

Transactional and Transformational Leadership: A New Approach to Ethical Leadership

Phuong Huu Tung

Academy of Policy and Development, Vietnam

Email: phuonghuutung@apd.edu.vn

ARTICLE INFO

Received: 28 Dec 2024

Revised: 18 Feb 2025

Accepted: 26 Feb 2025

ABSTRACT

In recent decades, leadership ethics has received the attention of many researchers in the world and Vietnam. Researchers believe that the "Transactional and Transformational Leadership" model consisting of nine factors is consistent with ethical standards. However, this issue is still controversial. We ask the question of whether ethical leadership has truly been universalized with the nine-factor leadership model. To answer this question, we research documents and use methods of analysis, description, synthesis, and interpretation to find gaps and relationships and use expert methods to contribute to research. As a result of the research, we have discovered that there are three factors: "Freedom of operation", "Passive management" and "Active management" that still have deficiencies in ethical standards in leadership and we have improved them. recalibrate. This finding has provided important implications for theoretical research and knowledge for studying management practice.

Keywords: Organization, Leadership, Ethics, The nine-factor leadership model, Transactional and transformational leadership, Leadership ethics.

1. INTRODUCTION

Leadership theory is one of the scientific fields that has attracted the attention of many researchers around the world because leadership contains many interesting things. In particular, it is related to the existence and development of each organization and the life of each person in the organization [27]. However, leadership is diverse, depending on the approach of researchers, they only approach a certain leadership style. Therefore, it cannot solve all the diverse and complex problems that leaders face in organizations [4]. Therefore, a more appropriate approach to leadership is needed.

In recent decades, researchers have approached leadership with a new, universal nuance of leadership, which is "Transactional and Transformational Leadership" [15]. This form of leadership was born in a situation where organizations increasingly face diverse and complex problems, requiring a dynamic leadership process to quickly resolve different leadership situations. religion [12]. "LDGD&CD" comes from both ends of the leadership process to jointly carry out that process [15]. While "Transactional Leadership" has the role of maintaining trust and promoting the participation of subordinates, "Transformational Leadership" has the role of creating trust, attracting and attracting participation. subordinates' family. LDGD&CD was then developed to enhance conversion capabilities to achieve performance beyond expectations [4]. LDGD&CD model with nine factors is: "Freedom to operate - TUDO", "Passive management - Credit management", "Active management - CDD management", "Random rewards - TRADING", "Personal care Human Resources-Communications", "Motivation-Motivation-KTT", "Inspirational Motivation-TCH", "Idealized Behavior Influence-LTH_HV", "Idealized Attributional Influence-LTH_QK". In which the first four factors belong to LDGD, the following five factors belong to LDCD. In particular, the two factors "THUONG" and "QTCN" are both transactional and transformational. These two factors play a role in connecting LDGD and LDCD [4]. However, "LDGD&CD" itself has also revealed its limitations in terms of ethics [6], ethics is only recognized by researchers for "LDGD" [7], and part of "LDGD" is "THUONG" [5]. Some recent studies have also used "LDGD&CD" to promote dynamic and creative diversity management [12] to solve complex problems in organizational structures [30], thereby influencing employee commitment [25], and to disseminate ethical standards

by enhancing conversion and rewards [9]. Thus, the issue of leadership ethics for " CDS management " and " CD management " has not yet been mentioned. This is the gap in LDGD&CD in particular and leadership theory in general.

Our purpose in this study is to comprehensively review "LDGD&CD", especially the three factors "TUDO", " QLTD" and " QLCD" to ensure " Ethical Leadership - DDLD" is modeled. comprehensiveization. Thereby, establishing scientific hypotheses about the relationship between forms of ethical leadership and " LDGD&CD". From there, to propose a theoretical model as a basis for empirical research, and at the same time to bring " LDGD&CD" into the most complete leadership type into management practice.

2. RESEARCH METHODS

We have collected data from previous studies related to Leadership, "LDGD&CD", "DDLD" and related documents for research. At the same time, use many combined methods such as analysis, description, synthesis, and inductive interpretation to find relationships. In addition, we use expert methods to listen and absorb their valuable contributions to provide important implications for management theory and practice, through which we propose a research model. rescue.

3. OVERVIEW OF SCIENTIFIC THEORIES AND HYPOTHESES

3.1. Theoretical overview

3.1.1. Transactional and transformational leadership

According to [15], leadership is approached in two directions to jointly implement the leadership process, which is "LDGD" and "LDCD". Accordingly, "LDGD" is performed when leaders proactively contact subordinates to exchange something of value, "leaders approach subordinates toward an exchange. ". Another form of "LDGD" involves promises or commitments rooted in exchangeable values such as respect and trust, which are modal values, that bind the leader with subordinates to fulfill the needs of both parties. Meanwhile, "LDCD" is expected to be more than follower compliance, it involves changes in followers' beliefs, needs, and values. The result of transformational leadership is a mutually stimulating and uplifting relationship that transforms followers into leaders and can transform leaders into moral agents.

The positive side of this form of leadership allows a universal approach to the study of the nature and implementation throughout the leadership process, but it also has certain limitations, mainly transactional based on exchange. society. Transactional leaders primarily consider how to improve to maintain quantity and quality of performance, how to substitute one goal for another, how to reduce resistance to specific actions, and how to implement decisions. The exchange process shows that this is a relationship that lacks sharing, with the participating parties only paying attention to their interests. While "LDCD" leaders strive to succeed in raising colleagues and subordinates, they become more aware of important issues. This way of raising awareness requires a leader with vision, and confidence in the inner strength to argue successfully for what the leader sees as right and good, not for what is popular. or acceptable according to established understanding. On the other hand, "LDGD" and "LDCD" are two separate leadership models, so there is still a certain gap between them.

To overcome this drawback, it is necessary to improve the ability to "LDGD&CD". According to this approach, [4] added "THUONG" which is related to spiritual rewards, and "CNTC" to support, stimulate, and enhance each other to achieve the performance goals of the external organization. expectation. " THONG" and " QTCN" both have the nature of "LDGD" but also have the nature of "LDCD". The Leadership Model becomes "LDGD&CD". This is also a difference compared to previous studies. However, there is also much debate about leadership ethics.

3.1.2. Ethical issues in transactional and transformational leadership

According to [4] The difference between Transactional and Transformational is based on how leaders motivate or appeal to the emotions of their followers. "LDGD" is a mechanism to negotiate to meet lower-level needs to create motivation. Meanwhile, "LDCD" is a mechanism to create trust that aims to attract and attract the potential abilities of subordinates through high-level needs that help them see the meaning of what they do. By adding " THONG " to

transactions and enhancing transformation by paying attention to personal development and encouraging empowerment, "LDGD&CD" has become a comprehensive leadership model. Although researchers Burns and Bass have made great contributions to developing leadership theory to a higher level. However, Burns and Bass's leadership model has not yet filled the gap in leadership theory which is the ethical issue [6]. Therefore, it is necessary to consider clarifying the ethical aspect.

3.1.2.1. Transformational leadership and ethical leadership

Two researchers Burns and Bass are prominent figures in leadership research, especially "LDGD&CD". They admitted that "LDGD&CD" did not distinguish between ethical leadership and unethical leadership [6]. They consider transformation as any fundamental social change, they do not refer to moral values.

In a debate between Burns and Bass and several other researchers, after 3 days of fierce debate, Burns gave his opinion. Accordingly, Burns asserts that the term "leader" should be reserved for "good" forces, and other terms such as "tyrant", and "dictator", ... should serve as a models. describes "alternative normative behaviors" that Bass calls "pseudotransformations." After debating, Burns and Bass agreed that "leadership" should be reserved for a "good" force called "True Leadership", or "LDCD". Truly transformational leaders are ethical leaders who identify the core values and unifying purpose of the organization and its members to unleash the value potential in their people, promoting diverse leadership [12] results in effectiveness and satisfaction [7]. Some other researchers have argued that ethics is the essence of "LDCD" [6]. "LDCD" has been expanded by many researchers to build concepts in the relationship between leadership and ethical behaviors [8]. Because "LDCD" simulates principled decision-making, it is therefore consistent with ethical standards [3]. Therefore, "LDCD" must be an important premise to build collective trust or the necessary organizational capacity to succeed in the face of difficulties and challenges [5]. At that time, "LDCD" was the best mechanism for leaders to create psychological safety for employees to actively participate in common goals [32].

Achieving common goals requires leaders to be responsible, conscientious people to lead subordinates to legitimate goals, and it does not stop at "LDCD", because the mechanism of "LDCD" is mainly about creating trust (pull mechanism). Meanwhile, leadership theory also needs to have a motivating mechanism. Therefore, "DDL" also needs to be considered in the context of "LDGD".

3.1.2.2. Transactional leadership and ethical leadership

In recent decades, the concept of "DDL" has been expanded by researchers to consider the ethical behaviors of "LDGD" [14]. The qualities of ethical leadership are significantly correlated with "LDGD", especially "THG Positively affects the relationship between leaders and employees, and also positively affects ethical behavior." ethics and work awareness of employees [26]. While "LDGD" lacks ethics, it leads to negative relationships between leaders and subordinates [19]. Therefore, "DDL" must be considered not only for "LDCD", or "THONG" but must be considered in all forms of leadership to enhance the ability of participants to respond to harmful behaviors. the benefit of subordinates.

Ethical leaders are those who serve as role models to demonstrate and communicate their values and ethical behavior to followers, but at the same time demonstrate good concern for others. subordinates [14]. Because, when a person receives someone else's care and concern for his or her happiness, that person must have the obligation to reciprocate accordingly [10]. Therefore, ethical leaders need to demonstrate good standards of reciprocity to create more positive social relationships. The concept of "DDL" is stated by Brown and colleagues: "Ethical leadership is the demonstration of appropriate behavior through personal actions and interpersonal relationships to promote that behavior among subordinates through two-way communication and reinforcement of the decision-making process" [14] (p 20). However, in Brown's studies, "DDL" is only expressed in "LDCD" and part of "LDGD" is "THONG" based on social exchange. Some other researchers believe that ethical leaders are people with standards, so should be evaluated based on how they behave with people such as fairness, equality, and loyalty. reality [1], especially concern for welfare and respect for human rights [29]. Ethical leaders always express human nature in a positive way [28]. Ethical leaders always try to find decisions that benefit the organization [21] and everyone to awaken that positive nature in each person to build common values and standards [22], while promoting commitment and

enhancing the ability to actively contribute to organizational development [20]. An ethical leader is always a model of "integrity", which is expressed through fairness, transparency, impartiality, concern for everyone's rights, concern for the common good, and impartiality. self-interest [29]. Ethical leaders are always active participants with subordinates demonstrated through "Proactive Management", thereby understanding their subordinates and sharing with them, without doubting each other. Ethical leaders are people who always have a spirit of inquiry expressed through "CSD". Because they do not participate with subordinates, leaders must know how to listen and absorb opinions from subordinates, avoiding dogmatism. , stereotypical, conservative.

When "LDGD" demonstrates all of the above issues well, it will, along with "LDCD", universalize ethical standards in all aspects of leadership. The "LDGD&CD" model is not only comprehensively universal in "Leadership" but also comprehensively universal in "Ethics".

3.1.3. Elements of transactional and transformational leadership

The model initially included seven factors and was later adjusted to nine factors [6] (p 21). "Management by exception" has been revised to "Management by exception" and " Management by exception". For "Idealized influence" it is revised to " LTH_HV" and "LTH_QK". Accordingly, " CD management" represents a leader's concern to ensure that standards are met, it is also called positive adjustment transactions, but sometimes negative due to doubts. mutually incompatible. " TDD" represents leadership behavior that refers to leaders who only intervene after non-compliance has occurred or when mistakes have occurred but are delayed, it is called passive corrective transactions, negative. " LTH_QK " represents the socialized charisma of the leader, the leader is seen as confident and powerful, and the leader is seen as focused on high-order ideals and ethics. " LTH_HV" is the action of leading by example by a leader focusing on values, beliefs, and a sense of mission. In table 1, "LDGD&CD" is described [6].

Table 1: Description of Participative versus Directive Leadership and Components of the Whole Leadership Model

Leadership style/Concept	Components of Leadership	With the joining of	Directive
Transactional leadership "Transactional leadership occurs when a leader proactively communicates with followers to exchange something of value."	Freedom to operate	Whatever you think is the correct choice is fine with me.	If subordinates need my help, let them find a solution themselves.
	Passive management	Let's develop the rules that we will use, to achieve what we desire.	These are the rules, and this is how you broke them.
	Proactive management		
	Random rewards	Agree on what needs to be done and how you will be rewarded if you achieve your goals.	If you achieve the goals I have set, I will recognize your achievements with the following reward:
Transformational leadership "Transformational leadership is the result of transforming leadership to establish a mutually stimulating and	Personal attention	What can we do as a team to provide each other with the support needed to develop our abilities?	I will provide the support you need in your efforts to develop yourself at work.
	Exhortation	Can we try looking at our assumptions as a baseline without criticizing each other's ideas until all the assumptions have been listed?	You have to reconsider the assumption that the fusion engine is an impossibility. Reconsider this issue and question your assumptions.

enhancing relationship that transforms followers into leaders and can transform leaders become moral agents".	Inspirational motivation	Let's work together to unite our aspirations and goals for the good of our team.	You need to tell yourself that you are getting better every day. You have to look at your progress and continue to build on it over time.
	Influence idealizes behavior	We can be a winning team because of our beliefs. I need your support to achieve our mission.	I have made up my mind and have passed the most difficult moment, so there will be no turning back. You must believe in our way to achieve what we set out to do.
	Attributional idealization influence		

3.1.4. New point of the research

The "LDGD&CD" model is a combination of different leadership styles to solve diverse problems of the leadership process [15]. However, "LDGD&CD" still has certain ethical limitations [6], and ethics is a pillar in leadership theory [14]. "DDL D" was then focused on by researchers in "LD CD", because "LD CD" emphasizes modeling leadership styles including the role of ethics [7], through legitimate authority. legal means to lead members of the organization to achieve legitimate goals [31]. In addition to transformational behaviors, ethical leaders also need to use transactional leadership behaviors to communicate ethical standards [11], using rewards and punishments. fair [13]. Justice is not only a standard of belief [24] but also a universal norm of attitudes and behavior, which naturally responds based on moral values [17]. However, ethical issues regarding "CDS" and "CSD" have not yet been mentioned. This is a shortcoming in "LDGD&CD". The issue of "DDL D" is not just based on transformational behaviors or rewards based on fairness, but ethical leaders should also use "TUDO", "TDD Management" and "QLCD" to communicate standards. ethical standards. Leaders avoid tricks, dogmas, stereotypes, and conservatism, and are not suspicious of each other. Instead, leaders must actively participate with subordinates, understand subordinates, and share with them. Leaders are people with a spirit of inquiry, who know how to listen and receive opinions from subordinates. Leaders need to support subordinates to promptly correct mistakes. The active participation of leaders and employees will increase leaders' understanding of their subordinates' work, thereby providing timely support when necessary, and quickly promoting the process of achieving goals. Asking and listening to subordinates will assist in continuous improvement and generate useful ideas that promote innovation and increase employee identification with the organization [2]. Asking and listening to subordinates also helps quickly correct errors, create favorable conditions for subordinates to achieve goals, and strengthen relationships of harmony, solidarity, and sharing [18]. Based on (Table 1) the description of "LDGD&CD" by Bass et al., the author adjusts the messages (Table 2) so that "DDL D" is truly expressed in all leadership situations and this is also the main a new point in this study.

Table 2: Calibration of indicators of factors

Leadership style	Components of Leadership		With the joining of	Directive
Transactional leadership	Management by exception	Passive management	Let's develop the rules that we will use, to achieve what we desire.	These are the rules, if it's not okay let me know, and we'll fix it together.
		Proactive management		These are the rules, let's do it together.
Transformational leadership	Idealized influence	Influence idealizes behavior	We can be a winning team because of our beliefs. I need your support to achieve our mission.	I have made up my mind and have passed the most difficult moment, so there will be no turning back. You must believe in the path I have laid out to achieve what we want.
		Attributional idealization influence		I have decided on the path and this is the only path that leads to our good future and there is no other path. You must believe in it.

3.2. Scientific hypothesis

3.2.1. Freedom to operate

"TUDO" leadership is an approach in which the leader avoids or does not lead in most of the activities of his subordinates. In previous studies, this type of leadership was the least effective. "TUDO" represents non-transaction but was [4] added for measurement in the full leadership model. In this form of leadership, necessary decisions are not made and leadership responsibilities are ignored. Based on the characteristics of this type of leadership, the author proposes hypothesis h_1 :

Hypothesis h_1 : Leaders neglect and avoid participating in organizational activities, and subordinates do not receive any support from leaders. Therefore, "TUDO" hurts "LDGD".

3.2.2. The relationship of "Passive Management" with "Transactional Leadership"

"Management" style leadership is an approach in which the leader limits participation, waits passively until deviations, mistakes, and errors occur, and then together with subordinates takes corrective action. . Leaders sometimes have to practice passive situations where they are required to supervise a large number of subordinates who report directly to the leader. In this case, leaders should listen and react promptly to avoid mistakes. From these arguments, the author proposes hypothesis h_2 as :

Hypothesis h_2 : Leaders promote autonomy in the work of subordinates, and direct attention to failures for correction but meet standards promptly. Therefore, "TDTD" has a positive influence on "LDGD".

3.2.3. The relationship of "Proactive Management" with "Transactional Leadership"

"Management Management" style leaders are leaders who direct attention to deviations to meet standards. The leader arranges to proactively monitor deviations from standards, mistakes, and errors in subordinates' tasks and takes corrective and unquestioning action. Due to direct participation, leaders act quickly and promptly when deviations occur without the need for reporting. From these arguments, the author proposes hypothesis H_3 as :

Hypothesis h_3 : "QLCD" satisfies the requirements of subordinates well, so they actively participate in common goals. Therefore, "Proactive management" has a positive influence on "LDGD".

3.2.4. *The Relationship of “Contingent Rewards” to “Transactional and Transformational Leadership”*

Leaders care about the material and spiritual interests of subordinates constructively. This is an effective, rational form of leadership in motivating subordinates to achieve higher levels of development and performance. “TRUE” involves a leader assigning or reaching an agreement with a subordinate about what needs to be done with the promised or actual reward given in exchange for performing the task satisfactorily. Leaders make clear what people can expect to receive when performance goals are met. “Contingent rewards” are transactional when the reward is a material one or can be transformational when the reward is psychological or spiritual such as praise, or commitment to promotion [6]. From these arguments, the author proposes hypotheses h_{4a} and h_{4b} as:

Hypothesis h_{4a} : Leaders are standard, fair, and consistent, and care about the material benefits of their subordinates, which will motivate them to work towards and achieve common goals. Therefore, “THONG” has a positive influence on “LDGD”.

Hypothesis h_{4b} : Leaders are standard, fair, and consistent, care about constructive spiritual interests, and create promotion opportunities for subordinates. Therefore, “THONG” has a positive influence on “LDCD”.

3.2.5. *The Relationship of “Personal Care” with “Transactional and Transformational Leadership”*

Leaders pay special attention to subordinates and their needs for achievement and personal development. The leader helps them through his role as a coach or advisor. Subordinates and colleagues are developed to successively higher levels of potential successively. Personal consideration is given when new learning opportunities are created along with a supportive atmosphere. Individual differences in needs and desires are recognized. Leader behavior demonstrates acceptance of individual differences. Two-way communication is encouraged and management by physically visiting the workspaces is carried out. Personalized interactions with people. Personal considerate leaders listen effectively. Leaders delegate tasks as a means of development for subordinates. Delegated tasks are monitored to see if delegators need additional guidance or support and to evaluate progress. Ideally, those authorized do not feel they are being controlled [6]. From these arguments, the author proposes hypotheses h_{5a} and h_{5b} :

Hypothesis h_{5a} : Leaders create more opportunities for subordinates to develop themselves, have more autonomy, are trusted and respected, and they are confident in performing tasks. Therefore, “TCCN” has a positive influence on “LDCD”.

Hypothesis h_{5b} : Leaders spend time guiding, training, and supporting subordinates to help them feel secure in performing their tasks. This gives rise to good feelings from subordinates and they respond accordingly. Therefore, “Industry Management” has a positive influence on “LDGD”.

3.2.6. *The relationship of “Moral encouragement” with “Transformational leadership”*

Leaders stimulate followers to strive for innovation and creativity by questioning assumptions, correcting problems, and approaching old situations in new ways. Creativity is encouraged, with no overt criticism of members. New ideas and creative problem solutions are solicited from subordinates, who are included in the problem-solving and solution-finding process. Subordinates are encouraged to try new approaches and new ideas, they will not be criticized even though their ideas differ from those of the leaders [6]. From these arguments, the author proposes hypothesis h_6 :

Hypothesis h_6 : Subordinates are encouraged by leaders to contribute, build the organization, and see the organization as a common home. Subordinates feel respected and actively participate in organizational matters. Therefore, “KLTT” has a positive influence on “LDCD”.

3.2.7. *The relationship of “Inspiration” with “Transformational Leadership”*

Leaders motivate and inspire followers by providing meaning and challenging their work. Team spirit, enthusiasm, and optimism are aroused. Leaders create a good picture of the future for the organization to attract subordinates. They create communicated expectations that subordinates are expected to meet and also demonstrate commitment to shared goals and vision [6]. From these arguments, the author proposes hypothesis h_7 :

Hypothesis h₇: Leaders articulate a compelling vision of the future that inspires and motivates the participation of subordinates. Therefore, "TCH" has a positive influence on "LDCD".

3.2.8. The relationship of "Idealized behavior" with "Transformational leadership"

Leaders serve as role models. They are admired, respected and trusted. Followers are committed to leaders and want to emulate them. Leaders demonstrate an interactive nature in their behavior. In addition, leaders are willing to take risks and are consistent in their behavior and words, leading by example [6]. Leaders act as role models for subordinates to follow. From these arguments, the author proposes hypothesis h₈ as :

Hypothesis h₈: Leaders are trusted by followers to do the right thing, demonstrating high standards of ethical behavior. Therefore, "LTH_HV" has a positive influence on "LDCD".

3.2.9. The relationship of "Attributive Idealization" with "Transformational Leadership"

Leaders through their power can have a profound impact on their followers. Therefore, subordinates perceive the leader as having special charisma and possessing special qualities, so they unconditionally accept the leader's mission and action instructions [16]. According to [6], leaders are trusted to do the right thing, demonstrating high standards of ethical behavior. As a result, leaders are admired, respected, trusted, and attributed by their followers to have exceptional abilities with extraordinary perseverance and determination. From these arguments, the author proposes hypothesis h₉:

Hypothesis h₉: "LTH_QK" creates special attraction, this is the source of power with the strongest influence [31]. Subordinates perceive leaders' displays of extraordinary perseverance and determination, which they attribute to leaders with special abilities. Therefore, "LTH_QK" has a positive influence on "LDCD".

3.3. Research models

The nine-factor "LDGD&CD" model of [6], we re-adjust the indicators of "TDD Management" and "CDD Management" to suit the nine factors, and at the same time re-adjust the directives (Table 2) to suit the theoretical gap, this is also a new point of this study.

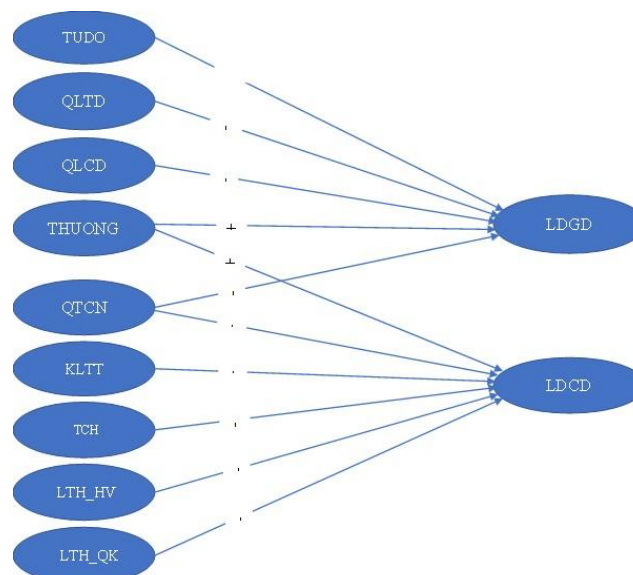


Figure 1: Research model "Transactional and transformational leadership"

4. CONCLUSION AND MANAGEMENT IMPLICATIONS

4.1. Conclude

DDLD is an important and indispensable pillar in leadership theory, it is not only the essence of "LDCD" but also the essence of "LDGD". It was developed to create and maintain trust while attracting and motivating employees [31].

Therefore, in addition to studying the ethical behaviors of "LDCD", the ethical behaviors of "LDGD" also need to be expanded and further clarified [8]. When ethics is comprehensively activated in the leadership process, then "LDGD&CD" is not only a comprehensive model of leadership but also a comprehensive model of the problem of "DDLDD".

4.2. Management implications

"LDGD&CD" is a comprehensive leadership model based on different leadership styles. This will lead to leadership diversity in the leadership process, helping to complement each other in the process of influencing members and groups of people in the organization. In particular, this leadership process is enhanced with ethical standards that will be the glue that binds members of the organization to each other and the organization. Modeling ethical standards will increase solidarity and unity while harmonizing relationships and harmonizing the value systems of participants in the organization, responding well to changing requirements. of the organization, helping the organization develop and last. This finding is very important to bring "LDGD&CD" into practical research in organizations to change management and operating methods in organizations. "LDGD&CD" will be the center to solve core problems in the organization as a new management method.

5. LIMITATIONS OF THE STUDY

This is an article based on a theoretical overview from which to argue to find gaps to supplement the shortcomings of the theory, so it still suffers from certain limitations such as: Models and new points have not been verified. practice, therefore in the next research it is necessary to include "LDGD&CD" in practical research under conditions in Vietnam to have accurate conclusions.

CONFLICT OF INTEREST

The authors would like to confirm that there is no conflict of interest in publishing the article.

REFERENCES

- [1] Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458.
- [2] Adhyke, Y.P., Eliyana, A., Sridadi, A.R., Septiarini, D.F., & Anwar, A. (2023). Hear Me Out! This Is My Idea: Transformational Leadership, Proactive Personality, and Relational Identification. *Sage Open*, 13 (1), 21582440221145869.
- [3] Avolio, B.J., & Gardner, W.L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16 (3), 315-338.
- [4] Bass, B.M. (1985). Leadership and performance beyond expectations. New York: Free Press.
- [5] Bass, B.M., & Bass, R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*: Free Press.
- [6] Bass, BM, & Riggio, RE (2006). *Transformational leadership*. Psychology Press.
- [7] Bass, B.M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly*, 10 (2), 181-217.
- [8] Bedi, A., Alpaslan, C.M., & Green, S. (2016). A meta-analytic review of ethical leadership outcomes and moderators. *Journal of Business Ethics*, 139 (3), 517-536.
- [9] Berkovich, I., & Eyal, O. (2021). Transformational leadership, transactional leadership, and moral reasoning. *Leadership and Policy in Schools*, 20 (2), 131-148.
- [10] Blau, P. (1964). *Exchange and power in social life*. Wiley.
- [11] Brown, M.E. (2007). Misconceptions of ethical leadership: How to avoid potential pitfalls. *Organizational dynamics*.
- [12] Brown, M., Brown, R.S., & Nandedkar, A. (2019). Transformational leadership theory and exploring the perceptions of diversity management in higher education. *Journal of Higher Education Theory & Practice*, 19 (7).
- [13] Brown, M.E., & Treviño, LK (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17 (6), 595-616.

- [14] Brown, ME, Treviño, LK, & Harrison, DA (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, 97 (2), 117-134.
- [15] Burns, J. M. (1978). Leadership. New York: Harper & Row.
- [16] Conger, JA, & Kanungo, RN (1987). Toward a behavioral theory of charisma leadership in organizational settings. *Academy of Management Review*, 12 (4), 637-647.
- [17] Folger, R., Cropanzano, R., & Goldman, B. (2005). What is the relationship between justice and morality? *Handbook of organizational justice*, 215, 215.
- [18] Goffee, R., & Jones, G.R. (1998). The Character of a Corporation: How Your Company's Culture Can Make or Break Your Business. In: HarperCollins Publishers.
- [19] Harvey, P., Harris, K.J., Kacmar, K.M., Buckless, A., & Pescosolido, A.T. (2014). The impact of political skill on employees' perceptions of ethical leadership. *Journal of Leadership & Organizational Studies*, 21 (1), 5-16.
- [20] Langlois, L. (2011). *The anatomy of ethical leadership: To lead our organizations conscientiously and authentically*: Athabasca University Press.
- [21] Lindgreen, A., Swaen, V., & Johnston, W.J. (2009). Corporate social responsibility: An empirical investigation of US organizations. *Journal of Business Ethics*, 85 (2), 303-323.
- [22] Maignan, I., & Ferrell, O. (2004). Corporate social responsibility and marketing: An integrative framework. *Journal of the Academy of Marketing Science*, 32 (1), 3-19.
- [23] Pavlovich, K., & Corner, P.D. (2014). Conscious enterprise emerges through Shared value creation through expanded conscious awareness. *Journal of Business Ethics*, 121 (3), 341-351.
- [24] Pillai, R., Schriesheim, CA, & Williams, E.S. (1999). Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of Management*, 25 (6), 897-933.
- [25] Puni, A., Hilton, S.K., & Quao, B. (2021). The interaction effect of transactional-transformational leadership on employee commitment in a developing country. *Management Research Review*, 44 (3), 399-417.
- [26] Riggio, R.E., Zhu, W., Reina, C., & Maroosis, J.A. (2010). Virtue-based measurement of ethical leadership: The Leadership Virtues Questionnaire. *Consulting Psychology Journal: Practice and Research*, 62 (4), 235.
- [27] Schein, E.H. (2004). *Organizational culture and leadership*. John Wiley & Sons
- [28] Sethi, S.P., Rovenpor, J.L., & Demir, M. (2017). Enhancing the quality of reporting in Corporate Social Responsibility guidance documents: The roles of ISO 26000, Global Reporting Initiative and CSR-Sustainability Monitor. *Business and Society Review*, 122 (2), 139-163.
- [29] Vilaça, G.V., & Varaki, M. (2021). *Ethical Leadership in International Organizations: Concepts, Narratives, Judgment, and Assessment*: Cambridge University Press.
- [30] Wamalwa, L.S. (2023). Transactional and transformational leadership styles, sensing, seizing, and configuration dynamic capabilities in Kenyan firms. *Journal of African Business*, 24 (3), 444-466
- [31] Weber, M. (1947). The theory of social and economic organization. (T. Parsons, trans.). In: New York: Free Press.
- [32] Xu, G., Zeng, J., Wang, H., Qian, C., & Gu, X. (2022). How transformational leadership motivates employee involvement: The roles of psychological safety and traditionality. *Sage Open*, 12 (1), 21582440211069967.