

THE PERCEIVED IMPACT OF ETHICAL LEADERSHIP ON EMPLOYEES’ BURNOUT FEELING AND INTENTION TO QUIT

Dilşah ERTOP¹

Abstract

In this study, the perceived impact of ethical leadership on employees’ burnout feeling and intention to quit and the relation between employees’ burnout feeling and intention to quit have been tested. Quantitative analysis has been used to test hypotheses. Convenience sampling method was used in this study. Hypothesis testing has been used to understand the relationships among factors, to explain the variances in the dependent variables which are employees’ burnout feeling and employees’ intention to quit. By hypotheses testing, it was aimed to theorize the factors that influence dependent variables and then test the hypotheses that two dependent variables significantly explain the variance in independent variable. 300 employees actively working in the companies participated to the study. A positive correlation has been found between leader trustworthiness and intention of employees to stay in their organization. Research has shown that employees who perceives their leaders as ethical in their organizations have lower burnout feeling and lower intention to quit. Additionally research has shown that there is a positive relation between employees’ burnout feeling and intention to quit.

Key Words: Ethics, Ethical Leadership, Burnout, Intention to quit.

Introduction

Although ethical leadership is central to ethical issues, relatively little research has been carried out on this topic. Research on leadership in organizations has mostly been concentrated on leadership styles and attributes of top level managers with little emphasis on ethics. Ethical leaders with principles such as authenticity, transparency, serve others, fairness and power sharing have an important and critical role to prevent burnout (Peachey,2011) and intention to quit (Greco,2006).

Employees are affected by work life conflicts and problems. Employees who are often faced with work life conflicts and problems feel burnout. Additionally burnout makes employees worse day by day and leads to vicious circle if cannot be solved. While burnout has been evaluated as an individual problem at the beginning, because of its’ resulting turnover costs to organizations it has begun to be evaluated as an organizational problem.

Burnout and its relation to other variables can be a guidance for leaders to understand and diagnose employees’ attitudes and to predict for the coming behaviors of employees (Schlantz, 2012). Intention to quit may be one of these behaviors and it is quite important to be proactive. Employees’ actual quitting costs have been increased. Lack of managerial support (Gentry, 2007), lack of

¹ Dr., Yeditepe University, E-posta: ertopdilsah@gmail.com

empowerment (Statten, 2011), bad relation with manager (Fallon, 2010) poor management, can be listed as some antecedents of intention to quit (Hartman, 1996). If employees feel that they are supported by their managers, they look for alternative jobs less (Galois, 2010).

An ethical leader with encouraging behaviors such as giving positive feedback, concerning problems of employees, developing employees' skills leads to less intention to quit (Deci, 2001). Furthermore, rewarding fairly, recognition, sharing information, career development opportunity are directly and negatively related to intention to quit (Tremblay, 2007). In this framework, this study will cover perceived impact of ethical leadership on employees' burnout feeling and intention to quit.

Theoretical Framework

Ethical Leadership

Ethical leadership is defined as showing normatively appropriate behaviors through personal actions and interpersonal relationships and encouraging these behaviors through mutual communication, empowerment and decision-making (Brown, 2005). Three important aspects of ethical leadership are (1) role modeling to people, (2) fair treatment to people, (3) directing and managing ethics actively in organizations (Brown, 2003).

Ethical leadership began to be considered as a separate leadership style while previously it has been considered just as a part of other leadership styles (Kanungo, 2001). Today's ethical leader is concerned less with self and 'I' and more with 'we'; less obsessed with self-interest and more focused on the common good; and shifting from wanting the organization to be the best in the world, to wanting it to be the best for the world. (Barrett, R. 2011).

Ethical tone in the organizations is set by leaders and their senior managers. In reality, leaders do not start their day by thinking how to enact their core ethical principles. Rather, ethical principles are kept in their consciousness. Ethical leaders align the employees' and stakeholders' goals with organizations' goals (Freeman, 2006). They care about people and community and they are seen as trustworthy and fair decision makers in the eyes of other people (Mendonca, 2001). They support ethical behavior by structuring ethical standards, being role model in decisions and behaviors, motivates and reinforces employees in behaving ethically (Brown, 2000). They gain respect of other people while they have honesty, loyalty, justice and responsibilities. Besides organizations, ethical leaders take credence from society (Sosik, 2012). They are active listeners. They carefully listen what employees say. They also punish employees who violate ethical standards. They also live their personal life in an ethical manner.

Ethical leaders discuss ethical standards and values with their employees and they are role model and set an example for an ethical manner to show to do the right things in terms of ethics. For ethical leaders not just results are important. The way how to attain those results are also important. In decision making, ethical leaders always try to find to do the right thing (Lu, Guy, 2014). Ethical leaders conduct for the benefit of others and avoid from harm to others (Kanungo, 2001). Ethical leaders include ethical principles into their beliefs and behaviors (Khuntia, 2004). Based on literature research, principles of ethical leadership can be listed as responsibility, respect others, authenticity, presence, empathy, tone, trust, fairness & justice, power sharing, temperance, fortitude, prudence, serve others, role modeling, convey standards about ethical conduct and transparency.

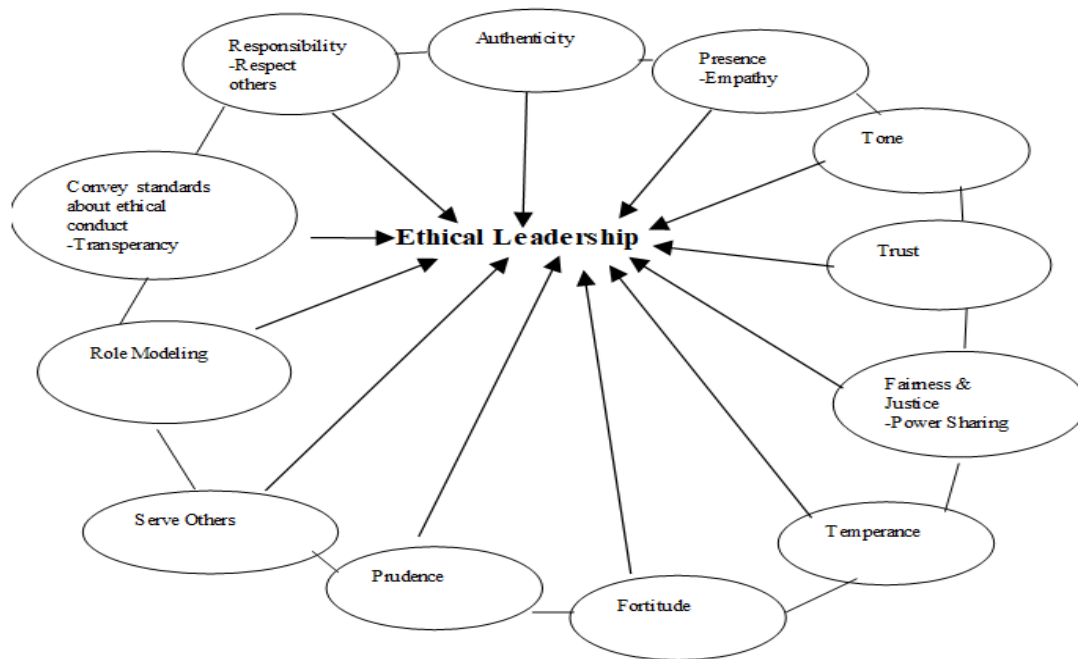


Figure 1. Principles of ethical leadership

Source: Adapted from Northouse (2013); Leigh (2013); Kanungo and Mendonca (2007).

Ethical leaders with the virtue of responsibility:

- names the problem which is morally wrong, intolerable, harmful.
- identifies responsibility for not to do harm
- identifies the sources of his or her responsibility
- identifies authenticity, the need to be true to self and to others
- grows increasingly clear about responsibility
- shifts attention from not doing harm to positive, proactive responsibility
- recognizes the proactive possibilities which the positive demands of ethical leadership emerge.

According to Starratt (2004), ethical leaders take responsibility not seeing themselves on above other people and take responsibility by sharing other people's feelings and needs. Feeling responsible requires empathy and to see and evaluate circumstances in the eyes of others. Ethical leaders have responsibilities as a human being. Ethical leaders are responsible to a variety of stakeholders which are shareholders, government, other governmental authorities, community at large. They are also responsible to superiors, subordinates and peers. Ethical leaders have responsibilities for creating and sustaining authentic working relationships with all stakeholders, for creating and sustaining a healthy organizational environment. According to Philosopher Immanuel Kant (1724), respecting others is all people's duty. It means treating people as ends in themselves not to treat them as means to ends. No one should not be treated as tools to achieve goals by other people. If leaders respect others, they motivate other people to be themselves and support them to be original and

creative. These leaders also respect individual differences between people and value each persons' beliefs (Kitchener, 1984). Respect means accepting people as they are and valuing them as human beings. In all circumstances, leaders should respect subordinates and treat them with justice.

Real leaders are authentic. They bring themselves, including their deepest convictions, beliefs, and values, to their work. They are consistently themselves in their leadership activity. Sergiovanni (1992), Duignan and others (2003), and Fullan (2003) likewise cite authenticity as one of the primary characteristics of moral and ethical leaders. Taylor (1991) defines authenticity as living originally and not imitating other people.

Presence means a full awareness of self and other. It suggests full attention to other. Being presence takes place through language and bodily expressions. Being present implies concentration and sensitivity to the signals the other sends out. Presence requires reciprocity that means we cannot be present to the other if the other is not present to us. Being present requires looking at the other closely, listening to the tone of the other, and the body language of the other. It is responding to the other from ones' own authenticity. Listening is a requirement for relationships. Listening supports understanding other people.

Empathy helps to understand other people's emotions and feelings. Leaders who have empathy can develop cooperative relations with employees and gain their trust. Trust plays a crucial role as a part of ethical leadership. Trust is developed by the support of active listening, clarity, communication and respect. Conflicts are solved by the help of trust. Commitment is developed by solving conflicts. Responsibility is developed by commitment. All these factors are very important for the bottom line of the organization. Within the support of trust, people become more open to each other and begin to share information. Ethical leaders are the ones whose actions and words are consistent (Kalshoven, 2010)

Fairness and justice issues are important for ethical leaders. Ethical leaders treat all subordinates equally. Justice requires fairness in decision making. Justice virtue requires to give the others what they deserve. Rawls (1971) emphasized the importance of fairness. He stated that it is necessary for all human beings. It is similar to "Golden Rule" of ethics " Treat others as you would wish to be treated". Ethical leaders give opportunity to employees to say their ideas in decision making and listen to them (De Hoogh, 2009). Resick (2006) emphasizes empowering side of ethical leadership.

Serving others is similar to altruism. Altruistic leaders serve others. These leaders give first priority to welfare of employees. Mentoring, empowering conducts, citizenship, and team building are among serving conducts in the workplace (Kanungo, 1996).

People see ethical leaders as role models. While ethical leaders treat other people with consideration and respect, followers see them as reliable and legal role models (Brown, 2005). According to Treviño (2003), conveying standards about ethical conduct is part of ethical leadership. Top management plays a critical role to set rules, standards, codes of ethical conducts and ethical behavior guidelines (Buckley, 2001) Ethical leaders behave transparently and communicate openly (Brown et al., 2005). Prudence virtue requires objective evaluation of the situation by ethical leaders (Mendonca and Kanungo, 2007).

Ethical leaders have fortitude which requires to take risks that are worthwhile. They struggle with difficult situations to overcome obstacles and to do the good for the welfare of employees. Ethical leaders with temperance virtue can easily distinguish the necessary and reasonable needs from the ones that are self-indulgent.

Burnout

Burnout is the result of problematic relationships between employees and their workplaces. Poorly aligning organizational structures and processes with employees' tendencies and aspirations creates tensions that consume energy, reduce participation, and give up employees' sense of effectiveness (Maslach, 1997). Burnout has been defined as a "mental and physical exhaustion" occurred at a person's professional life (Freudenberger, 1974). The most widely known definition of burnout originates from Maslach (1993). Maslach (1993) described burnout with three dimensions which are (1) "exhaustion" (2) "depersonalization"; and (3) "reduced personal accomplishment. The first dimension is emotional exhaustion which means reduce in emotional resources, depersonalization as being far away from social relationships, alienating oneself, and the third one is reduced feelings of personal accomplishment. In emotional exhaustion, person feels lack of energy that his or her all resources are depleted. Tension and frustration occur with emotional exhaustion. People feel extreme tiredness. The second dimension of burnout is depersonalization. When people feel extreme tiredness, they withdraw from work to protect their energy level. This feeling can be described as depersonalization. It includes treating other people as objects not as human beings. People can feel detached from others and can feel cynical towards others. In depersonalization, people are less responsive to and considered with others' needs. The third dimension of burnout is reduced personal accomplishment. In reduced personal accomplishment people evaluate themselves negatively and feel incompetence and lack of success. It occurs when people efforts conclude with no results. People begin to feel that their actions will make no difference and they give up trying (Maslach, Schaufeli, Leiter, 2001).

There are a lot of different factors leading to burnout. According to Cordes & Dougherty (1993), antecedents of burnout are role stressors (role conflict, role ambiguity, role overload), lack of social support and motivation, bad working relationships, high job demands with low resources, lack of supervisor and coworker support, frustration about career progress, emotional labor and frequent monitoring of employees.

Intention to quit

In today's working environment, one of the major challenges to be competitive is to retain talented and educated employees. Human asset is very important for all organizations (Kaur, 2013). Employee turnover as a result of intention to quit is costly for all organizations. It becomes a big problem at human resource departments in many countries (Tanveer, 2013) and directly impacts bottom line of organization (Hinken and Tracey, 2000). Intention to quit is the important antecedent and predictor of actual turnover (Steel, 1984). It helps to understand the reasons of actual turnover (Perryer, 2010). When intention to quit increases, actual turnover also increases (Kaur, 2013).

An intention to quit can be defined as the intention of an employee to quit current job and to find another job in near future (Weisbeg, 1994) It can be defined also as the persons' intent for voluntary quit of the organization or profession (Kaur, 2013).

Trying to find exciting and significant work (Scroggins, 2008), lack of managerial support (Gentry, 2007), lack of professional excitement, being unsatisfied with job content, bad work-family life quality, lack of job satisfaction, lack of job security, low level of remuneration, physical requirements of the job, lack of role clarity, lack of empowerment (Statten, 2011), bad relation with

manager, lack of career progress, high stress level, bad working conditions, lack of organizational commitment, lack of organizational loyalty, long working hours (Fallon,2010), lack of person-organization fit (Tanveer,2013), poor management, better opportunities at other jobs, job pressure, lack of organizational justice, lack of additional benefits can be listed as antecedents of intention to quit (Hartman,1996).

The Relation between Ethical Leadership, Employees 'Burnout Feeling and Intention to Quit

Ethical leaders stimulate followers' work related well-being and motivation and contribute to goal achievement. Ethical leadership combined with empowering behaviors have an important and critical role to prevent burnout (Greco, 2006 and Laschinger, 2011).Ethical leaders support employees. They prevent burnout within empowering behaviors towards employees. Empowering behaviors of ethical leaders include supporting behaviors, giving needed resources and information to do job, and giving opportunities to grow and develop (Kanter, 1977). Within the empowering behaviors of ethical leaders, employee's emotional exhaustion level, cynicism and stressful working conditions are decreased (Spreitzer, 1995 and Spence, 2013).

Empowering behavior of ethical leaders is a protective factor against burnout (Laschinger, 2004). While ethical leaders are authentic, trust level of employees to leaders increase and burnout level decreases. Ethical leaders with authenticity principle decrease emotional exhaustion level of employees. (Wong, 2010). Ethical leaders' open communication with employees decreases employees' burnout feeling (Tracy and Hinkin, 1994). Employees who perceive immediate supervisors as showing ethical leadership behavior will probably report more work commitment and lower burnout.

Leaders have an important impact on employees' behaviors and employee outcomes according to research studies (Agarwal, 2012). One of the negative employee outcomes is employees' intention to quit an organization (Kurt, 2015). Ethical leadership decreases employees' 'negative outcomes. Recent research studies (Alpkan, 2012; Chitra, 2013; Iravo, 2012; Megrath, 2011; Ng'ethe, 2014; Wakabi, 2013) have found relation between ethical leadership and employees' intention to quit. Results showed that ethical leadership has a negative impact on employees' intention to quit. Six principles which are fairness, integrity, power sharing, ethical guidance, being people oriented , role clarification are important predictors of employees' intention to quit. Integrity is the most significant predictor among other principles. Because of all these principles, ethical leadership is important while it prevents employees' intention to quit (Wilson, Byarugaba, Katuramu, 2016).

Based on literature it can be said that leaders are very effective to set the tone of the organization. Tone is set from leaders' heart. Leaders determine the tone for ethical conduct in organization. Ethical leaders set the right tone for ethical conduct. First supervisors are role model of employees for ethical behavior. Leaders should be good example and encourage ethical behavior.

Based on literature research and relations between variables, following are the hypotheses formulated in this study:

H1: There is a negative relationship between ethical leadership and employees' burnout feeling.

H2: There is a negative relationship between ethical leadership and employees' 'intention to quit'.

H3: There is a positive relationship between employees' burnout feeling and 'intention to quit'.

Methodology

Research Design

The methodology was quantitative. Quantitative analysis was used to find responses to research question and to examine the relationship between variables. This method was used for understanding views and perceptions. Hypothesis testing was used to understand the relationships among factors, to explain the variances in the dependent variables which are employees' burnout feeling and employees' intention to quit. By hypotheses testing, it was aimed to theorize the factors that influence dependent variables and then test the hypotheses that two dependent variables significantly explain the variance in independent variable. At the end of the quantitative analysis the perceived impact of ethical leadership on employees 'burnout feeling and intention to quit were measured.

Sample

Convenience sampling technique was used in this study. The reason for using convenience sampling was to reach employees who are actively working and the collection of information from them were conveniently available to provide. 300 employees consisted of blue collar employees, white collar employees, team leaders, chiefs, foremen, and middle level managers actively working in the companies participated to the study.

Procedure

The questionnaire used in this study consisted of three sections. Three sections included 36 items which measured ethical leadership, burnout and intention to quit. The purpose, nature and guaranteeing confidentiality of the subject were explained at the cover page. After the cover page, the questionnaire included 7 item demographic questionnaire (asking for the respondents' age, gender, marital status, educational level, sector, tenure, job level). This study used 5 point likert type scales illustrated as 1: Strongly disagree, 2: Disagree, 3: Neither disagree nor agree, 4: Agree, 5: Strongly agree for to measure ethical leadership and intention to quit behavior and 5 point likert type scale illustrated as 1:Never, 2:Rarely, 3:Sometimes, 4:Often, 5: Always to measure burnout.

Questionnaires measuring the variables of the study were collected both online and hardcopy. Online questionnaires were distributed by surveymonkey.com. Some of the questionnaires were distributed to the respondents by researcher and collected back. Data was collected in six months. 900 questionnaires were distributed and 300 questionnaires were used in the study. Response rate is %33.33. Reason of low response rate might be that people were reluctant to answer long questionnaires consisted of 36 questions and some of them thought that their attitudes will be learned by their supervisors and organizations. This effected the response rate in a negative way.

Descriptive Statistics

%40 of respondents are between ages 35-44 , %37 of respondents are between ages 25-34, %10 of respondents are between ages 45-54 , %5 of respondents are between ages 55-64 and %8 of respondents ' ages are less than 25. 231 respondents are between ages 25-44. %53 of respondents are men and %47 of respondents are women. %61 of respondents are married and %39 of respondents are single. %5 of respondents have PhD, %11 of respondents have postgraduate, %52 of respondents have university, %14 of respondents have vocational, and % 18 of respondents have high school education degree. %29 of respondents work at durable household, %12 of respondents work at tourism, %6 of respondents work at automotive, %8 of respondents work at finance & investment & insurance and %45 of respondents work at other sectors. %36 of respondents have from 1 to 5 years

The Perceived Impact of Ethical Leadership on Employees' Burnout Feeling and Intention to Quit
Dilşah ERTOP

, %21 of respondents have from 6 to 10 years, %17 of them have from 11 to 15 years, %14 of them have from 16 to 20 years and %12 of respondents have above 21 years tenure. %37 of respondents are blue-collar employees, %34 of respondents are white-collar employees, %7 of respondents are team leader & chief & foreman, %22 of respondents are middle-level managers.

Table 1. Descriptive statistics

<i>Age</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	24	8,0	8,0	8,0
	25-34	111	37,0	37,0	45,0
	35-44	120	40,0	40,0	85,0
	45-54	31	10,3	10,3	95,3
	55-64	14	4,7	4,7	100,0
	Total	300	100,0	100,0	

<i>Gender</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Woman	142	47,3	47,3	47,3
	Man	158	52,7	52,7	100,0
	Total	300	100,0	100,0	

<i>Marital Status</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	118	39,3	39,3	39,3
	Married	182	60,7	60,7	100,0
	Total	300	100,0	100,0	

<i>Education</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	53	17,7	17,7	17,7
	Vocational	41	13,7	13,7	31,4
	University	157	52,3	52,3	83,7
	Post Graduate	34	11,3	11,3	95,0
	PhD	15	5,0	5,0	100,0
	Total	300	100,0	100,0	

<i>Sector</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Durable Household	88	29,3	29,3	29,3
	Tourism & Travel	35	11,7	11,7	41,0
	Automotive	19	6,3	6,3	47,3
	Finance & Investment & Insurance	24	8,0	8,0	55,3
	Other	134	44,7	44,7	100,0
	Total	300	100,0	100,0	

<i>Tenure</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	107	35,7	35,7	35,7
	6-10	64	21,3	21,3	57,0
	11-15	50	16,7	16,7	73,7
	16-20	42	14,0	14,0	87,7
	21 years and over	37	12,3	12,3	100,0
	Total	300	100,0	100,0	

<i>Work Status</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Blue collar personnel	112	37,3	37,3	37,3
	White collar personnel	101	33,7	33,7	71,0
	Team leader&Chief&Foreman	22	7,3	7,3	78,3
	Middle level manager	65	21,7	21,7	100,0
	Total	300	100,0	100,0	

Research Instruments

Ethical leadership scale (ELS) which measures ethical leadership behavior was developed and validated by Brown, Trevino, Harrison (2005). The developed ELS (Brown, Trevino, Harrison, 2005) had shown a high reliability with Cronbach's alpha $\alpha=.90$. Ethical leadership scale was used in this study to measure perceived ethical leadership behavior from employees', team leaders', mid-level managers' perspectives. The people to whom the ethical leadership questionnaires have been sent are requested to evaluate their first supervisors. Other higher level managers have not been included to this study. Brown and his colleagues' one dimension and 10 items ethical leadership scale was used to measure the perceived impact of ethical leadership on employees' burnout feeling and intention to quit. The respondent is asked to indicate his /her degree of agreement for each of the 10 questions. In survey form the questions from 1 to 10 are belonged to ethical leadership scale. Scale completely consists of questions that characterizes two sides of ethical leadership (ethical management and ethical personality).

Examples of items include "my first supervisor listens to what employees have to say", "my first supervisor makes fair and balanced decisions" and "my first supervisor when making decisions asks what is the right thing to do?" A 5 point likert type scale was used ranging from 1, "strongly disagree" to 5, "strongly agree". Respondents indicated their agreements on this 5 point likert type scale. There are no reversed score questions in the ethical leadership survey.

The most widely known and used measure about burnout is the one which is the Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1981) was used in this study. There are 22 items measuring three subscales. These three subscales are "EE (Emotional Exhaustion)", "DP (Depersonalization)", and "PA (Personal Accomplishment)". When statements of Maslach Burnout Inventory studied on the base of 3 subconcepts, 1, 2, 3, 6, 8, 13,

14, 16 and 20.th statements represent emotional exhaustion subconcept, 5, 10, 11, 15 and 22nd statements represent depersonalization subconcept and 4, 7, 9, 12, 17, 18, 19 and 21. st statements represent personal accomplishment subconcept. Examples of items include "I feel emotionally drained from my work", "I feel very energetic", and "I feel clients blame me for some of their problems". There are reversed score questions (questions 7, 9, 12, 17, 18, 19, 21) in the burnout survey. Personal accomplishment statements are positive statements opposite to other statements at MBI and high scores taken from personal accomplishment statements represent low level burnout.

This means that high scores taken from emotional exhaustion and depersonalization and low scores from personal accomplishment statements represent high burnout level. Therefore high scores taken from emotional exhaustion, depersonalization and personal accomplishments (personal failure) subscales represent burnout (Gezer, 2008: 61). A 5 point likert type scale was used ranging from 1, "Never" to 5 "Always". Items that consist of emotional exhaustion and depersonalization subconcepts are scored as "never=1, rarely=2, sometimes=3, often=4, always=5" and items that consist of personal accomplishment subscales are reverse scored as " always=1,often=2,sometimes=3,rarely=4, never=5"By this way, subscale scores are calculated. When the scores taken from this subscales are increased, burnout level is increased.

Intention to quit was measured by a scale developed by Rosin and Korabick (1995).The scale consists of 4 items. Examples of items include "I often think of quitting this job and finding another" and "I am planning to leave my job for another in the near future" 'A 5 point likert type scale was used ranging from 1,"strongly disagree" to 5 "strongly agree". Respondents indicated their agreements on this five point likert type.

There are no reversed score questions in the intention to quit survey. The increase of scores at the scale means increase at the survey respondents' intention to quit.

The Reliability Analysis of Scales

For the reliability analysis of scales, Cronbach Alpha coefficients were measured. Cronbach alpha coefficients are presented below in table.

Table 2. *The reliability analysis of scale*

Scale	Cronbach alpha coefficient
Ethical Leadership	0,906
Burnout	0,871
Intention to Leave	0,902

Alpha takes value between 0 and 1 and acceptable value is requested at least 0,70 (Altunışık vd., 2012:123). Therefore these results show that all scales are highly reliable.

Exploratory Factor Analysis

Exploratory factor analysis technique was used to reduce the data to a smaller summary variable group and to explore the underlying theoretical structure of events.

Table 3. *Results of the Factor Analysis of Ethical Leadership Scale*

Factor 1: Ethical Leadership	% of variance: 54,959	Factor Loadings
Listens to what employees say		5,496
Disciplines employees who violate ethical standards		0,922
Conducts his/her personal life in an ethical manner		0,709
Has the best interests of employees in mind		0,604
Makes fair and balanced decisions		0,567
Can be trusted		0,465
Discusses business ethics or values with employees		0,374
Sets an example of how to do things the right way in terms of ethics		0,325
Defines success not just by results but also the way that they are obtained		0,304
When making decisions, asks "what is the right thing to do?"		0,234

10 items of ethical leadership measure were entered into factor analysis. Kaiser-Meyer-Olkin (KMO) value was found as .915 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (.000, Chi-Square: 1564.943, df: .45) showed that the variables were suitable for factor analysis. 10 items were loaded on 1 factor explains 54.959 % of the total variance. Resulting factor were named as ethical leadership.

Table 4. Results of the factor analysis of burnout scale

Factor 1: Exhaustion % variance:22,224 reliability: 0,835	Factor Loadings
I feel emotionally drained from my work.	0,795
I feel used up at the end of the day	0,789
I feel tired when I get up in the morning and have to face another day at work.	0,777
I feel burned out from my work.	0,697
I feel frustrated by my job.	0,613
I feel I am working too hard on my job.	0,414
Factor 2: Depersonalization % variance:17,835 reliability: 0,788	
I feel clients blame me for some of their problems .	0,707
I feel I treat some clients as if they were impersonal objects.	0,700
I have become more callous toward people since I took this job.	0,666
I worry that this job is hardening me emotionally.	0,624
Working with people directly puts too much stress on me .	0,602
I don't really care what happens to some clients.	0,593
Factor 3: Reduced personal accomplishment % variance:13,242 reliability: 0,716	
In my work, I deal with emotional problems very calmly (R).	0,723
I feel exhilarated after working closely with clients (R).	0,651
I can easily create a relaxed atmosphere with clients (R).	0,630
I feel very energetic (R).	0,590
I have accomplished many worthwhile things in this job (R)	0,545

22 items of burnout measure were entered into factor analysis. KMO value was found as .899 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (.000, Chi-Square: 1762.123, df: .136) showed that the variables were suitable for factor analysis. Four rotations were made to obtain the best representation of the data and 5 items (question 4,6,7,9 and 20) were left out of the analysis that had crossloadings. The remaining 17 items were loaded on three factors explaining 53.301 % of the total variance. Based on Maslach's study (1993), the resulting factors were named as "exhaustion", "depersonalization", "reduced personal accomplishment".

Table 5. Results of the factor analysis of intention to quit scale

Factor 1: Intention to quit % of variance: 77,366	Factor Loadings
At this time I would quit my job if it were feasible.	3,095
I often think of quitting this job and finding another.	0,517
I actively search for another job right now.	0,217
I am planning to leave my job for another in the near future	0,171

4 items of intention to quit measure were entered into factor analysis. KMO value was found as .782 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (.000, ChiSquare: 837.440, df: .6) showed that the variables were suitable for factor analysis. 4 items were loaded on 1 factor explains 77.366 % of the total variance. Resulting factor were named as "intention to quit".

Data Analysis

The results taken from questionnaires have been evaluated by SPSS 13.0 for Windows statistics programmer. The 'Descriptive Statistics' of participants have been prepared as graphics for gender, education, age, marital status, sector, position (blue collar employee, white collar employee, middle level manager), tenure at the organization. All the scales were subjected to reliability analysis. The reliability of the structures at each scale was determined by Cronbach's Alpha and the correlation between all study variables was calculated by Pearson correlation to test the magnitude and direction of the relationship for all hypotheses. Exploratory factor analysis were run for ethical leadership, burnout and intention to quit. Correlation analysis was used to see the strength and direction of the relationships among variables. Multiple regression analysis were run to test the relation between ethical leadership and burnout and between ethical leadership and intention to quit.

Findings

Correlation Analysis

Table 6. *Correlations between ethical leadership, burnout factors and intention to quit*

	1	2	3	4	5	6
Ethical Leadership	1	-.054	-.451**	-.343**	-.344**	-.537**
Egoism	-.054	1	.130*	.156**	.035	.069
Exhaustion	-.451**	.130*	1	.586**	.391**	.670**
Depersonalization	-.343**	.156**	.586**	1	.352**	.461**
Reduced Personal Accomplishment	-.344**	.035	.391**	.352**	1	.354**
Intention to Quit	-.537**	.069	.670**	.461**	.354**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

According to table, there is a negative correlation between ethical leadership and exhaustion, depersonalization and reduced personal accomplishment factors of burnout. There is a negative correlation between ethical leadership and intention to quit. There is a positive correlation between employees' burnout feeling and intention to quit.

Regression Analyses

Regression analysis was used to determine which of the independent variables is related to the dependent variable and to investigate the forms of these relationships.

Table 7. Regression Analyses

Regression analyses between ethical leadership and exhaustion burnout factor			
Dependent Variable:Exhaustion			
Independent Variable:	Beta	t value	p value
Ethical leadership -->Exhaustion	-.451	-8.724	.000
R= .451; R² = .203; F= 76.112; p value= .000			

Regression analyses between ethical leadership and depersonalization burnout factor			
Dependent Variable:Depersonalization			
Independent Variable:	Beta	t value	p value
Ethical leadership -->Depersonalization	-.343	-6.294	.000
R= .343; R² = .117; F = 39.614; p value= .000			

Regression analyses between ethical leadership and reduced personal accomplishment burnout factor			
Dependent Variable:Reduced personal accomplishment			
Independent Variables:	Beta	t value	p value
Ethical leadership -->Reduced Personal Accomplishment	-.344	-6.335	.000
R= .344; R² = .119; F = 40.128; p value= .000			

Regression analyses between ethical leadership and employees' intention to quit			
Dependent Variable:Employees' intention to quit			
Independent Variables:	Beta	t value	p value
Ethical leadership -->Intention to quit	-.537	-10.990	.000
R= .537; R² = .288; F = 120.783; p value = .000			

Exhaustion, depersonalization, reduced personal accomplishment factors can be predicted by ethical leadership factor statistically while p values are significant. Employees' intention to quit can be predicted by ethical leadership factor statistically while p value is significant.

Table 8. Hypotheses of the study

H1: There is a negative relationship between ethical leadership and employees' burnout feeling.	Accepted
H2: There is a negative relationship between ethical leadership and employees' "intention to quit".	Accepted
H3: There is a positive relationship between employees' burnout feeling and "intention to quit".	Accepted

Conclusions

Within this study, it was aimed to test the impact of ethical leadership on employees' burnout feeling and intention to quit. Data were collected and analyzed to see the relationships between variables within this aim. Exploratory factor analysis technique was used to reduce the data to a smaller summary variable group and to explore the underlying theoretical structure of events. Correlation results support the negative relations between ethical leadership and employees' burnout feeling and ethical leadership and employees' intention to quit. This result may be explained by the fact that ethical leaders support employees and, provide required social motivation to employees and affect negatively employees' burnout feeling. Ethical leaders give three kind of social support to employees (emotional, material, information) (House & Kahn, 1985). If leaders do not support employees, it is very likely that employees feel burnout (Bakker, Ray, Miller, 1994). Relationships in organizations can be seen as source or demand. Good relations of employees with their leaders decrease employees' burnout feeling. Burnout receives its forces from this sender –recipient relation (Maslach, 2001). Concerning the negative relationship between ethical leadership and employees'

intention to quit, it can be said that ethical leaders make fair rewarding, share information, communicate with transparency, give importance to career development, define job expectations clearly, make mentoring, respects, develop sincere relations and give feedback (Pare & Trembay,2007). Concerning the positive relation between employees' burnout feeling and employees' intention to quit, research have found that burnout has important impact on employees' intention to quit (Maslach, 1982). According to regression analysis results, exhaustion, depersonalization, reduced personal accomplishment factors can be predicted by ethical leadership factor. Employees' intention to quit factor can be predicted by ethical leadership factor.

Recommendations

This study aims to make contribution to explain ethical leadership's impact on important employee psychological outcomes such as burnout feeling and intention to quit. Talented people and tenured employees are important assets for organizations. To educate and to adapt employees can take too much time for organizations. To lose talented and tenured employees because of nonethical leadership undermines the organizations at many levels.

Employees who are being treated by unethical leadership behaviors can lose the faith and commitment to the organizations. To lose the employees undermine organizations at many levels such as economically and culturally. This study highlights the importance of ethical leadership not to cause burnout and intention to quit. While organizations are getting more complex and competition gets tough, organizations will make difference by given value to human factor. Ethical organizations will be preferred by talented people to work. To achieve this ethical leadership is an important tool for organizations. Organizations which adopt ethical leadership satisfy employees and besides keep talented and tenure employees. Organizations that have talented and tenure employees gain advantage against to competitors.

Human skills are very important at management and top management level. Especially top management has a key role to structure and support ethical climate in organizations. If top management believes and gives importance to ethical leadership in organizations, this belief infuses from top to down. While top management is the symbol of authority and power in the eyes of employees, their attitudes towards ethical leadership is very important.

Within this study it is aimed to make a guidance for top management and management levels to structure ethical leadership in organizations. This study shows that by gaining trust of employees through ethical leadership, employee outcomes such as burnout feeling and intention to quit reduces. Therefore necessary footsteps should be taken within organizations to structure ethical leadership to prevent burnout and intention to quit. Principles of ethical leadership which are responsibility, respect others, authenticity, presence, empathy, tone, trust, fairness & justice, power sharing, serve others, role modeling, conveying standards about ethical conduct, transparency, fortitude, temperance should be applied at all levels of management. Besides organizations, community also needs for ethical leadership. Ethical leaders wants and considers community welfare and avoids from any harmful action to the community.

Antecedents of both burnout and intention to quit should be analyzed carefully by managers within the help of top management and human resource department. Cause factors of burnout and intention to quit should be eliminated at all departments of the organizations. Managers should minimize the violation of ethical rules and should define a road map to cope with ethical issues. Managers should be interested in employees' attitudes. If an employee leaves an organization, organization will lose a valuable asset, a qualified employee that cannot be compensated easily.

Therefore managers should focus on wellbeing of their employees thus creating less burnout feeling and intention to quit.

Limitations

There are several limitations with respect to this study. First limitation is related with sample size. While sample size is too narrow, results cannot be generalized. The narrow sample size limits to test the full power of the relationships among variables. This study does not include a specific sector. Future study can be made at a specific sector such as banking which ethics has great importance. By choosing a specific sector interesting results can be obtained. Another limitation might be the low response rate. Reason might be that people were reluctant to answer long questionnaires and some of them thought that their attitudes will be learned by their supervisors and organizations. This effected the response rate in a negative way. This study is cross-sectional. While results of the study could be changed through time, findings of the study were restricted with the time of application.

Future research might obtain data from supervisors or managers as well and measure how they perceive ethical climate of the organization and whether they exhibit ethical leadership behaviors. This measurement may also help to compare the results of supervisors to employees and see the actual fit.

References

- Ayan, A. (2015). The relationships between ethical leadership styles, depersonalization and demographic characteristics: A research study in banking sector. *CBU Social Science Journal*, 13(2):137-150
- Aabdeen, Z., Khan, N. M., Khan, M. G., Farooq, Q. Q., Salman, M., Rizwan, M. (2016). The impact of ethical leadership, leadership effectiveness, work related stress and turnover intention on the organizational commitment. *International Journal of Economics and Business Administration*, 2(2):7-14.
- Alpkan, L., Aksoy, S., Elçi, M. (2014). The impact of ethical leadership and leadership effectiveness on employees' turnover intention: The mediating role of work related stress. *Social and Behavioral Sciences*, 58:289-297.
- Aslan, Ş. & Şendoğdu, A. (2012). The mediating role of corporate social responsibility in ethical leader's effect on corporate ethical values and behavior. *Social and Behavioral Sciences*, 58, 693-702.
- Auerbach, M. S. & Sarah, E. B. (2014). Research on burnout. PsycCRITIQUES. Avoid business burnout. *Allbusiness*. Retrieved on 2017 from <https://www.allbusiness.com/>
- Aydoğdu, S. (2009). *An empirical study of the relationship between job satisfaction, organizational commitment and turnover intention*. Yeditepe University, Graduate Institute of Social Sciences, Business Administration, Post Graduate Thesis.
- Bahrer K. S. (2013). *Burnout for experts: Prevention in the context of living and working*. Springer Science + Business Media. New York.
- Bedi, A., Alpaslan, M. C. & Green, S. (2015). A meta-analytic review of ethical leadership outcomes and moderators. *Journal of Business Ethics*, 139(3), 517-536.
- Bhanugopan, R. (2006). An empirical investigation of job burnout among expatriates. *Personnel Review*, 35(4), 449-468.

- Bormann, C. K. (2013). *Understanding ethical leadership: An integrative model of its antecedents, correlates, contingencies, and outcomes*. Faculty of Business, Economics and Social Sciences, TU Dortmund University, PhD dissertation.
- Brown, E. M. & Trevino, K. L. (2006). Ethical Leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595-616.
- Byrne, M., Chuqhtai, A., Flood, B., Murphy, E. & Willis, P. (2013). Burnout among accounting and finance academics in Ireland. *International Journal of Educational Management*, 27(2), 127-142.
- Chang, A. W., Wang, Y. S. & Huang, T.C. (2013). Work design-related antecedents of turnover intention: A multilevel approach. *Human Resource Management*, 52(1):1-26.
- Chaput, A. (2012). *The impact of the use of favoritism on work groups*.
- Chen, G., Ployhart, E. R. , Thomas, C. H., Anderson, N. & Bliese, D. P. (2011). The Power of momentum: A new model of dynamic relationships between job satisfaction change and turnover intentions. *Academy of Management Journal*, 54(1):159-181.
- Cordes, L. C., Dougherty, W. T. (1993). A review and an integration of research on job burnout. *Academy of Management Review* 18(4):621-656.
- Demerouti, E. (2015). Strategies used by individuals to prevent burnout. *European Journal of Clinical Investigation*, 45(10), 1106-1112.
- Dirk, V. D. (2004). Leadership behavior and subordinate well-being. *Occupational Health Psychology*, 9(2), 165-175.
- Durmuş, M. (2015). *The examination of public manager's level of showing ethical leadership behaviour in the aspect of public servant perception*. Kocaeli University, Social Science Institute, Post Graduate Thesis.
- Elçi, M., Şener, İ., Aksoy, S. & Alpkın, L. (2012). *The impact of ethical leadership and leadership effectiveness on employees' turnover intention: The mediating role of work related stress*. Retrieved on 2012 from <https://www.researchgate.net>.
- Elmas, S. (2012). *Workplace Bullying and a research study related workplace bullying's effects on the intention to leave an organization*. Istanbul University, Social Science Institute, Business Administration, Human Resource Management Post Graduate Thesis.
- Empathy and Burnout among volunteers with varying degrees of person-organization fit. *Digital Commons*. Retrieved from <http://digitalcommons.unomaha.edu/Employees'external> representation of their workplace: key antecedents. Lborough University. Retrieved on 2012 from <https://dspace.lboro.ac.uk/>
- Ethical leadership: A review and future directions. *Science Direct*. Retrieved on 2006 from <http://www.iranakhlagh.nipc.ir>.
- Ethical leadership and follower helping and courtesy: Moral awareness and emphatic concern as moderators. *Wiley Online Library*. Retrieved on Jan 20, 2012 from <http://onlinelibrary.wiley.com>
- Ertop, D. (2017). *The Impact of ethical leadership on employees' burnout feeling and intention to quit with the mediating role of ethical climate*. Yeditepe University. Institute of Social Sciences. PhD in Business Administration.

- Executive – follower ethical reasoning and perceptions of ethical leadership. *Sage Journals*. Retrieved on March 15, 2011 from <http://jom.sagepub.com/>.
- Fehr, R., Thomas, Y., Chi K. & Dang, C. (2015). Moralized leadership: The construction and consequences of ethical leader perceptions. *Academy of Management Review*, 40(2):182-209
- Firth, L., Mellor, J. D., Moore, A. K. & Loquet, C. (2004). How can managers reduce employee intention to quit?. *Journal of managerial psychology*, 19(2):170-187
- Fostering employee wellbeing via a job crafting intervention. Beanmanaged. Retrieved on March 30, 2017 from <http://www.beanmanaged.com/>
- Gandt, J., Seijts, G., Mazutis, D. & Crossan, M. (2013). Developing leadership character in business programs. *Academy of Management Learning & Education*, 12(2):285-305.
- Ghahroodi, K. H., Ghazali, Z. M. & Ghorban, S. Z. (2013). Examining ethical leadership and its impact on the followers' behavioral outcomes. *Canadian Center of Science and Education*, 9(3): 91-96.
- Gill, A. L. & Seguin, M. E. (2014). When politics meets ethics: How political skill helps ethical leaders foster organizational citizenship behaviors. *Journal of Managerial Issues*.
- Gill, H., Ahmad, I., Rizwan, M., Farid, S., Mustafa, M., Saher, S., Bashir, A. & Tanveer, A. M. (2013). The antecedents of turnover intention: A comprehensive model to predict the turnover intentions. *Journal of Basic and Applied Research*, 3(12):392-402.
- Halbesleben, R. J. & Buckley, M. R. (2004). Burnout in organizational life. *Journal of Management*, 30(6): 859-879.
- Hartog, D.N.D. (2015). Ethical leadership. *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 409-434.
- Hassan, S. & Wright, E. B. (2014). Does ethical leadership matter in government? Effects on organizational commitment, absenteeism, and willingness to report ethical problems. *Public Administration Review*, 74(3): 333-343.
- Heller, M. (2013). *The Myth of Employee Burnout*. United States: Peppertree Press, LLC.
- Howard, W. L. & Cordes, L. C. (2010). Flight from unfairness: effects of perceived injustice on emotional exhaustion and employee withdrawal. *Journal of Business and Psychology*, 25(3), 409-428.
- Human Resources for Leaders of Future Organizations. Brainmass. Retrieved on February, 2009 from <https://brainmass.com/>.
- Hwang, J. & Wen, L. (2009). The effect of perceived fairness toward hotel overbooking and compensation practices on customer loyalty. *International Journal of Contemporary Hospitality Management*, 21(6), 659-675.
- Hystad, W. S. & Olaniyan, S. O. (2016). Employees' psychological capital, job satisfaction, insecurity, and intentions to quit: The direct and indirect effects of authentic leadership. *Journal of Work and Organizational Psychology*, 32:163-171.
- Job burnout among communication professionals in Hong Kong. Retrieved on 2015 from <http://www.uri.edu>.

- Kalshoven, K. (2010). *Ethical leadership: through the eyes of employees*. FEB: Amsterdam Business School Research Institute (ABS-RI), FMG: Psychology Research Institute PhD dissertation Chapter 2: 25-65.
- Kalshoven, K. (2011). Ethical Leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The Leadership Quarterly*, 2.
- Karatepe, M. O. (2011). Do job resources moderate the effect of emotional dissonance on burnout?: A study in the city of Ankara, Turkey. *International Journal of Contemporary Hospitality Management*, 23(1), 44-65.
- Karatepe, M. O. (2013). The effects of work overload and work family conflict on job embeddedness and job performance: The mediation of emotional exhaustion. *International Journal of Contemporary Hospitality Management*, 25(4), 614-634.
- Karatepe, M. O., Haktanır, M. & Yorgancı, İ. (2010). The impacts of core self-evaluations on customer related social stressors and emotional exhaustion. *The Service Industrial Journal*, 30(9), 1565-1579.
- Kaur, B., Mohindru, & Pankaj (2013). Antecedents of turnover intentions: A literature review. *Journal of Management and Business Studies*, 3(10):1219-1230.
- King, R.C. & Sethi, V. (1997). The moderating effect of organizational commitment or burnout in information systems profession. *European Journal of Information Systems*, 6(2), 86-96.
- Kumar, B., Lengler, J. & Mohsin, A. (2013). Exploring the antecedents of intentions to leave the job. *International Journal of Hospitality management*, 35:48-58.
- Kurt, T., Demirtaş, Ö. & Özdevecioğlu, M. (2015). The effect of leader-member exchange on turnover intention and organizational citizenship behavior: The mediating role of meaningful work. *The Faculty of Economics and Business Administration*, 710-719.
- Lacoursiere, B. Roy. (2001). "Burnout" and substance user treatment: The phenomenon and the administrator-clinician's experience. *Substance Use & Misuse*, 36(13).
- Lages, R. C. (2012). Employees' external representation of their workplace. *Journal of Business Research*, 65: 1264-1272
- Lambert, G. E., Altheimer, I. & Hogan, L. N. (2010). Exploring the relationship between social support and job burnout among correctional staff. *Criminal Justice and Behavior*, 37(11), 1217-1236.
- Leadership and Ethical Decision Making among Mauritian Managers. *EJBO*. Retrieved on 2017 from <http://ejbo.jyu.fi/>.
- Leadership. *SAGE Publishing*. Retrieved on April 2015, from <https://uk.sagepub.com>.
- Leigh, A. (2013). *Ethical leadership creating and sustaining an ethical business culture*. (2nd Ed.). United States: Kogan Page.
- Leiter, P. M., Bakker, B. A. & Maslach, C. (2014). *Burnout at work a Psychological perspective*. (1th Ed.). United States: Psychology Press.
- Lin, Y.W. (2012). The causes, consequences, and mediating effects of job burnout among hospital employees in Taiwan. *Journal of Hospital Administration*, 2(1), 15-27.
- Lishchinsky, O. & Rosenblatt, Z. (2009). Organizational ethics and teachers' intent to leave: An Integrative approach. *Educational Administration Quarterly*, 45(5): 725-758.

- Low, S. G., Cravens, W. D., Grant, K. & Moncrief, C. W. (2001). Antecedents and consequences of salesperson burnout. *Journal of Marketing*, 35(6):587-611.
- Lu, X. & Guy, E. M. (2014). How emotional labor and ethical leadership affect job engagement for Chinese public servants. *Public Personnel Management*, 43(1):3-24.
- Mayer, M. D., Aquino, K., Greenbaum, L. R. & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, 55(1):151-171.
- McClean, E. J., Burris, E. & Detert, J. R. (2013). When does voice lead to exit? It depends on leadership. *Academy of Management Journal*, 56(2), 525-548. <https://doi.org/10.5465/amj.2011.0041>
- Mendonca, M. & Kanungo, N. R. (2007). *Ethical leadership*. New York: Open University Press.
- Monahan, K. (2012). A review of the literature concerning ethical leadership in organizations. *Emerging Leadership Journeys*, 55(1):56-66.
- Northouse, G. P. (2013). *Leadership theory and practice* (6th Ed.). United States: SAGE Publications, Inc.
- Numerof, E. R. & Seltzer, J. (1988). Supervisory leadership and subordinate burnout. *Academy of Management Journal*, 31(2):439-446.
- Öztürk, V., Koçyiğit, Ç. S. & Bal, Ç. E. (2011). A Study into the relation between the level of job burnout and job involvement of the practioners of accountancy: Ankara case. *Dogus University*, 12(1), 84-98.
- Papathanasiou, V. I. (2015). Work-related mental consequences: Implications of burnout on mental health status among health care providers. *Journal of Academy of Medical Sciences of Bosnia and Herzegovina*, 23(1), 22-28.
- Peachey, W. J. & Wells, E. J. (2011). Turnover intentions Do Leadership behaviors and satisfaction with the leader matter?. *Team Performance Management*, 17(2):23-40.
- Piece, L. T. (2000) .Explaining ethical failures of leadership. *The Leadership & Organization Development Journal*, 21(4): 177-184.
- Potipiroon, W. & Feerman, S. (2016).What difference do ethical leaders make? Exploring the mediating role of interpersonal justice and the moderating role of public service motivation. *International Public Management Journal*, 19(2), 171-207.
- Prussia, G., Yukl, G. & Mahsud, R. (2010). Leader empathy, ethical leadership, and relations-oriented behaviors as antecedents of leader-member exchange quality. *Journal of Managerial Psychology*, 25(6):561-577.
- Rizwan, M., Arshad, M., Munir, H., Iqbal, F. & Hussain, A. (2014). Determinants of Employees intention to leave: A Study from Pakistan. *International Journal of Human Resource Studies*, 4(3):1-18.
- Robert, J. S. (2010). *The Moral Character of Academic learning: Challenging the exclusivity of the reigning paradigm of school learning*. Second International Handbook of Educational Change.
- Robyn, A. & Du Preez, R. (2013). Intention to quit amongst generation Y academics at higher education institutions. Retrieved from <http://scholar.sun.ac.za>.

- Russell, W. D., Altmaier, E. & Dawn, V. V. (1987). Job-related stress, social support, and burnout among classroom teachers. *Journal of Applied Psychology*, 72(2):269-274.
- Schoorman, F. D. & Ballinger, A. G. (2007). Individual reactions to leadership succession in workgroups. *Academy of Management Review*, 32(1):118-136.
- Shaubroeck, M. J., Hannah, T. S., Avolio, J. B., Kozlowski, W.J. S., Lord, G. R., Trevino, K. L., Dimotakis, N. & Peng, C. A. (2012). Embedding ethical leadership within and across organizational levels. *Academy of Management Journal*, 55(5):1053-1078.
- Shih, S. Pao., Jiang, J. J., Klein, G. & Wang, E. (2013). Job burnout of the information technology worker: Work exhaustion, depersonalization, and personal accomplishment. *Information & Management*, 50:582-589.
- Singh, J., Goolsby, R. J. & Rohaads, K. G. (1994). Behavioral and Psychological consequences of boundary spanning burnout for customer service representatives. *Journal of Marketing Research*: 558-569.
- Soler, R., Martin, A., Flichentrei, D., Prats, M., Braga, F., Mayolas, S. & Grass, M. E. (2014). The consequences of burnout syndrome among healthcare professionals in Spain and Spanish speaking Latin American countries. *Science Direct Burnout Research*: 82-89.
- Sparks, E. T. (2007). *Ethical and unethical leadership and follower's well-being: Exploring psychological processes and boundary conditions*. The University of Georgia, PhD dissertation.
- Starratt, J.R. (2004). *Ethical leadership*. San Francisco: Jossey-Bass
- Taylor, G. S. & Pattie, W. M. (2014). When Does Ethical Leadership Affect Workplace Incivility? The Moderating Role of Follower Personality. *Business Ethics Quarterly*, 24(4), 595-616.
- Thomas, H. C. (2005). Preventing Burnout: The Effects of LMX and mentoring on socialization, role stress, and burnout. *Academy of Management Best Conference Paper*.
- Trevor, O. C., Weller, I., Gerhart, B. & Lee, H.T. (2008). Understanding voluntary turnover: path specific job satisfaction effects and the importance of unsolicited job offers. *Academy of Management Journal*, 51(4):651-671.
- Van Gils, S., Quaquebeke, V. D., Knippenberg, V. D., Van Dijke, M. & De Cremer, D. (2015). Ethical leadership and follower organizational deviance: The moderating role of follower moral attentiveness. *The Leadership Quarterly*, 26(2), 190-203.
- Van J., D. D., Walker, D. D. & Skarlicki, P. D. (2010). The role of job demands and emotional exhaustion in the relationship between customer and employee incivility. *Journal of Management*.
- Visser, E. W. & Rothman, S. (2014). Exploring antecedents and consequences of burnout in a call centre. *Journal of Industrial Psychology*, 34(2):79-87.
- Vries, M. K. (2006). *The leader on the couch: A clinical approach to changing people and organizations*. Jossey-Bass.
- Walker, K. (2007). Anti- egoistic school leadership: Ecologically based value perspectives for the 21 st century. Lifelong Learning Book Series.
- What is ethical leadership?. Armyupress. Retrived from on 2010 from <http://www.usacac.army.mil>.

- Wilson, M., Byarugaba, F. & Katuramu, O. A. (2016). Ethical *leadership and academic staff retention in public*. American Journal of Educational Research 1(2):30-41.
- Xu, J. A. , Loi, R. & Lam, W. L. (2015). The bad boss takes it all: How abusive supervision and leader–member exchange interact to influence employee silence. *The Leadership Quarterly*, 26(5), 763-774.
- Yanık, O. (2014). The effect of ethical leadership on employees' job satisfaction, organizational commitment and intention to leave: The mediating role of organizational trust and organizational justice. Atatürk University, Social Science Institute, PhD dissertation.
- Zhu, W., May, R. D. & Avolio, J. B. (2004). The Impact of ethical leadership behavior on employee outcomes: The roles of psychological empowerment and authenticity. *Journal of Leadership and Organizational Studies*, 11(1):16-26.
- Zhu, W., Trevino, K. L., He, H., Chao, M. M. & Wang, W. (2015). Ethical leadership and follower voice and performance: The role of follower identifications and entity morality beliefs. *The Leadership Quarterly*, 26(5), 702-718.