (Bass, 1990; Bass, 1999; Avolio et al., 2009;); and *servant* (Avolio, Walumbwa, Weber, 2009; Wong, Davey 2007; Kolzow, 2014; Barbuto Jr., Wheeler, 2006).

Leadership styles are analysed very extensively in the scientific literature, and after a break, their features are re-explored. This paper explores different features of leadership style: *decision-making method* (Bass, 2000; Dedahanov et al., 2016; Kolzow, 2014); *providing instructions (tasks)* (Avolio, Walumbwa, Weber, 2009; Melchar, Bosco, 2010; Kolzow, 2014); *responsibility-sharing* (Bass, 2000; Fisher, 2009; Haar et al., 2017); *attitude towards initiative* (Fisher, 2009; Melchar, Bosco, 2010; Wong, Davey 2007); *attitude towards employees* (Dedahanov et al., 2016; Barbuto Jr., Wheeler, 2006); *attitude towards one's own knowledge* (Melchar, Bosco, 2010; Haar et al., 2017); *communication with employees* (Bass, 1999; Avolio, Walumbwa, Weber, 2009; Dedahanov et al., 2016; Barbuto Jr., Wheeler, 2006); *character of relations with employees* (Bass, 1999; Avolio, Walumbwa, Weber, 2009; Haar et al., 2017; Kolzow, 2014); *attitude towards discipline* (Bass, 1990; Dedahanov et al., 2016); *attitude towards values* (Antonakis, 2006; Avolio et al., 2009; Avolio, Walumbwa, Weber, 2009; Brown, Treviño, 2006b); *providing a vision for employees* (Bass, 2000; Antonakis, 2006; Avolio et al. 2009; Avolio, Walumbwa, Weber, 2009).

However, in the analysed scientific literature (Brown, Treviño, 2006a:596 and 2006b:956; Zhu, May, Avolio 2004:18; Burns, 1978:20; Walumbwa et al., 2011:206; Zhu, 2008:64) we have observed that ethical leadership in different leadership styles is discussed or explored only in fragments, and most frequently it focuses on only one leadership style.

The research continues to discuss the problems of leadership activities, its ethics and style that would be appropriate for different types of organisations, different levels of management and all cases. There are no references in the scientific literature to the expression of ethical leadership in different leadership styles, their interrelationship and differences. The authors create comparison between ethical leadership and how by criteria

of ethical leadership can be seen in behaviours of three leadership styles. Table 1 presents a comparison of expression of ethical leadership in different leadership styles according to the criteria of ethical leadership.

Table 1

**Comparison of expression of ethical leadership in different leadership styles**

Criteria of ethical leadership	Leadership styles		
	Transactional	Transformational	Servant
Justice	Procedural and individual for each employee	Advocates equality, fair distribution of workload, seeks to ensure the pursuit of a fair personal career in an organisation	Moral, fair, open and honest communication with the employees
Values	Administration oriented, emphasising moral values, and although values are declared, the leaders act as they see fit	Strong behavioural values, perceived as charismatic, idealised and ethical beliefs worthy of the followers' trust	The most important thing is the employee. Community values, building strong relationships in order to bring together and expand the community
Reliability	Deceives, manipulates, uses leadership powers to satisfy his own interests	Consistent adherence to agreements creates an atmosphere of trust, looks credible and provides a basis for admiration	Credible reputation for ethical behaviour in public and private sector organisations
Broad approach	Accepts and supports only the views that coincide with his / her own ones	Realises that people behave in different ways, depending on their abilities and available knowledge	Empathetic, listens to others, leads through insights, respects others
Motivation	Encourages interpersonal agreements (exchanges) between the manager and his /her subordinates in order to improve the performance of the subordinates	Encourages rational understanding of your ideas, but does not force you to do so	Encourages the employees to serve others first

Source: developed by authors

*Justice.* As long as the managers are honest, the employees will tend to feel respected and fairly valued. By being honest, fair and attentive to others, managers become role models.

*Values.* Values are the basis of ethics, and principles are necessary because they help to nurture values. They create conditions and assumptions that in their turn make the rules to support behaviour based on values and set out ways of doing things that are based on value beliefs.

*Reliability.* Leadership is impossible without a partnership of two or more people. The importance of reciprocity and reliability in modelling effective leadership is usually emphasised in contemporary scientific literature on leadership styles. The leaders who do not value their credibility do not encourage the employees to reach their full potential.

*Broad approach.* The leader's broad approach and insights can be useful not only for himself / herself but also for the organisation. This attitude reveals both the manager's and the employees' perceptions of reality and allows decisions to be made based on that reality. If a person does not try to consider various possible options, this approach is rather limited.

*Motivation* can be seen as a support of the employees to guide them when necessary so that they could reach their full potential. Ethical leaders care for other people, motivate them and show them respect. The employees are motivated to contact the managers in person to share their concerns and problems.

Ethical leadership in the *transformational leadership* style is perceived as a gathering of like-minded people, based on honesty, justice, equality, and creating opportunities for pursuing a career. By means of charisma and a personal example, a consistent adherence to agreements creates an atmosphere of mutual trust and confidence with a solid set of values. The manager encourages awareness and dedication to the organisation without the use of force. He /she respectfully listens to the viewpoints of others and encourages the right decisions to be made by consensus when sharing common goals for the common good. Responsibility is delegated by motivating independence and job satisfaction in performing complex tasks while adhering to moral norms. The employees feel valued because they create an environment based on moral values, broaden their horizons, are interested in the activities carried out in the organisation, and develop awareness. The leader promotes conscious ethical behaviour by focusing on joint activities to accomplish a collective mission and inspires adherence to high ethical norms and values that determine performance by implementing an ideal vision. Ethical leadership in the *transactional leadership* style is perceived as individual for each employee, and it is assessed only in terms of compliance with the intended regulations in the context of possible exploitation. In this leadership style, the

manager accepts and maintains only those views that coincide with his or her own views, and motivates interpersonal agreements between the manager and the employees. Thus, scholars define the transactional leadership style as hypocrisy in a gentle form with no moral basis. The manager makes decisions unilaterally, without trying to explain them, the tasks are presented in set terms, specifying the requirements and conditions for their implementation. Making necessary decisions is avoided if they could be risky personally for the manager. Only those employees who are most useful to the manager or organisation are supported. There is no personalised attention to the employees' development. The aim is to maintain full power by making the employees indecisive and dependent on the manager. Any criticism or confrontation are suppressed because lies and deception are seen everywhere. Attempts are made to impose a personal vision as the only one that can help to achieve success. Ethical leadership *in the servant leadership style* is perceived as a service to others without seeking self-interest. It is based on honesty, justice and openness in cooperation. In this case, the most important thing for the manager is the employee. The aim of this leader is to build and multiply the community, and the empathy of the manager, the ability to listen, and ethical behaviour are especially important here, so the employees are encouraged to act by serving others first. The manager empowers the employees without using his or her official authority. This authorisation includes facilitating and motivating the employees to act. The manager pays personal attention to the setting of the organisation's goals, takes care that they are implemented, gives meaning to the tasks performed, emphasises their importance. There is motivation for more commitment, development of independence, a sense of collegiality, focusing not only on personal interests and volunteering in the organisation. By supporting actions that are consistent with the moral dispositions of the organisation and the leader, trust is demonstrated by fostering a reciprocal relationship that is based on justice, sincerity, and honesty. Vision is presented as a conscious service to others.

### Research methodology

Primary empirical data were obtained through a questionnaire survey, and the expression of ethical leadership in different leadership styles was assessed. The *analysis of the data* collected in the questionnaire survey was submitted, and the opinion of the employees about ethical leadership and a leadership style in organisations was presented. The obtained statistical data were processed using quantitative analyses, methods of interpretation: from the structural point of view, the aim was to reveal the correlation between the criteria of ethical leadership and leadership styles. Multidimensional statistical methods were used to analyse the data of the empirical study: descriptive statistics (frequency, means of values and statistical deviations); reliability analysis (Cronbach's alpha); factor analysis (strength of statistical relationships, and regularity of interdependence). Logical analysis was used to confirm or to deny the statements and to formulate the conclusions applying the SPSS 18 software package to ensure their reliability, and Microsoft Excel was used for visual data presentation.

Research instrument was a questionnaire consisting of closed questions. The following scales of the questionnaire were selected in the questionnaire: Likert scale where each statement was described by five ratings, where 1 meant *strongly disagree*, 5 meant *strongly agree*. The statements of the Ethical leadership statements were formulated in accordance with the established ethical leadership criteria. The following criteria of ethical leadership were revealed: justice; values; reliability; broad approach; motivation. The statements about the leadership styles were formulated in the questionnaire according to the established leadership style criteria. The following leadership style criteria were revealed: decision-making method; providing instructions (tasks) to the employees; responsibility-sharing; attitude towards initiative; attitude towards employees; attitude towards one's knowledge; communication with employees; character of relationship with employees; attitude towards discipline; attitude towards values; providing a vision for employees.

The five organisations surveyed that agreed to participate in the study employed 992 staff (including managers) who could provide feedback by assessing the direct manager's expression of ethical leadership in different leadership styles. Performing the calculations according to Paniotto formula with permissible inaccuracy  $\Delta = 0.05$  (5%) we had to interview 277 employees of Klaipėda port stevedoring companies:

$$n = 1/(0.05^2 + 1/992) = 277$$

We actually interviewed 298 employees from five organisations. The number of the questionnaires did not exceed the allowed error  $\Delta = 0.05$ , it was more than necessary. The questionnaires were conducted from February to May 2019.

To determine the expression of ethical leadership a two variable correlation test was chosen in order to examine the links between ethical leadership and the leadership style criteria (SPSS, Bivariate Correlations with Pearson's coefficient. The coefficient values: up to 0.60 indicate low internal consistency of the questionnaire (similarity of answers); from 0.60 to 0.70 it is sufficient; over 0.70 it is high. Cronbach's alpha values in the questionnaire are presented in Table 2.

Table 2

### Cronbach's alpha reliability of respondents' questionnaire responses

Code	Evaluation criteria	Cronbach's alfa coefficient	Standardised data Cronbach's alfa coefficient	Scale question number
EV	Ethical leadership	0.969	0.969	34
TR	Transactional leadership style	0.861	0.860	11
TF	Transformational leadership style	0.880	0.881	11
TA	Servant leadership style	0.895	0.895	11

*Research ethics.* The aim of this article was to interpret the obtained data correctly and objectively, without trying to hide anything. We would like to point out that according to the oral agreement with the heads of the organisations, the names of the organisations are not published, the survey questionnaires are presented as a whole, without splitting them between the organisations, and the data of the organisations are not compared. The questions of the questionnaires and the selected possible answers are formulated in such a way that they do not offend or otherwise annoy the respondents. The criterion for the selection of questionnaires was a voluntary participation of the study participants.

### Research results

When assessing ethical leadership in organisations, the respondents who were employees of organisations were presented with five criteria of ethical leadership: justice, values, reliability, broad approach, motivation, and 34 statements were formulated. Figure 1 demonstrates the mean values of ethical leadership features.

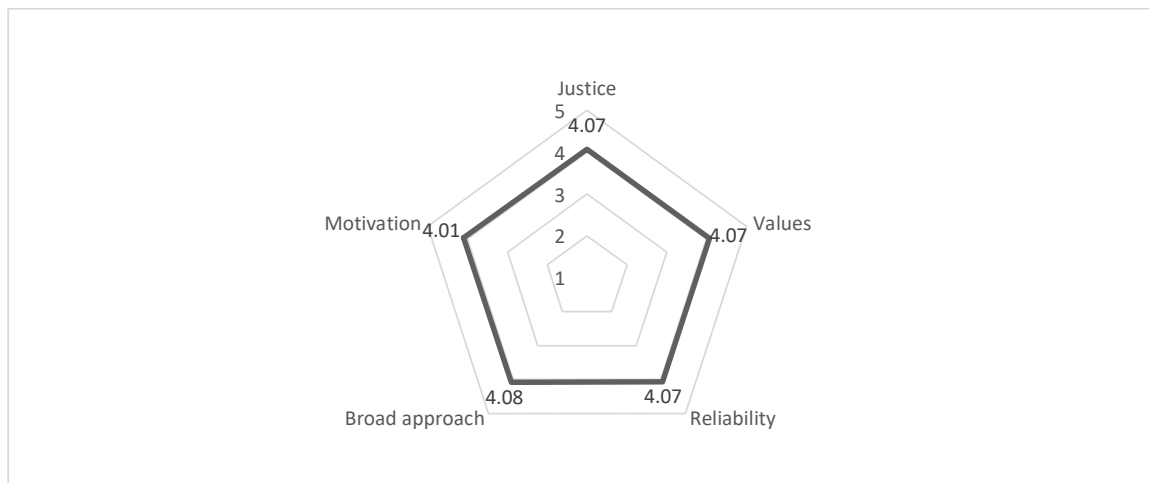


Fig 1. Mean values of ethical leadership features

During the assessment of leadership styles, the mean assessment of the selected leadership styles was performed. The servant leadership style (mean 3.99, st. deviation 0.513) was rated very similarly as of the transformational leadership style (mean 3.98, st. deviation 0.512), and the transactional leadership style was rated worse by the respondents (mean 3.81, st. deviation 0.583). The mean values of the leadership style criteria as assessed by the respondents on: decision-making method 4.12; attitude towards one's knowledge 4.04; communication with employees 4.03; attitude towards discipline 4.00; attitude towards initiative 3.98; task submission 3.95; character of relations with employees 3.94; presentation of vision 3.86, attitude towards values 3.85; responsibility-sharing 3.82; attitude towards employees 3.63.

After the correlation, the expression of ethical leadership statements in different leadership styles was determined; it is presented in Table 3.

Table 3

### Correlation between the ethical leadership criteria and leadership styles

Criteria of ethical leadership	Leadership style			
	Transactional	Transformational	Servant	
Justice	Spearman correlation	0.338**	0.493*	<b>0.540**</b>
	Sig. (2-tailed)	0.000	0.000	0.000
Values	Spearman correlation	<b>0.539**</b>	<b>0.624**</b>	<b>0.684</b>
	Sig. (2-tailed)	0.000	0.000	0.000
Reliability	Spearman correlation	0.406**	0.612**	<b>0.707**</b>
	Sig. (2-tailed)	0.000	0.000	0.000
Broad approach	Spearman correlation	0.576**	<b>0.749**</b>	<b>0.813**</b>
	Sig. (2-tailed)	0.000	0.000	0.000

Motivation	Spearman correlation	0.535**	0.680**	<b>0.737**</b>
	Sig. (2-tailed)	0.000	0.000	0.000
Model		298	298	298

\*\* The correlation is significant at level 0.01

As it can be seen from the criteria of ethical leadership, justice has a statistically moderate correlation with the servant leadership style. The criterion of values has a statistically moderate strong correlation with all leadership styles. Only the criteria of reliability and motivation of ethical leadership have a statistically strong correlation with the servant leadership style. The criterion of broad approach is expressed in the transformational and servant leadership styles with the statistically strongest correlation. Table 4 presents the expression of ethical leadership in different leadership styles.

Table 4

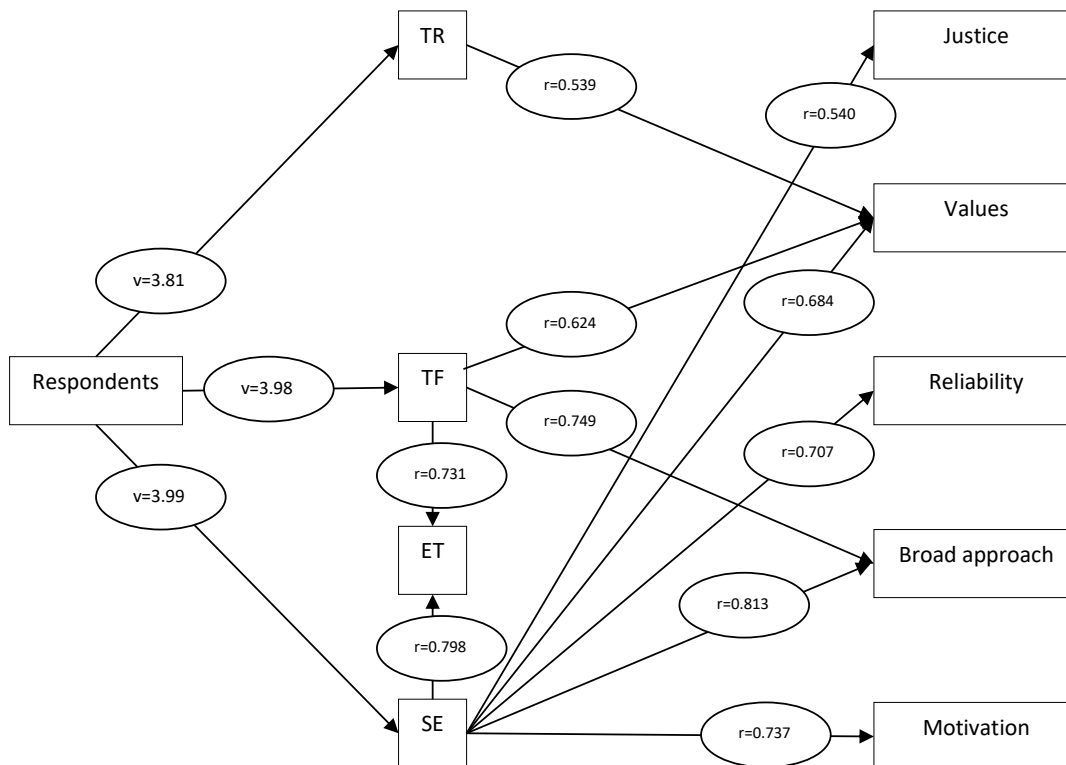
**The expression of ethical leadership in different leadership styles**

		Leadership style		
		Transactional	Transformational	Servant
Ethical leadership	Spearman correlation	0.569**	<b>0.731**</b>	<b>0.798**</b>
	Sig. (2-tailed)	0.000	0.000	0.000
	Model	298	298	298

\*\* The correlation is significant at level 0.01

As can be seen, ethical leadership is statistically most associated with ministerial and transformational leadership styles. The statistical correlation of transactional leadership style is only average.

In the Fig.2 we draw scheme of assessment of ethical leadership in organisations. Here it is shown correlations of different leadership styles and meaning of all criteria's after calculations with SPSS program. The left side of the scheme we can see respondents' answers about possible leadership styles used in different organizations. Here it is shown average of results. The right-hand side of the scheme lists the criteria for ethical leadership to which the arrows point. The indicators focus only on those criteria of ethical leadership where there is a statistically strong relationship. In the middle of the figure are shortcuts for different leadership styles, where TR- transactional leadership, TF- transformational leadership, ET-ethical leadership, SE- servant leadership and also numbers of statistically strong meanings.



**Fig. 2. Assessment of ethical leadership in organisations**

Note: Meaning of figures: mean (v), correlation (r), only statistically strongest correlations are presented  
 TR- transactional leadership, TF- transformational leadership, ET-ethical leadership, SE- servant leadership

The hypothesis was confirmed. *If managers are characterised by ethical leadership, they lead using the servant leadership style.* This hypothesis is confirmed by the summarised data of the quantitative study “Correlations between the ethical leadership criteria and leadership styles” in Table 3 and “The expression of ethical leadership in different leadership styles” in Table 4. Thus, we can say that contemporary managers in the organisations taking part in our survey mostly keep to the servant leadership style and behave ethically.

### Conclusions

A quantitative study shows that the respondents assessed ethical leadership in their organisations in a very similar way, as the features of an ethical leadership style are similarly assessed. However, male respondents tend to better evaluate the ethics of their managers. Assessing the leadership styles of managers in organisations, it was found that the transformational and the servant leadership styles were rated almost equally, while the transactional style was rated worse. Assessing the characteristics of the leadership style, it was found that the way of decision-making received the best evaluation, and the attitude towards the employees received the worst one. It was found that such ethical leadership features as reliability and motivation were statistically significant in the application of the servant leadership style. Another feature of ethical leadership is broad approach that is statistically significant in the application of the servant and the transformational leadership styles. The feature of values of ethical leadership is moderately statistically expressed in the application of the servant, the transformational, and the transactional leadership styles. And the feature of justice of ethical leadership was statistically moderately expressed only in the application of the servant leadership style. The general assessment has shown that ethical leadership is statistically more significantly expressed in a combination of the servant and the transformational leadership styles. It allowed us to confirm the hypothesis that if managers are characterised by ethical leadership, they lead using the servant leadership style.

### Bibliography

- Alkahtani, A.H., 2016. The Influence of Leadership Styles on Organizational Commitment: The Moderating Effect of Emotional Intelligence. *Business and Management Studies*, 2(1), 23-34. ISSN 2374-5916.
- Antonakis, J., 2006. Leadership: What is it and how it is Implicated in Strategic Change? *International Journal of Management Cases*, 8(4), 4-20. ISSN 1741-6264.
- Avolio, B.J., Reichard, R.J., Hannah, S.T., Walumbwa, F.O., Chan, A., 2009. A Meta-Analytic Review of Leadership Impact Research: Experimental and Quasi-Experimental Studies. *The Leadership Quarterly*, 20(5), 764–784. ISSN 1048-9843.
- Avolio, B.J., Walumbwa, F.O., Weber, T.J., 2009. Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*, 60, 421-449. ISSN 0066-4308.
- Barbuto, Jr.J.E, Wheeler, D.W., 2006. Scale Development and Construct Clarification of Servant Leadership. *Group & Organization Management*, 31(3), 300-326. ISSN 1059-6011.
- Bass, B.M., 1990. From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 18(3), 19-31. ISSN 0090-2616.
- Bass, B.M., 1999. Two Decades of Research and Development in Transformational Leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9–32. ISSN 1464-0643.
- Bass, B.M., 2000. The Future of Leadership in Learning Organizations. *Journal of Leadership & Organizational Studies*, 7(3), 18-40. ISSN 1548-0518.
- Berg, M.E., Karlsen, J.T., 2016. A Study of Coaching Leadership Style Practice in Projects. *Management Research Review*, 39(9), 1122–1142.
- Brown, M.E., Mitchell, M.S., 2010. Ethical and Unethical Leadership: Exploring New Avenues for Future Research. *Business Ethics Quarterly*, 20(4), 583-616. ISSN 1052-150X.
- Brown, M.E., Treviño, L.K., 2006a. Ethical Leadership: A Review and Future Directions, *The Leadership Quarterly*, 17(6), 595–616. ISSN 1048-9843.
- Brown, M.E., Treviño, L.K., 2006b. Socialized Charismatic Leadership, Values Congruence, and Deviance in Work Groups. *Journal of Applied Psychology*, 91(4), 954–962. ISSN 0021-9010.
- Brown, M.E., Treviño, L.K., 2014. Do Role Models Matter? An Investigation of Role Modeling as an Antecedent of Perceived Ethical Leadership. *Journal of Business Ethics*, 122(4), 587–598. ISSN 1573-0697.

- Brown, M.E., Treviño, L.K., Harrison, D.A., 2005. Ethical Leadership: A Social Learning Perspective for Construct Development and Testing. *Organizational Behavior & Human Decision Processes*, 97(2), 117-134. ISSN 0749-5978.
- Burns, J.M., 1978. *Leadership*. New York: Harper & Row. ISBN 9780061965579.
- Dedahanov, A.T., Lee, D., H., Rhee, J., Yoon, J., 2016. Entrepreneur's Paternalistic Leadership Style and Creativity the Mediating Role of Employee Voice. *Management Decision*, 54(9), 2310 – 2324. ISSN 0025-1747.
- Fisher, E.A., 2009. Motivation and Leadership in Social Work Management: A Review of Theories and Related Studies. *Administration in Social Work*, 33(4), 347-367. ISSN 0364-3107.
- Haar, J., Brougham, D., Roche, M., Barney, A., 2017. Servant Leadership and Work Engagement: The Mediating Role of Work-Life Balance. *The New Zealand Journal of Human Resource Management (NZJHRM)*, 17(2), 56-72. ISSN 1175-5407.
- Hannah, S.T., Avolio, B.J., Walumbwa, F.O., 2011. Relationships between Authentic Leadership, Moral Courage, and Ethical and Pro-Social Behaviors. *Business Ethics Quarterly*, 21(4), 555-578. ISSN 1052-150X.
- Kolzow, D.R., 2014. *Leading from Within: Building Organizational Leadership Capacity*. (a self-published e-book) Interaktyvus: [https://www.iedconline.org/clientuploads/Downloads/edrp/Leading\\_from\\_Within.pdf](https://www.iedconline.org/clientuploads/Downloads/edrp/Leading_from_Within.pdf)
- Melchar, D.E., Bosco, S.M., 2010. Achieving High Organization Performance through Servant Leadership. *The Journal of Business Inquiry*, 9(1), 74-88. ISSN 2155-4056.
- Obiwuru, T.C., Okwu, A.T., Akpa, V.O., Nwankwere, I.A., 2011. Effects of Leadership Style on Organizational Performance: A Survey of Selected Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100-111. ISSN 1839-0846.
- Stelmokienė, A., Endriulaitienė, A., 2015. *Vadovavimo efektyvumo vertinimas: psichologiniai aspektai*. Kaunas: VDU /Vilnius: „Versus aureus“ leidykla. ISBN 978-609-467-117-3.
- Treviño, L.K., Brown, M.E., Hartman, L.P., 2000. Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership. *California Management Review*, 42(4), 128-142. ISSN 0008-1256.
- Walumbwa, F.O., Mayer, D.M., Wang, P., Wang, H., Workman, K., Christensen, A.L., 2011. Linking Ethical Leadership to Employee Performance: The Roles of Leader-Member Exchange, Self-Efficacy, and Organizational Identification. *Organizational Behavior and Human Decision Processes*, 115(2), 204–213.
- Wong, P.T., Davey, D., 2007. Best Practices in Servant Leadership. Virginia Beach, VA: Regent University. [https://www.regent.edu/acad/global/publications/sl\\_proceedings/2007/wong-davey.pdf](https://www.regent.edu/acad/global/publications/sl_proceedings/2007/wong-davey.pdf)
- Yukl, G.A., 2013. *Leadership in Organizations*, 8th ed. State University of New York, Albany. ISBN 978-0-13-277186-3.
- Zhu, W., May, D.R., Avolio, B.J., 2004. The Impact of Ethical Leadership Behavior on Employee Outcomes: The Roles of Psychological Empowerment and Authenticity. *Journal of Leadership and Organizational Studies*, 11(1), 16–26. ISSN 1548-0518.
- Zhu, W., Riggio, R.E., Avolio, B.J., Sosik, J.J., 2011. The Effect of Leadership on Follower Moral Identity: Does Transformational/Transactional Style Make a Difference? *Journal of Leadership and Organizational Studies*, 18(2), 150-63. ISSN 1548-0518.
- Zhu, W., 2008. The Effect of Leadership on Follower Moral Identity: The Mediating Role of Psychological Empowerment. Kravis Leadership Institute, *Leadership Review*, 8. 62-73. ISSN 1539-6363.