

KLAIPĖDA UNIVERSITY

Arnoldas Petrulis

**ASSESSMENT OF ETHICAL LEADERSHIP
IN TRANSACTIONAL, TRANSFORMATIONAL AND
SERVANT LEADERSHIP STYLES**

Summary of Doctoral Dissertation
Social Sciences, Management (S 003)

Klaipėda, 2020

The doctoral dissertation was prepared during the period of 2014–2020 at Klaipėda University in accordance with the doctoral studies right granted to Vytautas Magnus University along with Klaipėda University, Mykolas Romeris University, Šiauliai University by the Order No. V-160 of the Minister of Education, Science and Sport of the Republic of Lithuania, 22 February 2019.

Scientific supervisor

Prof. dr. Ligita Šimanskienė (Klaipėda University, Social Sciences, Management, S 003)

The doctoral dissertation is defended at the Defence Board of Vytautas Magnus University, Klaipėda University, Mykolas Romeris University and Šiauliai University in the Field of Management Sciences:

Chairman

Prof. dr. Nijolė Petkevičiūtė (Vytautas Magnus University, Social Sciences, Management, S 003)

Members:

Prof. dr. Vilma Atkočiūnienė (Vytautas Magnus University, Social Sciences, Management, S 003)

Prof. dr. Rimantas Stašys (Klaipėda University, Social Sciences, Management, S 003)

Assoc. prof. dr. Erika Župerkienė (Klaipėda University, Social Sciences, Management, S 003)

Prof. habil. dr. Inesa Vorončuka (Latvia University, Latvia, Social Sciences, Management, S 003)

The doctoral dissertation will be defended in a public meeting of the defence Board in the Field of Management Sciences, in the Conference Hall of *Aula Magna* of Klaipėda University, at 11 a.m. on 4th September 2020.
Address: Herkaus Manto str. 90-2, LT-92295, Klaipėda, Lithuania.

The summary of the doctoral dissertation was sent out on 4th August 2020. The dissertation is available at Klaipėda University, Mykolas Romeris University, Šiauliai University and Vytautas Magnus University Libraries.

KLAIPĖDOS UNIVERSITETAS

Arnoldas Petrulis

**ETIŠKO VADOVAVIMO VERTINIMAS TRANŠAKCINIAME,
TRANSFORMACINIAME IR TARNAUJANČIAJAME
VADOVAVIMO STILIUOSE**

Daktaro disertacija
Socialiniai mokslai, vadyba (S 003)

Klaipėda, 2020

Mokslo daktaro disertacija rengta 2014–2020 metais Klaipėdos universitete pagal Vytauto Didžiojo universitetui su Klaipėdos universitetu, Mykolo Romerio universitetu ir Šiaulių universitetu Lietuvos Respublikos švietimo, mokslo ir sporto ministro 2019 m. vasario 22 d. įsakymu Nr. V-160 suteiktą doktorantūros teisę.

Mokslinė vadovė

prof. dr. Ligita Šimanskienė (Klaipėdos universitetas, socialiniai mokslai, vadyba, S 003)

Mokslo daktaro disertacija ginama Vytauto Didžiojo universiteto, Klaipėdos universiteto, Mykolo Romerio universiteto, Šiaulių universiteto Vadybos mokslo krypties taryboje:

Pirmininkas

prof. dr. Nijolė Petkevičiūtė (Vytauto Didžiojo universitetas, socialiniai mokslai, vadyba, S 003)

Nariai:

prof.dr. Vilma Atkočiūnienė (Vytauto Didžiojo universitetas, socialiniai mokslai, vadyba, S 003)

prof. dr. Rimantas Stašys (Klaipėdos universitetas, socialiniai mokslai, vadyba, S 003)

doc. dr. Erika Župerkienė (Klaipėdos universitetas, socialiniai mokslai, vadyba, S 003)

prof. habil. dr. Inesa Vorončuka (Latvijos universitetas, Latvija, socialiniai mokslai, vadyba, S 003)

Daktaro disertacija bus ginama viešame Vadybos mokslo krypties tarybos posėdyje 2020 m. rugsėjo 4 d. 11 val. Klaipėdos universiteto *Aula Magna* korpuso konferencijų salėje.

Adresas: Herkaus Manto g. 90-2, LT-92295, Klaipėda, Lietuva.

Disertacijos santrauka išsiųsta 2020 m. rugpjūčio 4 d.

Disertaciją galima peržiūrėti Klaipėdos universiteto, Mykolo Romerio universiteto, Šiaulių universiteto ir Vytauto Didžiojo universiteto bibliotekose.

INTRODUCTION

Relevance of the topic. 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. That is, it depends on the person with a unique position in the management of an organisation, who has been granted exclusive rights to lead it, on his / her personality, skills, abilities and efforts to use them, and the desire and need for continuous improvement.

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 research problem, the level of its investigation

The research problem. Leadership research covers not only the entire 20th 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; Mescon, Albert, Khedouri, 1997:110; Ciulla, 2004:305; Adizes, 2008:97; Brown, Treviño, Harrison, 2005:120; Treviño, Brown, 2004b:80).

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; Kalshoven, Den Hartog, 2009; Zhu, 2008; Brown, Treviño, 2006a; Laurentiu, 2014; Yukl, 2013); *values* (Avolio, Walumbwa, Weber, 2009; Brown, Mitchell, 2010; Zhu, Treviño, Zheng, 2016; Zhu, 2008; Brown, Treviño, 2006a; Laurentiu, 2014; Yukl, 2013); *reliability* (Treviño, Hartman, Brown, 2000; Zhu, May, Avolio 2004; Kalshoven, Den Hartog, 2009; Brown, Treviño, 2006a; Yukl, 2013); *broad approach* (Hannah, Avolio, Walumbwa, 2011; Brown, Treviño, 2006a; Yukl, 2013); *motivation* (Brown, Mitchell, 2010; Kalshoven, Den Hartog, 2009; 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; Tan, Hee, Piaw, 2015:1; Berg, Karlsen, 2016:1123; Sudha, Shah Nawaz, Farhat, 2016:113; 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; Hater, Bass, 1988; Bass, 2000; Zhu et al., 2011); *transformational* (Bass, 1985; Bass, 1990; Bass, 1999; Avolio et al., 2009; Zhu, Avolio, Walumbwa, 2009; Kets de Vries, 2004); and *servant* (Avolio, Walumbwa, Weber, 2009; Winston, Fields, 2015; Gutierrez-Wirsching et al., 2015; Gotsis, Grimani, 2016; De Sousa, Van Dierendonck, 2014; Kolzow, 2014; Stone, Russell, Patterson, 2004).

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; Ross,

Matteson, Exposito, 2014; Kolzow, 2014); *providing instructions (tasks)* (Avolio, Walumbwa, Weber, 2009; Melchar, Bosco, 2010; Kolzow, 2014); *responsibility-sharing* (Bass, 2000; Fisher, 2009; Page, Wong, 2000; Haar et al., 2017; Nordbye, Irving, 2017); *attitude towards initiative* (Fisher, 2009; Melchar, Bosco, 2010; Wong, Davey 2007); *attitude towards employees* (Bass, Steidlmeier, 1999; 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; Avol, Walumbwa, Weber, 2009; Haar et al., 2017; Nordbye, Irving, 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; Walumbwa et al., 2005); *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; Bass, 1998:171; 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. This problem is relevant from both theoretical and practical points of view, and solving it is the purpose of this dissertation.

The following research problem can be formulated with a problematic question: according to which criteria should the expression of ethical leadership in different leadership styles be assessed?

The subject of the research is the assessment of the expression of ethical leadership in 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 evaluate the expression of ethical leadership in different leadership styles, making use of the assessment tool we have developed.

The research tasks:

1. After a theoretical discourse of ethical leadership and genesis of leadership styles, to present a theoretical model for the assessment of the expression of ethical leadership in different leadership styles.
2. After the identification of the features of ethical leadership and transactional, transformational and servant leadership styles, to provide assessment criteria by comparing them.

3. To substantiate the methodology of assessment of the expression of ethical leadership in transactional, transformational and servant leadership styles by choosing appropriate research tools and the developed methodology.
4. To evaluate the expression of ethical leadership in transactional, transformational and servant leadership styles.

A thesis defence statement is formulated to substantiate qualitative research, and a hypothesis is formulated for quantitative research.

Thesis defence statement: *The features of ethical leadership are more significant in the servant leadership style.*

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

Methodological framework of the research.

The first task is to use a *descriptive method* for the analysis of the concepts of Lithuanian and foreign authors as regards ethical leadership and the genesis of leadership styles based on the management research literature dealing with their essence, common features and possible expression in organisations, as well as the impact on the behaviour of their employees.

The second task is to *analyse the research literature*, with the insights from the scientific literature, to *evaluate* the criteria of ethical leadership and leadership styles and to *compare* their specific features in a *systematic way*.

The third task is to justify the method applied. The *methodological approach analysis*, the analysis of ethical leadership and research methods of leadership style have been used, as well as the construction of the research process, selection of the research subjects and substantiation of the research instruments based on an interview method and a questionnaire survey. The *targeted sampling method* was used in this research. The criterion for the selection of subjects was a voluntary participation of the study participants. Managers with at least three years of managerial experience were selected for the first interview method. The employees directly subordinate to the interviewed manager were selected for the second interview method. Other employees of the surveyed organisations, who were not in direct subordination to the interviewed managers, were chosen for the questionnaire survey method.

The fourth task is *empirical research*. The research methods applied included analysis and synthesis as well as comparison. Primary empirical data were obtained through two interviews and a questionnaire survey, and the expression of ethical leadership in different leadership styles was assessed. The *comparative analysis* was based on the data obtained after performing both interviews between the manager and the employees under his/her direct subordination. The assessments of the employees and the managers were

compared, and the relationship between ethical leadership and leadership styles was established. 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 qualitative (deduction and induction) and 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.

Structure of the dissertation.



Fig. 1. Logical scheme of the dissertation research

Significant contribution and theoretical implications of the research.

Novelty. The scientific novelty of the work is to seek for and to establish the expression of ethical leadership in different leadership styles through theoretical and methodological substantiation and provided recommendations to improve leadership research in organisations.

The following important scientific results have been obtained:

1. Based on the analysis of ethical leadership and leadership styles, their research features were identified, a pyramid of ethical leadership and the SWOT of ethical leadership were formed.
2. The methodology of empirical study of the assessment of ethical leadership in different leadership styles was developed.
3. The assessment of ethical leadership in different leadership styles was established and confirmed by empirical studies.
4. Two qualitative (interview and focus groups) and one quantitative research methods were used in the research.
5. Recommendations for the assessment of ethical leadership in different leadership styles were formulated.

Theoretical significance. A theoretical model of ethical leadership assessment of leadership styles has been developed. A comparison of ethical leadership of transactional, transformational and servant leadership styles according to the criteria of ethical leadership has been made. A comparison of ethical leadership in transactional, transformational and servant leadership styles according to the leadership style criteria has been made. A comparison of transactional, transformational and servant leadership styles according to the leadership style criteria has been made.

Practical implications of the research

Practitioners may find the work interesting due to the specific assessment of ethical leadership and leadership style in organisations that are presented in literature on management, so that their targeted usage can lead to more effective leadership in organisations.

In the examined scientific literature survey, it is either managers or employees who are interviewed, that is, only one side of the study, and it is what other researchers refer to as a limitation of the study. In this work, the managers and the employees directly subordinate to them were interviewed. This made it possible to make a comparison of the data obtained and to identify the overlaps when evaluating ethical leadership in different leadership styles.

From a practical point of view, the dissertation is significant because it provides a theoretical and methodological justification for how to link ethical leadership with the chosen leadership style. This is also important for effective leadership in order to improve and develop it in organisations. The criteria for

ethical leadership and leadership styles that have a significant impact on their assessment have been identified.

This study will benefit managers, leaders of organisations and researchers interested in the issues of ethical leadership and the leadership style assessment.

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.

Approbation of the research results. The main outcomes of the research on the dissertation topic were published in 8 scientific articles published in research journals recognised by the Research Council of Lithuania. The dissertation material was discussed and presented in reports at 2 international and 3 national conferences.

Structure and scope of the dissertation. The dissertation consists of a list of terms and abbreviations used in the research, an introduction, three parts of the thesis, conclusions summarising the research, the areas for further research, a list of references, and annexes. The total number of pages of the dissertation is 184. The dissertation includes 16 figures, 41 tables, 15 annexes. The list of references contains 264 positions.

1. THEORETICAL BACKGROUND OF ASSESSMENT OF ETHICAL LEADERSHIP IN DIFFERENT LEADERSHIP STYLES

1.1. Theoretical discourse of the concept of ethical leadership

History is full of examples of leaders who were known as strong moral authorities, who embodied goodness and virtue, and who motivated people to do good deeds. Meanwhile, the theory of ethical leadership scientifically substantiates how to respond to scandals in organisations, to a misconduct of managers, and how to change the situation. According to many scholars, leadership ethics is determined by certain features, behaviour, and values. In research, ethics is regarded as a social science that describes the types or the characteristics and /or behaviour of managers. Ethical leadership is associated with making ethical decisions as a positive impact on the employees, preventing them from making compromises and violating ethical standards, conveying the perception that such (ethical) behaviour is expected and will be appreciated.

Ethical leadership is defined as the demonstration of the conduct of a manager who complies with established rules by performing personal actions and by fostering interpersonal relationships. In this way, the employees are encouraged to foster a two-way relationship of cooperation, which is particularly important for decision-

making by consensus. Thus, an ethically behaving leader should be a morally strong person (honest, caring, fair, trustworthy) and a leader (communicating, cooperating, punishing when necessary, emphasising ethics). The manager's understanding of ethics is inseparable from moral issues, sensitivity to others, which is especially important in making decisions that will affect others, with an emphasis on service for the common good. However, even today, scholars are still debating on the key features of ethical leadership. It is argued that the ability to exercise the authority given to a manager makes it possible to assess the ethics of leadership.

We will analyse the criteria of ethical leadership identified by researchers and will try to relate them as complementing one another: justice; values (moral attitude, beliefs); reliability (ethical norms, responsibility, determination, principle); broad approach (openness, tolerance); motivation (support, help, altruism). Further we will rely on the scientific literature and connect certain features singled out by scholars.

1.2. Genesis of transactional, transformational and servant leadership styles

There is a growing number of research works dealing with employee management in order to reveal the peculiarities of leadership. Leadership features are particularly important in assessing a leadership style. We will analyse and study the criteria of leadership styles identified and studied by researchers, uniting some of them as complementing one another: *decision-making method (official authority, powers); providing instructions (tasks) to the employees; responsibility-sharing (obligations, reliability, risk); attitude towards initiative (openness to change); attitude towards employees (sanctions); attitude towards one's knowledge; communication with employees; character of relations with employees (education); attitude towards discipline; attitude towards values (motivation); providing a vision for employees.*

Many researchers recognise that a leadership style is particularly important for the performance of an organisation's employees in order to achieve their productivity. Leadership is treated as references, teachings, motivation, communication, all related to the recognition of the leader (employees), language, posture, etiquette, and so on. A leadership style can be described as a combination of a person's traits, skills, and behaviour.

Transactional leadership occurs when one person takes a purposeful initiative to connect with others. This contact leads to synergies, where each party, both the manager and the employee, seeks to meet their own needs, as the responsibilities of the employees and the expectations of the manager are clearly defined. Transactional leadership is perceived as a leadership style that focuses more on technical problem-solving and less on the employees. It is assumed that a manager applying this leadership style closely monitors deviations from purposeful activities, mistakes,

misunderstandings, and takes corrective action if necessary. It usually relies on formal organisational structures and systems, and mutual exchange. It is expressed as recognition and appreciation (reward) for specific achievements of employees. The manager explains what rewards, favours, or privileges can be expected for the proper performance of tasks and compliance with established requirements. And, conversely, failure to comply with the established requirements leads to improper performance of tasks, so a disciplinary action may follow which will cause negative reactions from the employees. This leadership style can be divided into three stages: 1) the manager realises that the employees want to be rewarded for their work, and he /she will take care of it if the work is done properly; 2) respective benefits may be given to the employee for his /her efforts; 3) the manager evaluates the employee immediately after he has done the work. Researchers present the following breakdown of transactional leadership activities: a relative reward, active and passive actions. A *relative reward* for such conduct foresees an explanation of the task to be done in order to receive profits, incentives and undefined benefits as motivation, using both merit-based rewards and punishments. *Active actions* are defined as search for faults and keeping to the rules to avoid them. *Passive actions* foresee a variety of corrective actions in response to apparent deviations from acceptable performance standards, for which employees are penalised. This type of leadership may be acceptable (although not being the best choice) in the performance of an organisation at a time when there are no significant changes, shocks, crises, and when there is tolerance of low growth in the organisation.

The *transformational* leadership style is considered more complex than transactional. It is not limited to anticipating the future, but to creating and communicating a realistic and attractive vision of the organisation that would improve its current position. In other words, managers can reform an organisation by defining the need for change, creating new visions, encouraging the employees to commit to them. A transformational manager is not limited by motivating, rewarding or punishing the employees. In this case, efforts are made to meet the higher needs of the employees: to involve them in mutual motivation, to make them abandon their narrow self-interest, so that they change it for the benefit of the organisation. Four features of transformational leadership can be distinguished: charismatic idealised influence, personal (individual) decisions, fascinating (inspiring) motivation, skills (intellect) development. The following four features of transformational leadership are expressed in the actions of a transformational leader: 1) idealised influence, where the leader acts as a role model with which the employees identify themselves; 2) inspiring motivation and talk about spiritual things – feelings, world view, human values; the manager motivates, inspires and encourages a commitment in communication with the employees; 3) motivating thinking,

where innovation promotes the employees' creativity; 4) personal attention when the manager takes care of the needs of the employees.

The concept of *servant* leadership is accepted and applied by rather few scholars and practitioners. It is so complex and multifaceted that an elementary definition alone is not enough. It covers all aspects of leadership, including ethics, relationships, and performance-based assessment, offering more meaningful leadership to ensure a sustainable outcome for people, organisations, and societies. Servant leadership believes that organisational goals will be achieved in the long run, first and foremost by creating opportunities for improvement and development of the employees of an organisation by creating common well-being for them. It is expected that the influence of the servant manager will form more open, wiser, freer and independent employees, hoping that they will also serve others (bystanders, colleagues). Here are the key features of a servant leadership behaviour that the "Greenleaf" school researchers usually agree with in conceptualising and implementing a servant leadership style: 1. Listening, that is, an important skill of a servant manager, developed with an attentive attitude of listening to others. 2. Empathy is a desire to empathise and understand the feelings and emotions of others. 3. Healing is an ability to help the employees and themselves to restore emotional and spiritual balance in the event of failure. 4. Awareness. Perfectly understands its strengths and limitations. Able to look at the situation from an integrated, holistic position, rejecting individualism, raising the economic interests of the society or of the state above personal ones. 5. Persuasion. In making decisions and trying to influence others, they are more likely to persuade than to exercise power or use their status. 6. Conceptualisation. Fosters an ability to "dream of great deeds". 7. Insight. Forecasting allows predicting the expected outcome of an action or a situation. 8. Commitment to help and serve others with openness and persuasion, not control. 9. Caring for employee development. Dedicated to people and not limited to a direct job role. 10. Community mobilisation strives to create an atmosphere of community both within and outside an organisation, thus emphasising the importance of collectivity in a person's life.

1.3. Assessment of ethical leadership in leadership styles

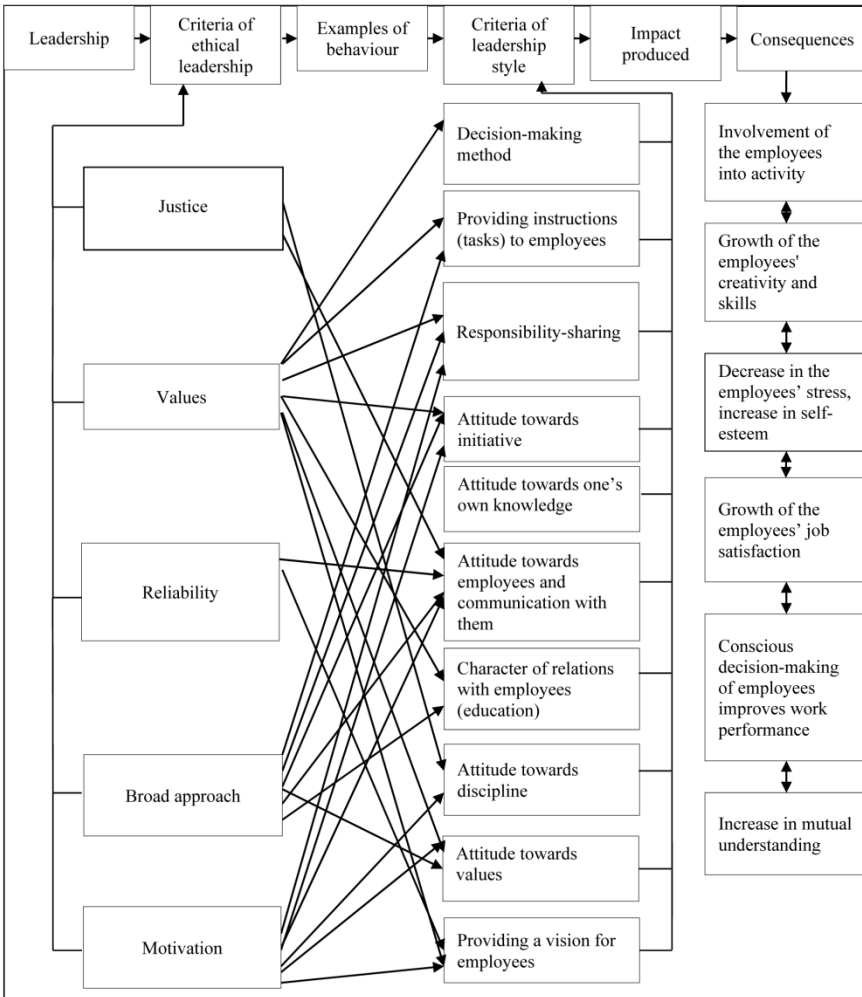


Fig. 2. Assessment of ethical leadership in leadership styles

Ethical guidance sets high standards for moral and ethical behaviour and for the demonstrated moral examples (Zhu, 2008:64) which encourage the employees to develop their own internal set of moral principles and ideals as a

basis for their moral and ethical behaviour. Rewards and penalties are particularly important in the ethical management of the employee behaviour. By observing how other members of the organisation are rewarded or disciplined, they learn what is acceptable in the organisation and what is not, thus it helps to correct their behaviour (Ibid:65). An ethical leader focuses on educating the employees and helping them to prepare to assume greater moral responsibility.

Fig. 2 provides the theoretical assessment of ethical leadership in leadership styles based on the management literature. We have not found the assessment of ethical leadership criteria in the aspect of applying the leadership style criteria to one's own knowledge in the literature that we have analysed. However, we believe that this is an important criterion for the leadership style, so we will apply it in our study.

2. RESEARCH METHODS FOR THE ASSESSMENT OF ETHICAL LEADERSHIP IN DIFFERENT LEADERSHIP STYLES

2.1. Expression of ethical leadership in different 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	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

Criteria of ethical leadership	Leadership styles		
	Transactional	Transformational	Servant
	they see fit		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

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 (Antonakis, Cianciolo, Sternberg, 2004:13). 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.

Table 2 presents the expression of ethical leadership in different leadership styles based on the interpretations of different scholars.

Table 2 . Comparison of the expression of ethical leadership in different leadership styles according to the criteria of style assessment

Criteria of style assessment	Leadership styles		
	Transactional	Transformational	Servant
Decision-making method	Decisions are made unilaterally, without regard to others	Respectfully listens to opinions and encourages decisions by consensus	Empowers the employees instead of exercising his / her official power
Providing instructions (tasks) to employees	Clearly specifies the requirements of the task and the conditions for performing it	Encourages not to limit himself / herself to their own interests, to agree on common goals for the common good	Gives personal attention to setting goals for the employees to make the tasks meaningful
Responsibility -sharing	Avoids making necessary decisions or actions that would pose a personal risk	Responsibility is delegated, moral norms are encouraged	Trust in favourable conditions and encouragement of the employees to act, taking care of their goals
Attitude towards initiative	Supports those employees who are more beneficial to him or to the organisation	Motivates independence and satisfaction in performing complex tasks	Encourages to be more committed as well as independent and volunteering in the organisation
Attitude towards employees	Does not emphasise personal development, thus the employees are	Broadens the horizons of the employees and increases their	Interests and needs of the employees come first, as well as their well-being.

Criteria of style assessment	Leadership styles		
	Transactional	Transformational	Servant
	indecisive and dependent on the manager	interest, motivates awareness, takes care of their well-being	Motivates collectivity rather than personality
Communication with employees	Useful communication is based on a reward. The tendency to see lies and deceptions everywhere suppresses any criticism	Creates an environment based on moral values where the employees feel valued and equal	Empathy, listening, persuasion, awareness raising, building community relationships
Character of relations with employees	Constructive, explicit or implied exchange agreements with the manager	Encourages ascension to a higher level of morality and self-motivation	Fair, open and honest reciprocal relations
Attitude towards discipline	Everything is judged according to the rules, with no exceptions	Motivates self-regulation and conscious ethical behaviour	Actions based on values are supported, trust is displayed
Attitudes towards values	Motivation is primarily through relative, salary-based exchanges	Encourages focusing on a collective mission, beliefs and values	Moral values are the indisputable basis of everything
Providing a vision for employees	Attempts to impose a personal vision as the only possible way to achieve organisational success	Inspires adherence to high ethical norms and values that determine performance, creating an ideal vision for the organisation	Vision is presented as an idea of service to others, for the well-being of others

Decision-making method. The employees of the manager who has chosen the transactional leadership style have little involvement in decision-making, they are closely monitored and controlled. The managers who apply the transformational leadership style encourage the employees to discuss goals, vision, and values, and emphasise the importance of teamwork in decision-making. Transformational leadership determines moral commitment of the

manager and the employees that unites them in their pursuit of higher mutual goals. The managers who apply the servant leadership style emphasise the reciprocity of the purpose in decision-making, because there are no exclusive goals of the manager, he / she does not exercise official authority, and this is the main feature of ethical leadership.

Providing instructions (tasks) to the employees. The managers who practise the transactional leadership style rely on the authority of their official position, remuneration and sanctions system to influence the employees and to motivate them to do everything properly. It focuses primarily on result management. The transformational leadership style involves motivating employees to perform tasks that go beyond their own interests for the benefit of the team, organisation or community. It motivates them to respect not only their own interests but also morals, ethics, actions and setting goals. The managers who apply the servant leadership style promote goodness that can be directed towards the entire community during the performance of the task.

Responsibility-sharing. A manager with the transactional leadership style is content with allocation mechanisms rather than larger goals so that no additional responsibility is assumed. Managers who apply the transformational leadership style by broadening the scope of the employees' empowerment give them an opportunity to act independently, motivating them to take into account the leadership attitude, the value of altruism, and thus sharing responsibilities. A manager who chooses the servant leadership style helps the employees identify serious problems that have to be solved, explains the risks of the decisions they make, provides their empowerment, and facilitates action.

Attitude towards initiative. A manager practicing the transactional leadership style initiates meetings with the employees to meet their interests. The managers who apply the transformational leadership style teach them to adapt to change, encourage them to fully develop their abilities, independence, self-motivation and greater commitment to the organisation. A servant manager uses the power provided by his / her leadership position to allow the employees to make independent decisions.

Attitude towards employees. The methods of managers who have chosen the transactional leadership style do not comply with the moral principles of leadership because they ignore the needs and the aspirations of the employees. They are strictly seen as a resource or a means to achieve the manager's goals, with rewards given only to sustain their efforts, and sanctions are applied regardless of their needs. Managers who promote the transformational leadership style encourage the employees to adhere to high moral principles, directing them to choose higher level needs and values. In addition, they motivate the employees to act in the best interests of the team rather than serve their own interests. A servant manager gives the priority to the interests of the employees. Mutual influence is assessed when the

main goal of the manager is to find out the needs of the employee and to ensure that they are met.

Communication with employees. The managers who choose the transactional leadership style can harass and manipulate the employees by directing them in unethical or even immoral directions. Managers who adopt the transformational leadership style condemn an exceptional pursuit of the employees' goals and choose an approach that is closely related to friends, family, colleagues, and the community because the interests of them all are important for the leadership process. The manager's moral obligations to these interested parties are based on a broader understanding of the impact of the manager's decisions on the society. A servant manager rewards for successful work, so people feel they belong to the organisation they care about, and work becomes motivating and meaningful (Tanno, Banner, 2018:6). A sincere and naturally behaving manager shows that he / she values the employees, supports them, is empathetic, and willing to communicate.

Character of relations with the employee. The influence of the manager is one-sided, believing that only remuneration for performance is important, nothing more is needed. For moral leaders, an indefinite reward would mean fair negotiations when the manager and the employee agree on goals. The transformational leadership style is understood as a process that involves actions of both parties – the manager and the employee – to meet their needs and to cooperate in accordance with the higher standards of moral responsibility. Trust in the manager who has chosen the servant leadership style is not given, but he / she earns it by treating his or her employees honestly.

Attitude towards discipline. Managers who have chosen the transactional leadership style usually view the actions of individuals as ethical, they act in accordance with established rules. Managers who adopt the transformational leadership style tend to collaborate rather than emphasise obedience, avoidance of sanctions, personal interests and rules as a way of management. Managers who apply the servant leadership style should make decisive decisions about the right things: defending the values of the organisation, defining a clear vision, retaining the employees who are trained to meet the standards set by the organisation. They are fully committed to maintaining the discipline set by the organisation.

Attitude towards values. Values are the foundation of principles that reveal the acceptability of standards and criteria for the ethical conduct of individual managers. Managers who choose the transactional leadership style use persuasion, but their motivation includes power and personal gain. Meanwhile, a manager applying the transformational leadership style is motivated by acceptable values and ethics. For a servant leader, goodness, moral life, practicing virtues, means living a life that meets the demands of society.

Justice, altruism, mercy, honesty, courage and humility are the most important values.

Providing a vision for employees. Managers who choose the transactional leadership style take a direct role in planning changes, setting directions, and creating a vision. The impression is that they act in spite of the employees or raise their own needs above the employees' needs. A manager with the transformational leadership style uses his or her influence to change the employees' attitude and values in order to bring them in line with the organisation's vision based on the moral norms of social responsibility. Managers who apply the servant leadership style inspire others and work diligently to build a better community.

2.2. Choice of the research instrument and criteria

This study uses qualitative and quantitative research methods as complementary and enabling to collect more detailed data.

Qualitative research. An individual and partially structured interview type of *managers and employees in the focus groups (discussions)* that were directly subordinate to them was chosen, with pre-prepared questions but with no possible answers offered. Since not all employees of an organisation communicate with top managers, it was decided to choose lower level managers who communicate directly with employees.

Group (focus group) interviews. Each group of employees (focus group) consisted of 6 people from one unit of the organisation with one common direct manager who had already been interviewed. The interview questionnaire was based on general data from Tables 1 and 2. The questions were of general nature and depended only on who was interviewed, the manager or the focus group of employees directly subordinate to him or her.

Table 3. Interrelations between the questions and the tasks of the questionnaire and the focus group interview respondents

Concepts	Operationalisation	Interrelations with tasks	
Ethical leadership	Question 1 (introductory)	Perception of ethical leadership	
Criterion of a direct manager's ethical leadership in organisations	Questions from 2 to 11	Justice	Ethical leadership in organisations according to the criteria of ethical leadership
	Questions from 12 to 21	Values	
	Questions from 22 to 31	Reliability	
	Questions from 32 to	Broad approach	

Concepts	Operationalisation	Interrelations with tasks	
	41		
	Questions from 42 to 51	Motivation	
Leadership style of a direct manager in organisations	Questions from 1 to 52	Determination of leadership styles	
Criterion of a direct manager's leadership style according to the leadership styles in the organisation	Questions 2; 12; 22; 32; 42	Decision-making method	Determination of leadership styles in an organisation based on the leadership style criteria
	Questions 3; 13; 23; 33; 43	Providing instructions (tasks)	
	Questions 4; 14; 24; 34; 44	Responsibility sharing	
	Questions 5; 15; 25; 35; 45	Attitude towards initiative	
	Questions from 2 to 51	Attitude towards employees	
	Questions 6; 16; 26; 36; 46	Attitude to one's knowledge	
	Questions 7; 17; 27; 37; 47	Communication with employees	
	Questions 8; 18; 28; 38; 48	Character of relations with the employee (education)	
	Questions 9; 19; 29; 39; 49	Attitude towards discipline	
	Questions 10; 20; 30; 40; 50	Attitude towards values	
Questions 11; 21; 31; 41; 51	Providing a vision for employees		
Evaluation of the expression of ethical leadership in different leadership styles	Questions from 1 to 52	Evaluation of ethical leadership in different leadership styles according to the criteria of ethical leadership and leadership styles	
Selfishness	Question 52 (final)	Assessment of the employees' perceptions of selfishness	

Quantitative research. The method was a written questionnaire. The choice of research instrument was a questionnaire consisting of closed questions. *The questionnaire was intended for*

the employees of organisations who had not been interviewed. The following scales of the questionnaire were selected in the questionnaire: The Interval Scale (determination of objective data about the respondent's attitude) was 3-5 questions. Graphical Rank Likert (Total) Scale was Question 1. These scales are quite simple and are most commonly used in practice. Each statement was described by five ratings, where 1 meant *strongly disagree*, 5 meant *strongly agree*. The statements of the Ethical Leadership Questionnaire were formulated in accordance with the established ethical leadership criteria presented in Table 1. The following criteria of ethical leadership were revealed: justice; values; reliability; broad approach; motivation. The Nominal Scale (collection of objective data about the respondent) was 2-4 questions. An EV code and a serial number (e.g. 1; 2; 3...) were assigned to the statements of ethical leadership. The statements about the Leadership Style were formulated in the questionnaire according to the established leadership style criteria presented in Table 2. 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. Trying to link several features of ethical leadership into one general whole would make it difficult to understand the factors that make leadership effective. Ethical leadership and leadership styles criteria were studied separately in one-dimensional scope (SPSS, *One-way ANOVA*). The codes assigned to the statements about the leadership style were as follows: the transactional leadership style was TR and a serial number (e.g.: 1; 2; 3...); the transformational leadership style was TF and a serial number (e.g.: 1; 2; 3...); the servant leadership style was TA and a serial number (e.g.: 1; 2; 3...).

Table 4. Interrelation between the tasks and the questions of the respondents' questionnaire survey

Concepts	Operationalisation	Interrelation with the tasks	
Criterion of a direct manager's ethical leadership in organisations	Question 1, statements – from EV.1 to EV.7	Justice	Determination of ethical leadership in organisations according to the criteria of ethical leadership
	Question 1, statements – from EV.8 to EV.14	Values	
	Question 1, statements –	Reliability	

Concepts	Operationalisation	Interrelation with the tasks	
	from EV.15 to EV.22		
	Question 1, statements – from EV.23 to EV.29	Broad approach	
	Question 1, statements – from EV.30 to EV.34	Motivation	
Leadership style of a direct manager in organisations	Question 1, statements – from TR.1 to TR.11	Transactional leadership style	Determination of leadership styles in the organisation
	Question 1, statements – from TF.1 to TF.11	Transformational leadership style	
	Question 1, statements – from TA.1 to TA.11	Servant leadership style	
Criterion of a direct manager's leadership style according to the leadership styles in the organisation	Question 1, statements – TR.1; TF.1; TA.1	Decision-making	Investigation of leadership styles in an organisation based on the leadership style criteria
	Question 1, statements – TR.3; TF.3; TA.3	Providing tasks	
	Question 1, statements – TR.5; TF.5; TA.5	Responsibility-sharing	
	Question 1, statements – TR.8; TF.8; TA.8	Attitude towards initiative	
	Question 1, statements – TR.9; TF.9; TA.9	Attitude towards employees	
	Question 1, statements – TR.10; TF.10; TA.10	Attitude to one's knowledge	
	Question 1, statements – TR.2; TF.2; TA.2	Communication with employees	
	Question 1, statements – TR.4; TF.4; TA.4	Character of relations with employees (education)	
	Question 1, statements –	Attitude towards discipline	

Concepts	Operationalisation	Interrelation with the tasks	
	TR.6; TF.6; TA.6		
	Question 1, statements – TR.7; TF.7; TA.7	Attitude towards values	
	Question 1, statements – TR.11; TF.11; TA.11	Providing a vision	
Evaluation of the expression of ethical leadership in different leadership styles	Question 1, statements – from EV.1 to TA.11	Evaluation of the expression of ethical leadership in different leadership styles according to the criteria of ethical leadership and leadership styles	
Social, demographic characteristics of respondents	Questions 2; 3; 4; 5	Overall picture of the respondents in the surveyed organisations	

The selected organisations were port stevedoring companies operating in Klaipėda, the Republic of Lithuania, with the assigned code KUKK. Only companies whose management had given their consent to conduct research in their organisation participated in the study. Each company was assigned the code KUKK and the number 1, 2, 3, 4, 5. The number was not related to the name of the company, but to the order in which they were interviewed. The code was assigned to preserve the confidentiality of the organisations. Managers were assigned the code V and the number 1, 2, 3, 4, 5. Focus groups were assigned the code FG and the number 1, 2, 3, 4, 5. The numbers of the focus groups of managers and their employees were the same as those of their organisations.

Table 5. Data of the interviewed managers

Organisation code	Male	Female	Age	Leadership experience in an organisation	Interview duration
KUKK.1		1	42 yrs.	3 yrs.	45 min.
KUKK.2	1		30 yrs.	3 yrs.	42 min.
KUKK.3	1		47 yrs.	17 yrs.	43 min.
KUKK.4	1		57 yrs.	23 yrs.	27 min.
KUKK.5	1		54 yrs.	19 yrs.	42 min.
Total:	5				3 h 19 min.

Intermediate level managers of Klaipėda city port stevedoring companies were interviewed. The interviews were conducted by prior arrangement and in

the places acceptable to the respondents. Table 5 presents the data of the managers interviewed, and Table 6 presents the data of the focus groups of the employees directly subordinate to these managers and the data of the respondents interviewed.

Table 6. Focus group data of the interviewed employees directly subordinate to managers

Organisation code	Male	Female	Age	Work experience in the organisation	Interview duration
KUKK.1		2	51–65 yrs.	4–6 yrs.	41 min.
		2	21–35 yrs.	Up to 1 year	
		2	36–50 yrs.	11 and more years	
KUKK.2	2		21–35 yrs.	Up to 1 year	26 min.
	1		21–35 yrs.	4–6 yrs.	
	1		36–50 yrs.	4–6 yrs.	
		1	21–35 yrs.	Up to 1 year	
		1	21–35 yrs.	7–10 yrs.	
KUKK.3	1		35–50 yrs.	Up to 1 year	28 min.
	2		35–50 yrs.	11 and more years	
	2		51–65 yrs.	7–10 yrs.	
	1		51–65 yrs.	11 and more years	
KUKK.4	1		21–35 yrs.	Up to 1 year	48 min.
	2		35–50 yrs.	4–6 yrs.	
		1	21–35 yrs.	4–6 yrs.	
		1	35–50 yrs.	7–10 yrs.	
		1	35–50 yrs.	11 and more years	
KUKK.5		1	21–35 yrs.	2–3 yrs.	43 min.
		2	36–50 yrs.	7–10 yrs.	
		3	51–65 yrs.	11 and more years	
Total:	30				3h 06 min.

Interviews with managers and separately with focus groups were conducted from December 2018 to May 2019.

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 interviews were conducted from December 2018 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 7.

Table 7. 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 study 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. In agreement with the management of the organisations, the confidential data included in the record will not be used. The records will be stored in the researcher's personal archive.

3. STUDY OF ASSESSMENT OF ETHICAL LEADERSHIP IN TRANSACTIONAL, TRANSFORMATIONAL AND SERVANT LEADERSHIP STYLES

3.1. Comparison of the interview data of heads of organisations and employees directly subordinate to them (focus groups)

The comparison of the interview data of the head of each organisation and his / her focus group was systematised in five tables separately for each of the criterion of ethical leadership. An example is given in Table 8.

Table 8. Assessment of KUKK.1 ethical expression according to the criteria of justice

Category	Criteria	Assessment of ethics		Leadership style	
		V1	FG1	V1	FG1
Justice	Decision-making method	-	-	TR	TR
	Providing instructions (tasks) to employees	+	-	TA	TR
	Responsibility-sharing	+	-	TA	TR
	Attitude towards initiative	+	+	TF	TF
	Attitude towards employees	+	-	TA	TR
	Attitude to one's knowledge	+	-	TF	TR
	Communication with employees	-	+	-	TF
	Character of relations with employees (education)	+	-	TF	-
	Attitude towards discipline	+	-	TF	TR
	Attitude towards values	+	-	TA	-
Providing a vision	-	-	-	-	

Compiled by the author of the study based on the data of the answers of the manager V1 and the focus group FG1.

Note: the overlapping answers of the manager and the employees are marked in grey in the table, (+) - ethical, (-) - unethical.

A summary of the interview data summarised by the head of each organisation and his / her focus group was presented in the diagram. An example is shown in Figure 3.

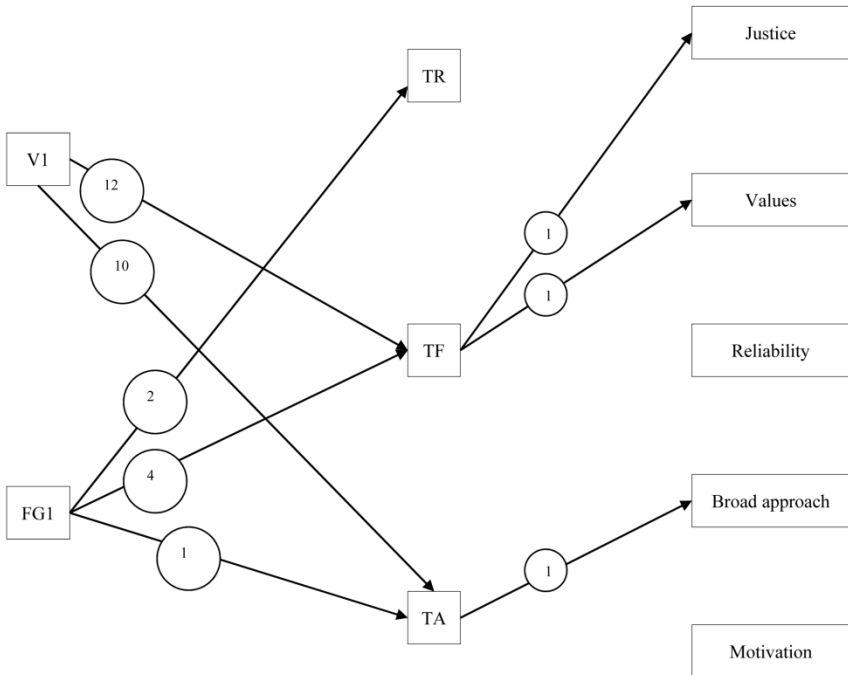


Fig. 3. Assessment of ethical leadership in KUKK.1 organisation
 Compiled by the author of the study based on the statements of the manager
 (V1) and his / her employees (FG1).

Note: The numbers indicate the recurrence rate

The results of the analysis of the interviews of the head of the organisation KUKK.1 (V1) and the focus group of the employees directly subordinate to him / her (FG1).

Assessing the expression of ethics according to the criterion of justice, ethical leadership was confirmed by the statements of the manager (V1) and his / her employees (FG1) in the case of transformational leadership style according to the criterion of the *attitude towards initiative*, subcriterion of *motivates independence and satisfaction in performing complex tasks*.

Assessing the expression of ethics according to the criterion of values, similar statements of the manager (V1) and his / her employees (FG1) have been determined in the case of transformational leadership style according to the

criterion of *attitudes towards values*, subcriterion of *motivate focusing on the collective meaning of mission, beliefs and values*.

In the assessment of ethics according to the criterion of reliability, no similarity was found between the statements of the manager (V1) and his / her employees (FG1).

When assessing the expression of ethics according to the criterion of broad approach, the views of the manager (V1) and his / her employees (FG1) coincided in the case of servant leadership style according to the criterion of *attitude towards one's knowledge*, subcriterion of *was ready to listen to the employees and to acquire their knowledge*.

No similar statements by the manager (V1) and his / her employees (FG1) were found when assessing the expression of ethics according to the criterion of motivation.

Summarising the interview data of KUKK.1 organisation, it can be stated that: according to the manager (V1), he/she combines several leadership styles: ethical leadership is a combination of transformational (12 cases) and servant leadership styles (10 cases), but does not apply the transactional leadership style at all. On the basis of the statements of the employees (FG1), it can be stated that their direct supervisor combines several leadership styles: ethical leadership expresses in the transformational (4 cases), transactional (2 cases) and servant (1 case) leadership styles. The assessment of ethical leadership revealed the overlaps between the statements of the manager (V1) and the employees directly subordinate to him / her (FG1) in the transformational (2 cases) and servant (1 case) leadership styles. Thus, with regard to the opinions of both, the manager and the employees, the manager is characterised by a similar combination of leadership styles, only the proportions differ.

The results of the analysis of the interviews of KUKK.2 manager (V2) and the focus group of the employees directly subordinate to him or her (FG2).

After assessing the expression of ethics according to the criterion of justice, a similar attitude of the manager (V2) and the employees (FG2) were identified on the basis of their statements in the case of servant leadership style according to the criterion of *communication with the employees*, subcriterion of *empathy, listening, persuasion, raising of awareness, building community relationships*.

After assessing the expression of ethics according to the criterion of values, similar assessment of the manager (V2) and his /her employees (FG2) were identified on the basis of their statements in the case of transactional leadership style according to the criterion of *providing tasks to the employees*, subcriterion of *clearly specifies the requirements of the task and the conditions for performing it*; in the case of servant leadership style, according to the criterion of *responsibility sharing*, subcriterion of *trust in favourable conditions and encouragement of the employees to act, taking care of their goals*.

Assessing ethics according to the criterion of reliability, the statements of the manager (V2) and his / her employees (FG2) were similar in the case of

transformational leadership according to the criterion of *attitude towards one's own knowledge*, subcriterion of *continuous self-development and improvement*, and the criterion of *communication with employees*, subcriterion of *created an environment based on moral values where the employees feel valued and equal*.

Assessing the expression of ethical leadership according to the criterion of broad approach, the statements of the manager (V2) and his / her employees (FG2) coincided in the case of servant leadership style with regard to the criterion of *attitude towards one's own knowledge*, subcriterion of *listens to the employees and is ready to acquire their knowledge*.

Assessing the expression of ethics according to the criterion of motivation, no similar opinions were identified on the basis of the statements of the manager (V2) and his / her employees (FG2).

Summarising the data of KUKK.2 organisation interviews, it can be stated that with regards to the statements of the manager (V2), he /she combines leadership styles: the expression of ethical leadership is most significant in the servant leadership style (22 cases); as well as in the transformational leadership style where ethical leadership is evident (17 cases), and it is expressed the least in the transactional leadership style (1 case); regarding the statements of employees (FG2), their direct manager combines leadership styles: the expression of ethical leadership is most significant in the servant leadership style (3 cases), and ethical leadership occurs also in other leadership styles, such as transformational (2 cases) and transactional (1 case). Assessing the expression of ethical leadership, the overlaps between the statements of the manager (V2) and the employees directly subordinate to him / her (FG2) were identified: in the transactional leadership style (1 case), in the transformational leadership style (2 cases) and in the servant leadership style (3 cases). Thus, in the opinion of both, the manager and the employees, the manager is characterised by a combination of the same leadership styles, only the proportions differ.

The results of the analysis of the interviews of the KUKK.3 (V3) manager and the focus group of the employees directly subordinate to him / her (FG3).

Assessing the expression of ethics according to the criterion of justice, it was found that the opinions of the manager (V3) and his / her employees (FG3) on the basis of their statements were similar in the case of transactional leadership style according to the criterion of *decision making method*, subcriterion of *decisions are made unilateral, without regard to others*; in the case of servant leadership style, according to the criterion of *providing task to the employees*, subcriterion *gives personal attention to setting goals for the employees to make the tasks meaningful*; according to the criterion of *responsibility-sharing*, subcriterion of *trust in favourable conditions and encouragement of the employees to act, taking care of their goals*; according to the criterion of *attitude towards initiative*, subcriterion of *encourages more commitment as well as autonomy and volunteering in an organisation*.

Assessing the expression of ethics according to the criterion of broad approach, the similarity of the opinions of the manager (V3) and his / her employees (FG3) was determined on the basis of their statements in the case of servant leadership style according to the criterion of *attitude towards initiative*, subcriterion of *encourages more commitment as well as autonomy and volunteering in an organisation*.

Assessing the expression of ethics according to the criterion of broad approach, the similarity of the opinions of the manager (V3) and his / her employees (FG3) was determined on the basis of their statements in the case of servant leadership style according to the criterion of *communication with employees*, subcriterion of *empathy, listening, persuasion, awareness-raising, building community relationships*, and according to the criterion of the *character of relationship with the employees*, subcriterion of *fair, open and honest reciprocal relations*.

Assessing the expression of ethics according to criterion of motivation, the similarity of the opinions of the manager (V3) and his / her employees (FG3) was found in their statements in the case of transformational leadership style according to the criterion of *attitude towards employees*, subcriterion of *broadens the horizons of the employees and increases their interest, motivates awareness, takes care of their well-being*; according to the criterion of *communication with employees*, subcriterion *creates an environment based on moral values where the employees feel valued and equal*, and according to the criterion of the *character of relations with the employees*, subcriterion of *encourages ascension to a higher level of morality and self-motivation*.

Assessing the expression of ethical leadership, the overlaps between the statements of the manager (V3) and the employees directly subordinate to him / her (FG3) were identified both in the servant (6 cases) and transformational (4 cases) leadership styles and in the transactional (1 case) leadership style. Thus, in the opinion of both the manager and the employees, the manager is characterised by a combination of the same leadership styles, only the proportions differ.

Results of the analysis of the interviews of KUKK.4 manager (V4) and the focus group of the employees directly subordinate to him (FG4).

Assessing the expression of ethics according to the criterion of justice, the similarity of the opinions of the manager (V4) and his / her employees (FG4) was determined on the basis of their statements in the case of servant leadership style according to the criterion of *providing task*, subcriterion of *encourages more commitment as well as autonomy and volunteering in an organisation*; according to the criterion of *providing a vision*, subcriterion *vision is presented as an idea of service to others, for the well-being of others*.

Assessing the expression of ethics according to the criterion of values, the similarity of the opinions of the manager (V4) and his / her employees (FG4) was determined on

the basis of their statements in the case of transformational leadership style according to the criterion of *providing tasks*, subcriterion of *encourages not to limit people to their own interests, to agree on common goals for the common good*; in the servant leadership style, according to the criterion of *attitude towards one's knowledge*, subcriterion of *listens to the employees and is ready to acquire their knowledge*.

Assessing the expression of ethics according to criterion of reliability, the similarity of the opinions of the manager (V4) and his / her employees (FG4) was determined on the basis of their statements in the case of transformational leadership style according to the criterion of *communication with employees*, subcriterion of *creates an environment based on moral values where the employees feel valued and equal*.

Assessing the expression of ethics according to the criterion of broad approach, the similarity of opinions of the manager (V4) and his / her employees (FG4) was determined on the basis of their statements in the case of servant leadership style according to the criterion of *communication with employees*, subcriterion of *empathy, listening, persuasion, awareness raising and building community relationships*.

Assessing the expression of ethics according to the criterion of motivation, the similarity of the opinions of the manager (V4) and his / her employees (FG4) was determined on the basis of their statements in the case of transformational leadership style according to the criterion of *communication with employees*, subcriterion of *creates an environment based on moral values where the employees feel valued and equal*; according to criterion of *character of relations with employees*, subcriterion of *encourages ascension to a higher level of morality and self-motivation*; in the case of servant leadership style, the criterion of *attitude towards initiative*, subcriterion of *encourages more commitment as well as autonomy and volunteering in an organisation*.

Summarising the data of KUKK.4 interviews, it can be stated that: according to the statements of the manager (V4), he /she combines several leadership styles in leadership: ethical leadership is mainly evident in the case of servant leadership style (8 cases); slightly less in the case of transformational leadership style (7 cases); ethical leadership did not express at all in the application of the transactional leadership style; based on the statements of the employees (FG4), their direct manager combines several leadership styles: ethical leadership is mainly expressed in the servant leadership style (10 cases); the transformational leadership style is present as well where the expression of ethical leadership is also observed (5 cases). Ethical leadership did not express in the transactional leadership style at all. The assessment of ethical leadership revealed the overlaps between the statements of the manager (V4) and the employees directly subordinate to him / her (FG4) in the servant leadership style (5 cases) and in the transformational leadership style (4 cases). Thus, in the opinion of both, the

manager and the employees, there is a combination of the same leadership styles, only the proportions differ.

The results of the analysis of the interviews of the KUKK.5 (V5) manager and the focus group of the employees directly subordinate to him / her (FG5).

Assessing ethics according to the criterion of justice, the similarity of the opinions of the manager (V5) and his / her employees (FG5) was established on the basis of their statements in the case of transformational leadership style, the criterion of *responsibility sharing*, subcriterion of *responsibility is delegated, moral norms are encouraged*; in the case of servant leadership style, the criterion of *attitude towards initiative*, subcriterion of *encourages more commitment as well as autonomy and volunteering in an organisation*; according to the criterion of *attitude towards one's knowledge*, subcriterion of *listens and is ready to acquire the knowledge of the employees*.

Assessing the expression of ethics according to the criterion of values, the similarity of the opinions of the manager (V5) and his / her employees (FG5) was determined on the basis of their statements in the case of transformational leadership style according to the criterion of *communication with employees*, subcriterion of *creates an environment based on moral values where the employees feel valued and equal*; in the case of servant leadership style according to the criterion of *attitude towards discipline*, subcriterion *actions based on values are supported, trust is displayed*.

Assessing ethics according to the criterion of reliability, the similarity of the opinions of the manager (V5) and his / her employees (FG5), was determined on the basis of their statements in the case of transformational leadership style according to the criterion of *communication with employees*, subcriterion of *creates an environment based on moral values where the employees feel valued and equal*.

Assessing ethics according to the criterion of broad approach, the similarity of the views of the manager (V5) and his /her employees (FG5) was determined on the basis of their statements in the case of transformational leadership style according to the criterion of *providing task*, subcriterion of *encourages not to limit people to their own interests, to agree on common goals for the common good*; in the case of servant leadership style, according to the criterion of *attitude towards one's knowledge*, subcriterion of *listens and is ready to acquire the knowledge of the employees*.

The similarity of the opinions of the manager (V5) and his / her employees (FG5) on the basis of their statements in the case of servant leadership style according to the criterion of *attitude towards initiative*, subcriterion *motivates independence and satisfaction in performing complex tasks*; according to the criterion of *attitude towards discipline*, subcriterion of *actions based on values are supported, trust is displayed*.

Summarising the data of KUKK.5 interviews, it can be stated that: according to the manager (V5), he / she combines several leadership styles: ethical leadership is mainly expressed in the case of servant leadership style (13 cases), less so in the case of transformational (5 cases) and transactional (1 case) leadership styles. With regard to the statements of employees (FG5), their direct manager combines several leadership styles: ethical leadership mainly is expressed in the case of transformational leadership style (13 cases), as well as in the case of servant (11 cases) and transactional (1 case) leadership styles. Assessing the expression of ethical leadership, the overlaps between the statements of the manager (V5) and the employees directly subordinate to him / her (FG5) were identified in the transformational (3 cases) and servant (6 cases) leadership styles. Thus, in the opinion of both, the manager and the employees, a manager is characterised by a combination of the same leadership styles, only the proportions differ when the employees assess their manager as more ethical than the manager himself.

The thesis defence statement that the features of ethical leadership are more significant in the servant leadership style has been partially confirmed. All of the managers surveyed combined the servant and the transformational styles, and none had the transactional leadership style. Summarising the statements of the managers, it can be stated that they were more inclined to use the servant leadership style than the transformational one, while the employees believed that their managers used the transformational rather than the servant leadership style. The employees also claimed that managers did not use the transactional style.

3.2. Survey data of the respondents' questionnaires

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 4 demonstrates the 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.

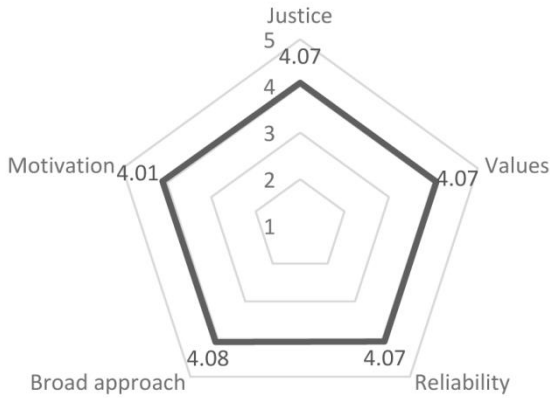


Fig 4. Mean values of ethical leadership features

After the correlation, the expression of ethical leadership statements in different leadership styles was determined; it is presented in Table 9.

Table 9. Correlation between the ethical leadership criteria and leadership styles

Leadership style		Transactional	Transformational	Servant
Criteria of ethical leadership				
Justice	Spearman correlation	0.338**	0.493*	0.540**
	Sig. (2-tailed)	0.000	0.000	0.000
Values	Spearman correlation	0.539**	0.624**	0.684
	Sig. (2-tailed)	0.000	0.000	0.000
Reliability	Spearman correlation	0.406**	0.612**	0.707**
	Sig. (2-tailed)	0.000	0.000	0.000
Broad approach	Spearman correlation	0.576**	0.749**	0.813**
	Sig. (2-tailed)	0.000	0.000	0.000
Motivation	Spearman correlation	0.535**	0.680**	0.737**
	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 10 presents the expression of ethical leadership in different leadership styles.

Table 10. The expression of ethical leadership in different leadership styles

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

** The correlation is significant at level 0.01

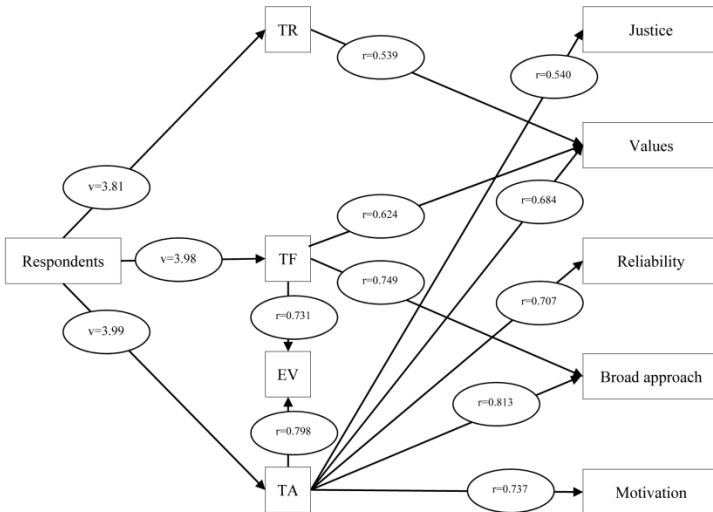


Fig. 5. Assessment of ethical leadership in KUKK organisations.

Note: Meaning of figures: mean (v), correlation (r), only statistically strongest correlations are presented.

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 9 and “The expression of ethical leadership in different leadership styles” in Table 10. 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

1. A theoretical model of assessment of ethical leadership has been developed on the basis of scientific literature in which the researchers present the evaluation of ethical leadership criteria (justice, values, reliability, broad approach and motivation) in comparison with the selected leadership style criteria (decision making and providing task methods, responsibility-sharing, attitude towards initiative and towards one's knowledge, communication with the employees, character of relationships with the employees in their development, attitude towards discipline, values, providing a vision). It has been established that the authors of scientific literature assess the ethical criterion of justice according to the leadership style criterion such as attitude towards employees, communication with employees and attitude towards discipline; the ethical leadership criterion of values is assessed according to the leadership style criteria such as decision-making and providing tasks, responsibility-sharing, attitude towards initiative and values, character of relations with the employees, and providing of vision; the ethical leadership criterion of broad approach is assessed according to the leadership style criteria such as providing tasks, responsibility-sharing, attitude towards initiative and values; the ethical leadership criterion of motivation is assessed according to the leadership style criteria such as responsibility-sharing, attitude towards initiative, employees, discipline, values, providing a vision and communication with employees. It has been observed that in the analysed scientific literature none of the selected criteria of ethical leadership were assessed according to the chosen leadership style criterion of attitude to one's knowledge. However, the study left this criterion of leadership style as it was important in the study of leadership style.

2. After analysing the criterion of ethical leadership and leadership styles discussed in the scientific literature, it has been established that ethical leadership in leadership styles is expressed differently or does not appear at all. 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.

3. 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 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.

4. The analysis of scientific literature has revealed that the quantitative research method, which is simpler and provides clear, concrete results, is most commonly used to assess ethical leadership and a leadership style. Scientific literature suggests that both qualitative and quantitative research methods should be used to gather comprehensive and reliable information (data). Two qualitative research methods were chosen for the dissertation research: the first consisted of interviews with the managers of organisations, and the other consisted of interviews with the focus groups of employees directly subordinate to these managers. In order to ensure the accuracy of the data in the same organisations where the managers and the employees directly subordinate to them (focus groups) were interviewed, an additional quantitative survey method was applied. The employees who participated in the qualitative study were no more interviewed during the quantitative study. In order to ensure the reliability of the data, the criteria for selecting the organisations eligible for the study have been identified. Out of 14 stevedoring companies in Klaipėda, 5 agreed to participate in the survey. Descriptive statistics methods were used to substantiate the results of the quantitative study: means, mode, standard deviation. An independent samples T-test was performed to determine whether the gender of the respondents had an impact on the assessment of the statements. A one-way analysis of variance (One Way Anova) was performed to determine whether the respondents' age, education and seniority in organisations influenced the assessment of their statements. In addition, data grouping (transform / computervariable) was performed. Statements of ethical leadership are presented as one general group of ethical leadership and are grouped according to the following criteria of ethical leadership: justice, values, reliability, broad approach and motivation. The leadership style statements are grouped by the following leadership styles: transactional, transformational and servant. The chosen research methods allowed assessing the expression of ethical leadership in different leadership styles in the context of selected organisations.

The conducted qualitative research allows us to conclude that the leaders of KUKK.1 and KUKK.2 organisations evaluate their ethical leadership much better than their employees. The opinions of the heads of KUKK.3 and KUKK.4 organisations and the employees directly subordinate to them in assessing the expression of ethical leadership in leadership styles are very similar. The head of KUKK.5 evaluates himself worse than his own employees. It was found that

the leaders of all organisations combined the styles of the servant and the transformational leaderships. Their employees make similar statements, only indicating that their managers combine the transformational and the servant leadership styles. Assessing ethical leadership in different leadership styles, based on the opinions of both, managers and their subordinates, is not typical of the transactional leadership style. The thesis *defence statement* that the features of ethical leadership became more significant in the application of the servant leadership style was partially confirmed. 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.

AREAS OF FURTHER RESEARCH

- To further explore the expression of ethical leadership in different leadership styles by choosing other leadership styles. This will ensure a comprehensive scientific grounding of the expression of ethical leadership in different leadership styles.
- After this study, there is a need to further explore the expression of ethical leadership in transactional, transformational and service leadership styles in order to understand why ethical leadership is not expressed in certain styles and how it could affect employees regarding the following: work engagement; creativity and mastery; well-being of employees; self-esteem; job satisfaction; awareness, and finally, how organisations could potentially benefit from all that.
- Although research on leadership styles is not a new direction of research, the analysis of leadership styles would also benefit from the analysis of cultural aspects, explaining how national differences determine leadership of employees of different nationalities; and gender equality and age difference could also be discussed.

APPROVAL AND DISSEMINATION OF RESULTS OF THE DISSERTATION

*Scientific results of the dissertation published
in peer-reviewed scientific publications:*

1. Petrulis, A., Šimanskienė, L., Burgis, D., Paužuolienė, J. (2020). Etiško vadovavimo raiška organizacijoje. / The Manifestation of Ethical Leadership in an Organization. *Regional Formation and Development Studies*. KU. No. 1 (30), p. 52-61. ISSN 2029-9370.
2. Petrulis, A. (2018). Darbuotojų nuomone pagrįstas etiško vadovavimo vertinimas (lyties ir amžiaus požiūriu). / Evaluation of Ethical Leaderships Based on the Opinion of Employees with a Focus on their Gender and Age. *Regional Formation and Development Studies*, No. 1 (24), p. 97-105. ISSN 2029-9370.
3. Petrulis, A. (2017). Darbuotojams priimtinausias vadovavimo stilius organizacijoje. / The Most Preferable Leadership Style from the Point of View of Employees. *Regional Formation and Development Studies*, No. 1 (21), p.109-120. ISSN 2029-9370.
4. Šimanskienė, L., Petrulis, A. (2016). Ethical Leadership as a Prerequisite for the Development of Innovative Business. / Etiškas vadovavimas kaip sąlyga inovatyvaus verslo plėtrai. *Management: Science and Education*, Vol. 5, No. 2, p. 26-31. ISSN 1338-9777.
5. Šimanskienė, L., Petrulis, A. (2016). New Trends in Management: a Lithuanian Case Study. / Naujos vadovavimo tendencijos, Lietuvos atvejis. *New Trends in Management and Production Engineering: Regional, Cross-Border and Global Perspectives*, p. 41-52. ISBN 978-3-8440-4203-0.
6. Petrulis, A. (2016). Teorinės vadovavimo požymių įžvalgos. / An Insight into the Attributes of Theoretical Leadership. *Regional Formation and Development Studies*, No. 1 (18), p. 123-135. ISSN 2029-9370.
7. Petrulis, A., Sloka, B. (2015). Interrelations Between Management Ethics and Internal Marketing. / Etiško vadovavimo ir vidinio marketingo sąsajos. *Regionālais ziņojums- Regional review*, No. 11, p. 126-139. ISSN 1691-611.
8. Petrulis, A. (2015). Vadovavimas darbuotojams demografinių pokyčių kontekste. / Management Employees in the Context of Demographic Changes. *Regional formation and development studies*, No. 2 (16), p. 54-63. ISSN 2029-9370.

Reports delivered at international scientific conferences:

1. Evaluation of the Manifestation of Ethical Leadership in Industrial Organisations of Klaipėda. / Etiško vadovavimo raiškos vertinimas Klaipėdos pramonės organizacijose. 6th International Conference / 6-oji tarptautinė konferencija “New trends in the management and production engineering – regional, cross-border and global perspectives” Brenna (Poland). 06-07/06/2019.
2. The Servant Leadership Style in Organisation: Theoretical Aspect. / Tarnaujantysis vadovavimo stilius organizacijose: teorinės išvalgos. 13-oji tarptautinė mokslinė konferencija / 13th International Science Conference “Regional development and social welfare: problems and solutions” Klaipėda University. 18/05/2018.
3. The Assessment of Ethical Management in an Organisation. / Etiško vadovavimo vertinimas organizacijoje. 12-oji tarptautinė mokslinė konferencija / 12th International Science Conference “Regional development and social welfare: problems and solutions” Klaipėda University. 19/05/2017.
4. Ethical Leadership as a Prerequisite for the Development of Innovative Business. / Etiškas vadovavimas kaip sąlyga inovatyvaus verslo plėtrai. / 3rd International Science Conference / 3-oji tarptautinė mokslinė konferencija “New trends in the management and production engineering – regional, cross-border and global perspectives” Cieszyn (Poland). 02-03/06/2016.
5. Interrelations Between Management Ethics and Internal Marketing. / Etiško vadovavimo ir vidinio marketingo sąsajos. International Science Conference / Tarptautinė mokslinė konferencija “European Integration and Baltic Sea Region: Diversity and Perspectives 2015” Riga (Latvia). 11/06/2015.

ABOUT THE AUTHOR

Name, Surname:

Arnoldas Petrulis

E-mail address:

arnoldas.petrulis@gmail.com

Education:

2014 – 2020

Doctoral Studies in Social Sciences Area, Management Science Field (joint right of doctoral studies at Vytautas Magnus University, Klaipėda University, Mykolas Romeris University, Šiauliai University)

2012 – 2014

Master of Management and Business Administration, Study Programme – Business Management.

Klaipėda University, Faculty of Social Sciences, Department of Management.

2010 – 2012

Bachelor's Degree of Management and Business Administration, Study Programme Management and Business Administration.

Klaipėda University, Faculty of Social Sciences, Department of Management.

Work experience:

2014 till now

Assistant, Klaipėda University, Department of Management.

Internships, traineeships, exchange programmes:

2019

Erasmus+ traineeships. "Assessment of leadership styles in the tourism sector in Cyprus" (from 01/07/2019 till 10/09/2019), Challenge Travel, Larnaka, Cyprus.

2015

ERASMUS+ traineeships. Review of ethical leadership: creation of a questionnaire and working out a method. The main goal of this practice is to get acquainted with scientific research methods and their application in practice, to develop academic and analytical skills (from 01/06/2015 till 30/09/2015), University of Latvia, Riga, Latvia.

2014

ERASMUS+ traineeships. Meetings with several leaders of the city of Torun organisations, attending seminars and courses, getting acquainted with the management and organisation of activities in the organisations (from 01/12/2014 till 15/02/2015), Nicolaus Copernicus University, Torun, Poland.

Research interests:

Organisation management, management styles, management ethics

SANTRAUKA

Temos aktualumas

Vadybinėje, psichologinėje, ekonominėje ir kt. mokslinėje literatūroje vadovavimas tiriamas kaip tikslų, uždavinių numatymo, darbo planavimo ir organizavimo, žmonių telkimo kelti ir įgyvendinti tikslus procesas. Besikeičiantis gyvenimo tempas, nuolat kintanti ekonominė ir visuomeninė būsena (išsilavinimas, demografiniai požymiai, bendruomeninis susiskirstymas), nepasitikėjimas ilgalaikiu ekonominiu stabilumu – tai supančios aplinkos požymiai, kuriuos šiuolaikinės verslo organizacijos turi pažinti, nes su tuo tenka skaitytis. Tad vykstant esminiems pokyčiams organizacijos vykdomos veiklos sėkmė daugeliu atvejų priklauso nuo jos vadovo, t. y. nuo ypatingą vietą organizacijos valdyme užimančio žmogaus, kuriam suteiktos išskirtinės teisės jai vadovauti: jo asmenybės, įgūdžių, gebėjimų ir pastangų juos panaudoti, noro bei poreikio nuolat tobulintis.

Vadovaujant ypač svarbios vertybės, įsitikinimai, gebėjimas tai derinti, atsižvelgiant į supančią verslo aplinką tiek šalies viduje, tiek tarptautiniu lygmeniu. Vadovo etinės vertybės, kaip normos, svarbios ne tik jo vadovaujamai organizacijai, bet ir bendruomenei, kurioje organizacija veikia. Svarbu suvokti, kad ne tik konkurentų, bet ir verslo partnerių, organizacijos, kuriai vadovauja, darbuotojų vertybinės nuostatos gali būti skirtingos. Vadovas savo veiksmais ir poelgiais ne tik formuoja jo vadovaujamos organizacijos narių nuomonę apie ją patį ir organizaciją, bet ir visuomenės nuomonę apie organizaciją bei jos darbuotojus. Tad jam keliami didesni reikalavimai nei kitiems organizacijos darbuotojams. Tikimasi, kad vadovas laikysis aukštesnių moralės nuostatų ir bus moralaus elgesio pavyzdys bei prisiims didesnę atsakomybę ne vien už gerovės kūrimą visiems, bet ir už puoselėjamas vertybes.

Kiekviena bendruomenė gyvena pagal tam tikras taisykles, nuostatas ir elgesio normas. Organizacija suvokiama kaip konkreti bendruomenė ir kiekvienas jos narys, nepaisant užimamos padėties, tikisi, kad su juo bus elgiamasi laikantis atitinkamos etikos. Organizacijų vadovams šiuo požiūriu keliami ypač dideli reikalavimai. Iš jų tikimasi etiško vadovavimo, kaip atitinkamos etiškos elgsenos pavyzdžio. Nuo vadovų reiklumo sau ir kitiems priklauso, kiek bus laikomasi moralinių nuostatų, kokias vertybes puoselės kiekvienas organizacijos narys ir visa organizacija. Etiškumas versle svarbus tiek organizacijoms (Mathani, 2016: 236–237), tiek ir pavieniams šioms organizacijoms priklausantiems asmenims bei suinteresuotosioms šalims, skatinant laikytis tam tikrų principų ir atsižvelgti į bendruomenei priimtinas vertybes, kartu gaunant naudos. Tyrejai ir praktikai pripažįsta, kad taisyklių bei nuostatų reikia, o vadovybė čia gali būti svarbiausias etiškumo įgyvendinimo veiksnys.

Vadovavimas, jo pasekmės vertinami ne vien etiniu, bet ir pasirinkto vadovavimo stiliaus požiūriu. Nuolat kintančios sąlygos koreguoja vadovo ir darbuotojų tarpusavio santykius, jų vadovaujamos organizacijos diktuoja naujus

reikalavimus, kurie iš esmės atsiskleidžia taikomuose vadovavimo stiliuose, kuriant ir plečiant organizaciją. Vadovaujant turėtų būti svarbi darbuotojų nuomonė apie vadovą, nes atsižvelgiant į jų lūkesčius galima derinti, keisti ir tobulinti vadovavimo stilių. Tai būtina, norint pasirinktu vadovavimo stiliumi užtikrinti vadovavimo veiklos veiksmingumą, siekiant tikslių ir gerinant pačios organizacijos veiklą.

Vadovavimą organizacijos žmonėms galima stebėti ir vertinti pagal pasirinktą vadovavimo stilių ar kelių stilių derinį: kaip laikomasi vadovavimo etikos, užtikrinamas organizacijos tikslų įgyvendinimas, ko siekiama paskirstant darbuotojams užduotis: tik kuo didesnio pelno ir naudos sau ar stengiamasi atsižvelgti ir į darbuotojų poreikius, neužmirštant siekiamo pelningumo? Vadovavimo etika, stilius atsiskleidžia vadovo ir darbuotojų tarpusavio santykiuose vadovavimo procese, tai veiksmų visuma, galinti turėti reikšmingą poveikį organizacijai įgyvendinat jos tikslus. Dažnai vadovaujant etiškas vadovavimas, pasirinktas vadovavimo stiliaus, jo taikymo darbuotojams poveikis nepakankamai vertinami. Jį atskleidžia darbuotojų pasitenkinimas darbu, darbo našumas, ištikimybė organizacijai, lojalumas. Tad norint nustatyti, ar darbuotojai stengiasi, ar jie patenkinti darbu, ar jiems svarbi ištikimybė organizacijai, kiek organizacijos veikla priklauso nuo vadovavimo, tiriami etiškas vadovavimas ir organizacijose taikomi vadovavimo stiliai.

Mokslinė problema ir jos ištyrimo lygis

Vadovavimo tyrimai apima ne tik visą XX a., bet atliekami ir šiandien. Šiuo metu vis dažniau pripažįstama, kad vienas svarbiausių vadovavimo proceso aspektų – etikos normų laikymasis. Šiuolaikinės vadybos mokslininkai pripažįsta etiško vadovavimo svarbą. Tad vis daugiau atliekama tyrimų šiomis temomis, siekiant išsiaiškinti, kaip etiškas vadovavimas reiškiasi organizacijos veikloje, kaip veikia jos žmonės (Treviño, Hartman, Brown, 2000: 129; Eisenbeiß, Giessner, 2012: 9; Kalshoven, Boon, 2012: 61; Heres, Lasthuizen, 2012: 447; Laurentiu, 2014: 119; Мескон, Альберт, Хедоури (Mescop, Albert, Khedouri), 1997: 110; Schminke, Priesemuth, 2010: 1; Mey, Lloyd, Ramalingum, 2014: 900; Monahan, 2012: 57; Alshammari, Almutairi, Thuwaini, 2015: 109; Condei ir kiti, 2014: 47; Cowart ir kiti, 2014: 72; Bello, 2012: 230; Pandey, Singh, Pathak, 2015: 94; Mayer, Kuenzi, Greenbaum, 2010: 8; Chin, 2013: 16; Mey, Lloyd, Ramalingum, 2014: 900; Ciulla, 2004: 305; Nyukorong, 2014: 56; Zhu, 2008: 64–65; Hassan, 2015: 698; Mihelič, Lipičnik, Tekavčič, 2010: 33; Aghiorghiesei, Poroach, Perța, 2015: 189; Адизес (Adizes), 2008: 97; Brown, Treviño, Harrison, 2005: 120; Kalshoven, Den Hartog, 2009: 104; Чуркина, Жадько (Churkina, Zhadko), 2009: 153; Condei ir kiti, 2014: 47; Treviño, Brown, 2004b: 80).

Etiškas vadovavimas mokslinėje literatūroje analizuojamas išskiriant jo bruožus, kurių yra nemažai, jie įvairiai apibūdinami (Treviño, Hartman, Brown, 2000: 130; Brown, Treviño, 2014: 588; Hansen ir kiti, 2016: 654; Yukl,

2013: 348; Smith, 2014: 83). Atliekant tyrimą susitelkta ties šiais dažniausia mokslinėje literatūroje minimais etiško vadovavimo bruožais: *teisingumas* (Zhu, May, Avolio 2004; Obicci, 2015; Piccolo, Greenbaum, 2012; Nyukorong, 2014; Chin, 2013; Kalshoven, Den Hartog, 2009; Zhu, 2008; Smith, 2014; Brown, Treviño, 2006a; Laurentiu, 2014; Mey, Lloyd, Ramalingum, 2014; Condei ir kiti, 2014; Cowart ir kiti, 2014; Aghiorghiesei, Poroch, Perțea, 2015; Elçi ir kiti, 2012; Dang, Gadi, Danladi, 2013, Yukl, 2013); *vertybės* (Avolio, Walumbwa, Weber, 2009; Brown, Mitchell, 2010; Zhu, Treviño, Zheng, 2016; Obicci, 2015; Piccolo, Greenbaum, Eisa, 2012; Nyukorong, 2014; Zhu, 2008; Smith, 2014; Brown, Treviño, 2006a; Laurentiu, 2014; Mey, Lloyd, Ramalingum, 2014; Condei ir kiti, 2014; Cowart ir kiti, 2014; Aghiorghiesei, Poroch, Perțea, 2015; Yukl, 2013); *patikimumas* (Treviño, Hartman, Brown, 2000; Zhu, May, Avolio, 2004; Obicci, 2015; Piccolo, Greenbaum, Eisa, 2012; Pandey, Singh, Pathak, 2015; Nyukorong, 2014; Kalshoven, Den Hartog, 2009; Brown, Treviño, 2006a; Condei ir kiti, 2014; Cowart ir kiti, 2014; Aghiorghiesei, Poroch, Perțea, 2015; Dang, Gadi, Danladi, 2013; Yukl, 2013); *platus požiūris* (Hannah, Avolio, Walumbwa, 2011; Obicci, 2015; Piccolo, Greenbaum, Eisa, 2012; Nyukorong, 2014; Brown, Treviño, 2006a; Yukl, 2013); *skatinimas* (Brown, Mitchell, 2010; Pandey, Singh, Pathak, 2015; Nyukorong, 2014; Chin, 2013; Kalshoven, Den Hartog, 2009; Zhu, 2008, Yukl, 2013).

Kitas svarbus aspektas – vadovo pasirinktas vadovavimo stilius. Vadovavimo stilius vadybos mokslininkai nuolat tiria, nes jie turi įtakos organizacijos darbuotojų veiklai, siekiant jos tęstinumo (Avolio ir kiti, 2009: 764; Yahaya, Ebrahim, 2016: 190; Cooper, 2016: 95; Bhat ir kiti, 2012: 348; Richardson, 2014: 263; Alkahtani, 2016: 24; Tan, Hee, Piaw, 2015: 1; Berg, Karlsen, 2016: 1123; Sarti, 2014: 205; Chen, Silverthone, 2005: 282; Karim, 2016: 365; Sudha, Shahnawaz, Farhat, 2016: 113; Obiwuru ir kiti, 2011: 102; Tuuli ir kiti, 2012: 153).

Vadybos mokslinėje literatūroje aprašoma daug įvairių vadovavimo stilių. Didžiausią užsienyje atliktų vadovavimo tyrimų dalį sudaro ypač populiarus transformacinio vadovavimo stiliaus tyrimai (Stelmokienė, Endriulaitienė, 2015: 10). Šiame darbe, remiantis mokslininkų įžvalgomis, analizuoti šiuolaikiški vadovavimo stiliai: *transakcinis* (Bass, 1999; Burns, 1978; Hater, Bass, 1988; Bass, 2000; Obiwuru ir kiti, 2011; Armandi, Oppedisano, Sherman, 2003; Strom, Sears, Kelly, 2014; Zhu ir kiti, 2011; Fisher, 2009; Holten, Brenner, 2015; Covin ir kt., 1997; Seyal, Rahman, 2014; Odumeru, Ifeanyi, 2013; Gopal, Chowdhury, 2014; Alkahtani, 2016; Yukl, 2010; Neumann, Neumann, 1999; Rohmann, Rowold, 2009; Fazzi, Zamaro, 2016); *transformacinis* (Bass, 1985; Bass, 1990; Bass, 1999; Avolio ir kiti, 2009; Zhu, Avolio, Walumbwa, 2009; Boateng, 2012; Armandi, Oppedisano, Sherman, 2003; Fisher, 2009; Кетс де Врис (Kets de Vries), 2004; Odumeru, Ifeanyi, 2013; Li, Hung, 2009; Kaiser, Hogan, Craig,

2008; Seyal, Rahman, 2014; Alkahtani, 2016; Men, Stacks, 2013; Hoten, Brenner, 2015; Cheung, Wong, 2011); *tarnaujantysis* (Avolio, Walumbwa, Weber, 2009; Barbuto, Wheeler, 2006; Page, Wong, 2000; Melchar, Bosco, 2010; Van Winkle ir kiti, 2014; Winston, Fields, 2015; Gutierrez-Wirsching ir kiti, 2015; Gotsis, Grimani, 2016; Jit, Sharma, Kawatra, 2016; De Sousa, Van Dierendonck, 2014; Kolzow, 2014; Stone, Russell, Patterson, 2004).

Vadovavimo stiliai mokslinėje literatūroje plačiai analizuojami, po tam tikros pertraukos pradėti tirti ir jų bruožai. Šiame darbe tiriami šie vadovavimo stiliaus bruožai: *sprendimų priėmimo būdas* (Bass, 2000; Dedahanov ir kiti, 2016; Fisher, 2009; Page, Wong, 2000; Melchar, Bosco, 2010; Ross, Matteson, Exposito, 2014; Kolzow, 2014); *paliepimai (užduočių pateikimas) darbuotojams* (Avolio, Walumbwa, Weber, 2009; Page, Wong, 2000; Melchar, Bosco, 2010; Kolzow, 2014); *atsakomybės pasidalijimas* (Bass, 2000; Fisher, 2009; Page, Wong, 2000; Melchar, Bosco, 2010; Haar ir kiti, 2017; Wong, Davey, 2007; Nordbye, Irving, 2017; Kolzow, 2014); *požiūris į iniciatyvą* (Fisher, 2009; Melchar, Bosco, 2010; Haar ir kiti, 2017; Wong, Davey 2007; Nordbye, Irving, 2017; Kolzow, 2014); *požiūris į darbuotojus* (Bass, Steidlmeier, 1999; Dedahanov ir kiti, 2016; Fisher, 2009; Barbuto Jr., Wheeler, 2006; Page, Wong, 2000; Wong, Davey, 2007; Nordbye, Irving, 2017; DeConinck, DeConinck, 2017; Kolzow, 2014); *požiūris į savo žinias* (Melchar, Bosco, 2010; Haar ir kiti, 2017); *bendravimas su darbuotojais* (Bass, 1999; Avolio, Walumbwa, Weber, 2009; Dedahanov ir kiti, 2016; Barbuto Jr., Wheeler, 2006; Melchar, Bosco 2010; Wong, Davey, 2007; Ross, Matteson, Exposito, 2014; Kolzow, 2014); *santykių su darbuotojais pobūdis* (Bass, 1999; Avolio, Walumbwa, Weber, 2009; Dedahanov ir kiti, 2016; Barbuto Jr., Wheeler, 2006; Page, Wong, 2000; Melchar, Bosco, 2010; Haar ir kiti, 2017; Wong, Davey, 2007; Nordbye, Irving, 2017; Kolzow, 2014); *požiūris į drausmę* (Bass, 1990; Dedahanov ir kiti, 2016); *požiūris į vertybes* (Antonakis, 2006; Avolio ir kiti, 2009; Avolio, Walumbwa, Weber, 2009; Brown, Treviño, 2006b; Dedahanov ir kiti, 2016; Barbuto Jr., Wheeler, 2006; Haar ir kiti, 2017; Nordbye, Irving, 2017; Ross, Matteson, Exposito, 2014; Walumbwa ir kiti, 2005); *vizijos pateikimas darbuotojams* (Bass, 2000; Antonakis, 2006; Avolio ir kiti 2009; Avolio, Walumbwa, Weber, 2009; Fisher, 2009; Haar ir kiti, 2017; Nordbye, Irving, 2017; DeConinck, DeConinck, 2017; Ross, Matteson, Exposito, 2014; Kolzow, 2014).

Tačiau analizuojant mokslinę literatūrą pastebėta (Brown, Treviño, 2006a: 596 ir 2006b: 956; Bass, 1998: 171; Zhu, May, Avolio 2004: 18; Burns, 1978: 20; Walumbwa ir kiti, 2011: 206; Gopal, Chowdhury, 2014: 4; Khodarahmi, Aghahoseini, 2014: 282; Kanungo, Medonca, 1996: 73; Aronson, 2001: 247; Elçi, Şener, Alpan, 2013: 61; Hickman, 1997: 2; Fisher, 2009: 362; Elçi ir kiti, 2012: 291; Kalshoven, Den Hartog, 2009: 103–104; Zhu, 2008: 64), kad etiško vadovavimo raiška skirtinguose vadovavimo stiliuose tiriami fragmentiškai, dažniausia susitelkiant tik ties kuriuo nors vienu vadovavimo stiliumi.

Atliekamuose moksliniuose tyrimuose ir toliau diskutuojama vadovavimo veiklos, jos etikos ir stilių, tinkamų įvairių tipų organizacijoms, skirtingų lygių vadovams ir visiems atvejams, klausimais. Mokslinėje literatūroje neaptikta nuorodų, kokia etiško vadovavimo raiška skirtinguose vadovavimo stiliuose, kokios jų tarpusavio sąsajos ir skirtumai. Ši problema aktuali tiek teoriniu, tiek praktiniu požiūriais, jai spręsti ir skirtas šis disertacinis darbas.

Mokslinė problema gali būti formuluojama probleminiu klausimu, pagal kokius kriterijus reikėtų vertinti etiško vadovavimo raišką skirtinguose vadovavimo stiliuose?

Tyrimo objektas – etiško vadovavimo raiškos vertinimas transakciniame, transformaciniame ir tarnaujančiajame vadovavimo stiliuose.

Tyrimo tikslas – teoriškai išskyrus etiško vadovavimo ir transakcinio, transformacinio, tarnaujančiojo vadovavimo stilių kriterijus, įvertinti etiško vadovavimo raišką skirtinguose vadovavimo stiliuose, pasitelkus sukurta vertinimo instrumentą.

Tyrimo uždaviniai:

1. Atlikus etiško vadovavimo teorinį diskursą ir vadovavimo stilių genezę, pateikti teorinį etiško vadovavimo raiškos vertinimo skirtinguose vadovavimo stiliuose modelį.
2. Nustačius etiško vadovavimo ir transakcinio, transformacinio, tarnaujančiojo vadovavimo stilių bruožus, pateikti vertinimo kriterijus, juos lyginant.
3. Pagrįsti etiško vadovavimo raiškos transakcinio, transformacinio, tarnaujančiojo vadovavimo stiliuose vertinimo metodiką, pasirenkant tinkamus tyrimo instrumentus ir sukurta metodiką.
4. Įvertinti etiško vadovavimo raišką transakciniame, transformaciniame, tarnaujančiajame vadovavimo stiliuose.

Kokybiniam tyrimui pagrįsti formuluojamas ginamasis teiginys, o kiekybiniam tyrimui formuluojama hipotezė.

Ginamasis teiginys: etiško vadovavimo bruožai labiau išryškėja tarnaujančiajame vadovavimo stiliuje.

Hipotezė: *Etiškai vadovaujantys vadovai paprastai taiko tarnaujantįjį vadovavimo stilių.*

Mokslinio tyrimo metodai:

Pirmas uždavinys – *aprašomasis metodas*, taikomas Lietuvos ir užsienio autorių etiško vadovavimo sampratos ir vadovavimo stilių genezės analizei, remiantis vadybos mokslo literatūra, apibrėžiama jų esmė, skiriami juos apibūdinantys bruožai, aptariama galima raiška organizacijose, poveikis darbuotojų elgsenai.

Antras uždavinys – mokslinės literatūros analizė, atliekama etiško vadovavimo ir vadovavimo stilių kriterijų vertinimas, susistemintai pateiktos jų specifikų palyginimas.

Trečias uždavinys – metodui pagrįsti taikyta metodologinių požiūrių analizė, etiško vadovavimo ir vadovavimo stilių tyrimo metodikų analizė, pateikta tyrimo eiga, tiriamųjų atranka ir tyrimo instrumentų pagrindimas: interviu metodas bei anketinė apklausa. Tyrimo imčiai sudaryti pasitelktas tikslinės atrankos metodas. Tiriamųjų atrankos kriterijai: tyrimo dalyvių savanoriškas dalyvavimas. Interviu metodas taikytas dviem grupėms: vienu atveju pasirinkti vadovai, kitu atveju fokus grupės. Anketinės apklausos metodas taikytas kitiems tiriamų organizacijų darbuotojams, kurie tiesiogiai nepavaldūs interviu metodu apklaustiems vadovams.

Ketvirtas uždavinys –empirinis tyrimas. Tyrimo metodai: analizės ir sintezės, palyginimo. Remiamasi pirminiais empiriniais duomenimis, kurie surinkti dvejų kokybinių tyrimų ir anketinės apklausos būdais, lyginant vertinama etiško vadovavimo raiška skirtinguose vadovavimo stiliuose. Atlikta abiem interviu gautų atsakymų duomenų lyginamoji analizė (vadovo ir jam tiesiogiai pavadžių darbuotojų). Darbuotojų ir vadovų vertinimai palyginti, nustatytos etiško vadovavimo ir vadovavimo stilių sąsajos. Atlikta anketine apklausa surinktų duomenų analizė, ištirtos darbuotojų nuomonės apie etišką vadovavimą ir vadovavimo stilius organizacijose. Gauti statistiniai duomenys apdoroti taikant kokybinę (dedukcijos ir indukcijos) bei kiekybinę analizes, interpretacijos metodą: struktūriniu požiūriu siekta atskleisti koreliaciją tarp etiško vadovavimo ir vadovavimo stilių kriterijų. Empirinio tyrimo duomenims analizuoti taikomi daugiamačiai statistiniai metodai: aprašomoji statistika (dažniai, reikšmių vidurkiai ir statistiniai nuokrypiai); patikimumo analizė (Cronbach'o alfa); faktorinė analizė (statistinių ryšių stiprumas, tarpusavio priklausomybės dėsningumas). Teiginiams patvirtinti arba paneigti, išvadoms formuluoti taikyta loginė analizė: SPSS 18 programų paketas, siekiant įsitikinti jų patikimumu ir Microsoft Excell programa vaizdiniam duomenų pateikimui.

Disertacinio darbo mokslinis naujumas, teorinė ir praktinė reikšmė

Naujumas. Darbomokslinis naujumas – ieškota ir nustatyta etiško vadovavimo raiška skirtinguose vadovavimo stiliuose, pagrįstas vertinimo metodikos sudarymas siekiant tobulinti vadovavimo tyrimus organizacijose.

Gauti šie svarbūs moksliniai rezultatai:

1. Remiantis etiško vadovavimo ir vadovavimo stilių analizėmis, nustatyti jų tiriamieji bruožai, sudaryta etiško vadovavimo piramidė ir etiško vadovavimo stiprybių, silpnųjų, galimybių, grėsmių matrica.
2. Sudaryta etiško vadovavimo raiškos vertinimo skirtinguose vadovavimo stiliuose empirinio tyrimo metodika.

3. Nustatytas ir empiriniu tyrimu pagrįstas etiško vadovavimo raiškos vertinimas skirtinguose vadovavimo stiliuose.
4. Tyrimui atlikti taikyti du kokybiniai (interviu su vadovais ir fokus grupės interviu) ir vienas kiekybinis tyrimo metodai.
5. Suformuluotos etiško vadovavimo raiškos vertinimo skirtinguose vadovavimo stiliuose rekomendacijos.

Teorinė reikšmė. Sudarytas teorinis etiško vadovavimo raiškos vertinimo vadovavimo stiliuose modelis. Etiško vadovavimo raiška transakciniame, transformaciniame ir tarnaujančiajame vadovavimo stiliuose palyginta pagal etiško vadovavimo kriterijus. Etiško vadovavimo raiška transakciniame, transformaciniame ir tarnaujančiajame vadovavimo stiliuose palyginta pagal vadovavimo stilių kriterijus. Transakcinis, transformacinis ir tarnaujantysis vadovavimo stiliai palyginti pagal vadovavimo stilių kriterijus.

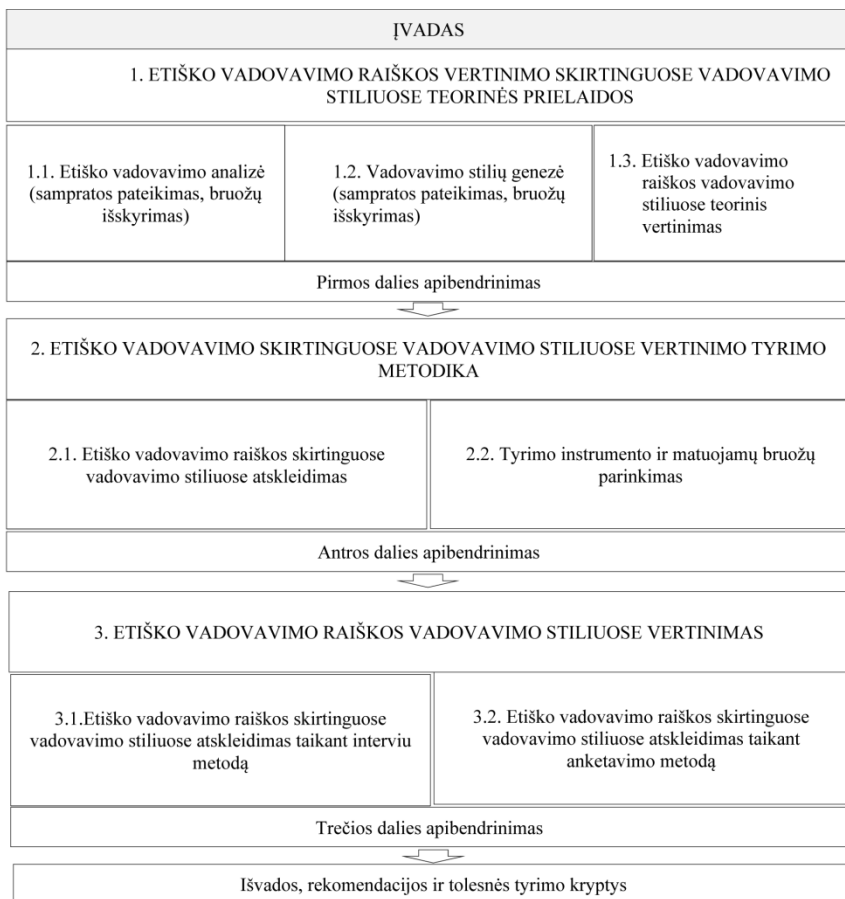
Praktinė nauda. Praktikams darbas gali būti įdomus tuo, kad pateikti, remiantis vadybos literatūra, konkretūs etiško vadovavimo ir vadovavimo stilių organizacijose vertinimai. Tikslingai tuo naudojantis galima veiksmingiau vadovauti organizacijoms.

Nagrinėtoje mokslinėje literatūroje aptariami tyrimų, apklausus tik vadovus arba tik darbuotojus, t. y. tik vieną pusę, rezultatai, kas, kai kurių mokslininkų nuomone, rodo tyrimo ribotumą. Šiame darbe apklausėme vadovus ir jiems tiesiogiai pavaldžius darbuotojus, tai leido palyginti gautus duomenis ir nustatyti sutapimus, vertinant etiško vadovavimo raišką skirtinguose vadovavimo stiliuose.

Disertacija reikšminga ir praktiniu požiūriu, nes teoriškai ir metodologiškai pagrįsta, kaip etišką vadovavimą susieti su pasirinktu vadovavimo stiliumi. Tai, be abejo, svarbu siekiant veiksmingai vadovauti ir vadovavimą organizacijai tobulinti. Nustatyti etiško vadovavimo ir vadovavimo stilių kriterijai yra svarbūs vertinant etiško vadovavimo raišką ir vadovavimo stilius.

Atliktas darbas bus naudingas vadybininkams, organizacijų vadovams, etiško vadovavimo ir vadovavimo stilių vertinimo problemomis besidomintiems mokslininkams.

Disertacinio darbo sekos vaizdas



1. pav. Disertacijos struktūra
Šaltinis: sudaryta disertacijos autoriaus.

Disertacijos tyrimo apribojimai

Tyrimo rezultatai yra reprezentatyvūs tik nagrinėjamų organizacijų atžvilgiu, tad jokie apibendrinimai visų šalyje veikiančių ir panašia veikla užsiimančių organizacijų atžvilgiu neturėtų būti daromi. Tai yra pagrindinis darbo ribotumas.

Darbo struktūra ir apimtis. Disertaciją sudaro: įvadas, trys dalys, išvados ir rekomendacijos, literatūros sąrašas bei priedai. Darbo apimtis 184 puslapiai (be priedų), 16 paveikslų, 41 lentelės, 15 priedai. Literatūros sąrašą sudaro 264 šaltiniai.

IŠVADOS

1. Remiantis moksline literatūra, sudarytas teorinis etiško vadovavimo vertinimo modelis, kuriame mokslininkų išskirtų etiško vadovavimo kriterijų (teisingumo, vertybių, patikimumo, plataus požiūrio ir skatinimo) vertinimai lyginami su pasirinktais vadovavimo stiliaus kriterijais (sprendimų priėmimo ir užduočių pateikimo būdai, atsakomybės pasidalijimas, požiūris į iniciatyvą ir savo žinias, bendravimo su savo darbuotojais stilius, santykių su darbuotojais puoselėjimas juos ugdam, požiūris į drausmę, vertybes, vizijos pateikimas). Nustatyta, kad mokslinės literatūros autoriai etišką teisingumo kriterijų vertina pagal vadovavimo stiliaus kriterijus požiūris į darbuotojus, bendravimas su darbuotojais ir požiūris į drausmę; etiško vadovavimo vertybių kriterijų vertina pagal vadovavimo stiliaus kriterijus sprendimų priėmimo ir užduočių pateikimo būdai, atsakomybės pasidalijimas, požiūris į iniciatyvą, vertybes, santykių su darbuotojais pobūdis, vizijos pateikimas; etiško vadovavimo patikimumo kriterijų vertina pagal vadovavimo stiliaus kriterijus požiūris į darbuotojus, bendravimas su darbuotojais ir vizijos pateikimas; etiško vadovavimo plataus požiūrio kriterijų vertina pagal vadovavimo stiliaus kriterijus užduočių pateikimas, atsakomybės pasidalijimas, požiūris į iniciatyvą, vertybes; etiško vadovavimo skatinimo kriterijų vertina pagal vadovavimo stiliaus kriterijus atsakomybės pasidalijimas, požiūris į iniciatyvą, darbuotojus, drausmę, vertybes, vizijos pateikimą, bendravimas su darbuotojais. Pastebėta, kad analizuotoje mokslinėje literatūroje nėra vienas pasirinktas etiško vadovavimo kriterijus nevertintas pagal pasirinkto vadovavimo stiliaus kriterijų požiūris į savo žinias. Vis dėlto atliekant tyrimą šis vadovavimo stiliaus kriterijus paliktas, kaip svarbus tiriant vadovavimo stilius.

2. Išnagrinėjus mokslinėje literatūroje aptartus etiško vadovavimo ir vadovavimo stilių kriterijus nustatyta, kad etiškas vadovavimas vadovavimo stiliuose reiškiasi skirtingai arba juose iš viso nepasireiškia. Etiškas vadovavimas transakciniame vadovavimo stiliuje suvokiamas kaip individualus kiekvieno darbuotojo atžvilgiu, vertinant jį tik atitikimo numatytam reglamentui aspektu, esant išnaudojimo orientacijai. Taikydamas šį vadovavimo stilių, vadovas priima ir palaiko tik tas pažiūras, kurios sutampa su jo pažiūromis, ir skatina tarpasmeninius vadovo bei darbuotojų susitarimus. Taigi mokslininkai *transkcinį* vadovavimo stilių apibrėžia kaip veidmainystę švelnia forma, nesant moralumo pagrindo. Vadovas sprendimus priima vienašališkai, nesiteikdamas jų paaiškinti, užduotys pateikiamos konkrečiai, nurodant reikalavimus ir sąlygas,

kaip jas vykdyti. Vengia priimti būtinus sprendimus, jeigu jie galėtų būti rizikingi vadovui asmeniškai. Palaikomi tik tie darbuotojai, kurie naudingiausi pačiam vadovui arba organizacijai. Nesuasmeninamas dėmesys į darbuotojų tobulėjimą. Siekiama išlaikyti visapusišką valdžią, darbuotojus paverčiant neryžtingais ir priklausomais nuo vadovo. Slopinama bet kokia kritika ar nusistatymai, nes visur išvelgiamas melas ir apgaulė. Bandoma įpiršti asmeninę viziją, kaip vienintelę, kuri gali padėti pasiekti sėkmę.

3. Etiškas vadovavimas taikant *transformacinį* vadovavimo stilių suvokiamas kaip bendraminčių telkimas, paremtas sąžiningumu, teisingumu, lygybe, sudarant galimybes siekti karjeros. Pasitelkus savą charizmą ir asmeninį pavyzdį, nuosekliai laikantis susitarimų, kuriama tarpusavio pasitikėjimo ir patikimumo atmosfera, esant tvirtam vertybiniam pagrindui. Vadovas skatina susivokimą ir atsidaivimą organizacijai nenaudojant prievartos. Pagarbiai išklauso kitų nuomones ir skatina priimti teisingus sprendimus bendru sutarimu, kai pritariama bendriems tikslams vardan bendros gerovės. Atsakomybė deleguojama, skatinant savarankiškumą, pasitenkinimą atliekamam darbu vykdant sudėtingas užduotis, kartu laikantis moralinių normų. Darbuotojai jaučiasi vertinami, nes kuria moralinėmis vertybėmis pagrįstą aplinką, plečia savo akiratį, yra suinteresuoti organizacijoje vykdoma veikla, ugdomi sąmoningumą. Vadovas skatina sąmoningą etišką elgseną, susitelkiant bendrai veiklai, kad būtų įgyvendinta kolektyvinė misija. Įkvepia laikytis aukštų etinių normų ir vertybių, lemiančių veiklos rezultatus, įgyvendinant idealią viziją.

Etiškas vadovavimas taikant *tarnaujantįjį* vadovavimo stilių suvokiamas kaip tarnystė kitiems, neieškant sau naudos. Jis paremtas dora, teisingumu ir atvirumu bendradarbiaujant. Šiuo atveju vadovui svarbiausias yra darbuotojas. Vadovaujant siekiama burti ir gausinti bendruomenę, čia ypač svarbi asmeninė vadovo empatija, gebėjimas išklaudyti ir etiška elgsena, taip darbuotojai skatinami veikti pirmiausia tarnaudami kitiems. Vadovas darbuotojus įgalina, o ne naudojami jam suteiktais pareigybiniais įgaliojimais. Įgaliojimai apima palankių sąlygų sudarymą ir darbuotojų skatinimą veikti. Vadovas kreipia asmeninį dėmesį į organizacijos tikslų nustatymą, rūpinasi tuo, kad jie būtų įgyvendinti, įprasmina atliekamas užduotis, pabrėžia jų svarbą. Skatina daugiau įsipareigoti, ugdyti savarankiškumą, kolektyviškumo jausmą, nesusitelkiant tik ties asmeniniais interesais, užsiimti savanoryste organizacijoje. Palaikydamas veiksmus, kurie atitinka organizacijos ir vadovo moralines nuostatas, rodo pasitikėjimą, puoselėdamas abipusius santykius, kurie pagrįsti teisingumu, nuoširdumu ir sąžiningumu. Vizija pateikiama, kaip sąmoninga tarnystė kitiems. Atlikta mokslinės literatūros analizė atskleidė, kad vertinant etišką vadovavimą ir vadovavimo stilius dažniausia taikomas kiekybinis tyrimo metodas, kuris yra paprastesnis ir užtikrina aiškius, konkrečius rezultatus. Mokslinėje literatūroje užsimenama, kad siekiant surinkti išsamią, patikimą informaciją (duomenis)

reikėtų taikyti ir kokybinį, ir kiekybinį tyrimo metodus. Disertacijos tyrimui pasirinkta taikyti *du kokybinius tyrimo metodus*: vienas – interviu su organizacijos vadovais, kitas – interviu su šiemis vadovams tiesiogiai pavaldžių darbuotojų fokus grupėmis. Siekiant duomenų tikslumo tose pačiose organizacijose, kuriose apklausti vadovai ir jiems tiesiogiai pavaldūs darbuotojai (fokus grupės), papildomai taikytas *kiekybinis tyrimo metodas*. Atliekant kiekybinį tyrimą nebeapklausti darbuotojai, dalyvavę kokybiniame tyriniame. Siekiant užtikrinti duomenų patikimumą, išskirti kriterijai, pagal kuriuos pasirinktos tyrime galinčios dalyvauti organizacijos. Iš 14-os Klaipėdos miesto krovos kompanijų tyrime sutiko dalyvauti 5-ios. Pagrindžiant kiekybinio tyrimo rezultatus taikyti aprašomosios statistikos (angl. *Descriptive Statistics*) metodai: vidurkiai, moda, standartinis nuokrypis. Atliktas vidurkių palyginimo testas (angl. *Independent Samples T-test*), siekiant nustatyti, ar respondentų lytis turėjo įtakos vertinant teiginius. Atlikta reikšmingumo palyginimo vienfaktorinė dispersijos analizė (angl. *One Way Anova*), siekiant nustatyti, ar respondentų amžius, išsilavinimas ir darbo stažas organizacijose turėjo įtakos vertinant teiginius. Be to, atliktas duomenų grupavimas (angl. *Transform/ Computervariable*). Etiško vadovavimo teiginiai pateikti kaip viena bendra etiško vadovavimo grupė ir sugrupuoti pagal etiško vadovavimo kriterijus: teisingumo, vertybių, patikimumo, plataus požiūrio ir skatinimo. Vadovavimo stiliaus teiginiai sugrupuoti pagal vadovavimo stilius: transakcinis, transformacinis ir tarnaujantysis. Pasirinkti tyrimo metodai leido įvertinti etiško vadovavimo raišką skirtinguose vadovavimo stiliuose pasirinktų organizacijų kontekste.

4. Atliktas kokybinis tyrimas leidžia daryti išvadą, kad KUKK.1 ir KUKK.2 organizacijų vadovai savo etišką vadovavimą vertina daug geriau nei jų darbuotojai. KUKK.3 ir KUKK.4 organizacijų vadovų ir jiems tiesiogiai pavaldžių darbuotojų nuomonės vertinant etiško vadovavimo raišką vadovavimo stiliuose labai panašios. KUKK.5 organizacijos vadovas save vertina prasčiau nei jo paties darbuotojai. Nustatyta, kad visų organizacijų vadovai derina tarnaujančiojo ir transformacinio vadovavimo stilius. Jų darbuotojai teigia panašiai, tik nurodo, kad jų vadovai derina transformacinio ir tarnaujančiojo vadovavimo stilius. Vertinant etišką vadovavimą skirtinguose vadovavimo stiliuose, remiantis tiek vadovų, tiek jiems pavaldžių darbuotojų nuomonėmis, tai nebūdinga transakciniam vadovavimo stiliui. *Ginamasis teiginys*, kad etiško vadovavimo bruožai labiau išryškėjo taikant tarnaujantįjį vadovavimo stilių, iš dalies pasitvirtino. Atlikus kiekybinį tyrimą nustatyta, kad respondentai labai panašiai vertina etišką vadovavimą savo organizacijose, nes panašiai įvertinti etiško vadovavimo stiliaus bruožai. Tik respondentai vyrai yra linkę geriau vertinti savo vadovų etiškumą. Vertinant vadovų vadovavimo stilius organizacijose nustatyta, kad transformacinis ir tarnaujantysis vadovavimo

stiliai įvertinti beveik vienodai, tuo tarpu transakcinis vertintas prasčiau. Vertinant vadovavimo stiliaus bruožus nustatyta, kad geriausiai vertinamas sprendimų priėmimo būdas, prasčiausiai – požiūris į darbuotojus. Nustatyta, kad etiško vadovavimo bruožai patikimumas ir skatinimas statistiškai ryškiai pasireiškia taikant tarnaujantįjį vadovavimo stilių. Etiško vadovavimo bruožas platus požiūris statistiškai ryškiai pasireiškia taikant tarnaujantįjį ir transformacinį vadovavimo stilius. Etiško vadovavimo bruožas vertybės statistikai vidutiniškai pasireiškė taikant tarnaujantįjį, transformacinį ir transakcinį vadovavimo stilius. O etiško vadovavimo bruožas teisingumas statistiškai vidutiniškai pasireiškė tik taikant tarnaujantįjį vadovavimo stilių. Bendras vertinimas – etiškas vadovavimas statistiškai stipriau pasireiškė derinant tarnaujantįjį ir transformacinį vadovavimo stilius. O tai leido *patvirtinti išsikeltą hipotezę*: Jei vadovams būdingas etiškas vadovavimas, tai jie vadovauja naudodami tarnaujantįjį vadovavimo stilių.

Tolimesnių tyrimų kryptys

- Toliau tirti etiško vadovavimo raišką skirtinguose vadovavimo stiliuose, pasirenkant kitus vadovavimo stilius. Taip bus užtikrintas visapusiškas etiško vadovavimo raiškos skirtinguose vadovavimo stiliuose mokslinis pagrindimas.
- Jau atlikus šį tyrimą, kilo būtinybė toliau tirti etiško vadovavimo raišką transakciniame, transformaciniame ir tarnaujančiajame vadovavimo stiliuose, siekiant suvokti, kodėl etiškas vadovavimas taikant tam tikrus stilius nepasireiškia ir kaip tai galėtų paveikti darbuotojų: išitraukimą į veiklą; kūrybiškumą ir meistriskumą; darbuotojų savijautą; savivertę; pasitenkinimą darbu; sąmoningumą, galiausiai ir galimą viso to naudą organizacijai.
- Nors vadovavimo stilių tyrimai – ne nauja tyrimų kryptis, nustatant vadovavimo stilius būtų naudinga ir kultūrinių aspektų analizė, aiškinantis, kaip nacionaliniai skirtingumai lemia vadovavimą įvairių tautybių darbuotojams, čia galima būtų aptarti ir lyčių lygybės aspektus, darbuotojų amžiaus skirtumus.

DISERTACIJOS REZULTATŲ APDOROJIMAS IR SKLAIDA

*Mokslinio darbo rezultatai disertacijos tema paskelbti
recenzuojamuose mokslo leidiniuose:*

1. Petrulis, A., Šimanskienė, L., Burgis, D., Paužuolienė, J. (2020). Etiško vadovavimo raiška organizacijoje. / The Manifestation of Ethical Leadership in an Organization. *Regional Formation and Development Studies*. KU. No. 1 (30), p. 52-61. ISSN 2029-9370.
2. Petrulis, A. (2018). Darbuotojų nuomone pagrįstas etiško vadovavimo vertinimas (lyties ir amžiaus požiūriu). / Evaluation of Ethical Leaderships Based on the Opinion of Employees with a Focus on their Gender and Age. *Regional Formation and Development Studies*, No. 1 (24), p. 97-105. ISSN 2029-9370.
3. Petrulis, A. (2017). Darbuotojams priimtinausias vadovavimo stilius organizacijoje. / The Most Preferable Leadership Style from the Point of View of Employees. *Regional Formation and Development Studies*, No. 1 (21), p.109-120. ISSN 2029-9370.
4. Šimanskienė, L., Petrulis, A. (2016). Ethical Leadership as a Prerequisite for the Development of Innovative Business. / Etiškas vadovavimas kaip sąlyga inovatyvaus verslo plėtrai. *Management: Science and Education*, Vol. 5, No. 2, p. 26-31. ISSN 1338-9777.
5. Šimanskienė, L., Petrulis, A. (2016). New Trends in Management: a Lithuanian Case Study. / Naujos vadovavimo tendencijos, Lietuvos atvejis. *New Trends in Management and Production Engineering: Regional, Cross-Border and Global Perspectives*, p. 41-52. ISBN 978-3-8440-4203-0.
6. Petrulis, A. (2016). Teorinės vadovavimo požymių įžvalgos. / An Insight into the Attributes of Theoretical Leadership. *Regional Formation and Development Studies*, No. 1 (18), p. 123-135. ISSN 2029-9370.
7. Petrulis, A., Sloka, B. (2015). Interrelations Between Management Ethics and Internal Marketing. / Etiško vadovavimo ir vidinio marketingo sąsajos. *Regionālais ziņojums- Regional review*, No. 11, p. 126-139. ISSN 1691-611.
8. Petrulis, A. (2015). Vadovavimas darbuotojams demografinių pokyčių kontekste. / Management Employees in the Context of Demographic Changes. *Regional formation and development studies*, No. 2 (16), p. 54-63. ISSN 2029-9370.

Skaityti pranešimai mokslinėse tarptautinėse konferencijose:

1. Evaluation of the Manifestation of Ethical Leadership in Industrial Organisations of Klaipėda. / Etiško vadovavimo raiškos vertinimas Klaipėdos pramonės organizacijose. 6th International Conference / 6-oji tarptautinė konferencija “New trends in the management and production engineering – regional, cross-border and global perspectives” Brenna (Poland). 06-07/06/2019.
2. The Servant Leadership Style in Organisation: Theoretical Aspect. / Tarnaujantysis vadovavimo stilius organizacijose: teorinės išvalgos. 13-oji tarptautinė mokslinė konferencija / 13th International Science Conference “Regional development and social welfare: problems and solutions” Klaipėda University. 18/05/2018.
3. The Assessment of Ethical Management in an Organisation. / Etiško vadovavimo vertinimas organizacijoje. 12-oji tarptautinė mokslinė konferencija / 12th International Science Conference “Regional development and social welfare: problems and solutions” Klaipėda University. 19/05/2017.
4. Ethical Leadership as a Prerequisite for the Development of Innovative Business. / Etiškas vadovavimas kaip sąlyga inovatyvaus verslo plėtrai. / 3rd International Science Conference / 3-oji tarptautinė mokslinė konferencija “New trends in the management and production engineering – regional, cross-border and global perspectives” Cieszyn (Poland). 02-03/06/2016.
5. Interrelations Between Management Ethics and Internal Marketing. / Etiško vadovavimo ir vidinio marketingo sąsajos. International Science Conference / Tarptautinė mokslinė konferencija “European Integration and Baltic Sea Region: Diversity and Perspectives 2015” Riga (Latvia). 11/06/2015.

APIE AUTORIŲ

Vardas, Pavardė:

el. paštas:

Išsilavinimas:

2014 – 2020

Arnoldas Petrulis

arnoldas.petrulis@gmail.com

Socialinių mokslų srities vadybos krypties jungtinės doktorantūros (Vytauto Didžiojo universiteto su Klaipėdos universitetu, Mykolo Romerio universitetu ir Šiaulių universitetu) studijos

2012 – 2014

Klaipėdos universitetas, Socialinių mokslų fakultetas, Vadybos katedra, Verslo vadybos studijų programa, suteiktas vadybos ir verslo administravimo magistro kvalifikacinis laipsnis

2010 – 2012

Klaipėdos universitetas, Socialinių mokslų fakultetas, Vadybos katedra, Vadybos ir verslo administravimo studijų programa, suteiktas vadybos ir verslo administravimo bakalauro kvalifikacinis laipsnis

Darbo patirtis:

2014 iki dabar

Asistentas, Klaipėdos universitetas, Vadybos katedra.

Stażuotės, praktikos, mainų programos:

2019

Erasmus+ praktika “ Vadovavimo stilių vertinimas Cipro turizmo sektoriuje“ (nuo 2019-07-01 iki 2019-09-10), Challenge Travel, Larnaka, Ciprus.

2015

ERASMUS+ praktikas Etiško vadovavimo apžvalga: klausimyno kūrimas ir metodologijos sudarymas. Pagrindinis šios praktikos tikslas - susipažinti su mokslinių tyrimų metodais ir jų taikymu praktikoje, ugdyti akademinis ir analitinius gebėjimus (nuo 2015-06-01 iki 2015-09-30), Latvijos universitetas, Ryga, Latvija.

2014

ERASMUS+ praktika Susitikimai su įvairių Torunės miesto organizacijų vadovais, vedami seminarai ir užsiėmimais, supažindinant su vadovavimu ir veiklos organizavimu organizacijose (nuo 2014-12-01 iki 2015-02-15), M. Koperniko universitetas, Torunė, Lenkija.

Mokslinių tyrimų kryptys:

Organizacijų valdymas, vadovavimo stiliai, vadovavimo etika

Klaipėdos universiteto leidykla

Arnoldas Petruelis

ASSESSMENT OF ETHICAL LEADERSHIP IN TRANSACTIONAL,
TRANSFORMATIONAL AND SERVANT LEADERSHIP STYLES

Summary of Doctoral Dissertation

ETIŠKO VADOVAVIMO VERTINIMAS TRANSAKCIINIAME,

TRANSFORMACINIAME IR TARNAUJANČIAJAME VADOVAVIMO STILIUOSE

Daktaro disertacijos santrauka

Klaipėda, 2020

SL 1335. 2020 07 22. Apimtis 4 sąl. sp. l. Tiražas 30 egz.

Išleido ir spausdino Klaipėdos universiteto leidykla, Herkaus Manto g. 84, 92294 Klaipėda

Tel. (8 46) 398 891, el. paštas: leidykla@ku.lt; interneto adresas: <http://www.ku.lt/leidykla/>

