

A NEW PARADIGM IN MANAGEMENT: ETHICAL LEADERSHIP*

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Abstract

Ethical leadership is that managers display appropriate leading behaviour with regard to ethical principles. It is believed that ethical leadership behaviour influence variables such as organizational commitment, psychological contract, organizational justice and prosocial behavior in a positive way. Within this concept it's suggested that ethical leadership contributes to internal customer satisfaction in the organizations and as a result of it it affects the product and service quality positively. Although today the concept of ethical leadership attracts interest by academicians and by its appliers, it's seen that it's not defined completely yet and from many aspects there has been concept ambiguity. In short, ethical leadership is that the managers of the organizations adopt ethical principles in the period of management and have their employees feel it. Together with this main judge, in this study the concept of ethical leadership and the function and importance of ethical leadership is dealt. Besides, ethics, ethical leadership concept and definitions, the dimensions of ethical leadership, the similarities and differences of ethical leadership compared to other leadership types, studies done about ethical leadership, ethical principles and non-ethical attitudes are discussed.

Key Words: Ethic, Leadership, Ethical Leadership, Management, Paradigm

YÖNETİMDE YENİ BİR PARADİGMA: ETİK LİDERLİK

Öz

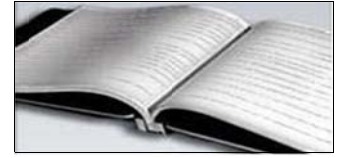
Etik liderlik, yöneticilerin etik ilkelere uygun liderlik davranışı sergilemeleridir. Etik liderlik davranışının örgütsel bağlılık, psikolojik sözleşme, örgütsel adalet ve prososyal davranış gibi değişkenleri olumlu yönde etkilediğine inanılmakta, bu kapsamda etik liderliğin işletmelerde iç müşteri memnuniyetine katkı sağladığı bunun sonucunda ürün ve hizmet kalitesini olumlu yönde etkilediği ileri sürülmektedir. Günümüzde etik liderlik kavramı, akademisyenler ve uygulayıcılar tarafından ilgiyle karşılanmasına rağmen henüz tam olarak tanımlanamadığı ve çeşitli açılardan kavram kargaşasının yaşandığı görülmektedir. Etik liderlik kısaca, işletme yöneticilerinin yönetim sürecinde etik ilkeleri benimsemesi ve çalışanlarına bunu hissettirmesidir. Bu temel yargı ile bu çalışmada, etik liderlik kavramı ile etik liderliğin işlev ve önemi üzerinde durulmaktadır. Bu doğrultuda etik, etik liderlik kavramı ve tanımlamaları, etik liderliğin boyutları, etik liderliğin diğer liderlik türleri ile benzerlikleri ve farklılıkları, etik liderlikle ilgili yapılmış çalışmalar, yönetimde etik ilkeler ve etik dışı davranışlar tartışılmaktadır.

Anahtar Kelimeler: Etik, Liderlik, Etik Liderlik, Yönetim, Paradigma

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1. INTRODUCTION

In today's business world leadership has an increasing importance for the businesses. To reach their goals and to maintain their sustainability, the organizations should give enough importance for the leadership concept. Generally leadership can be defined as a period of influencing the organization staff in order to reach the organization targets. Within this respect, the managers' leading types influence the behaviour of the employees in the organization, the managers' moral attitudes affects the effort of the employees for the organization targets positively. At this point, the concept of ethical leadership comes out. Ethical leadership is that the managers of the organizations adopt ethical principles in the period of management and have their employees feel it. When there is ethical leadership in the organizations, this will make the employees feel themselves well, and contribute to the organization's performance positively.

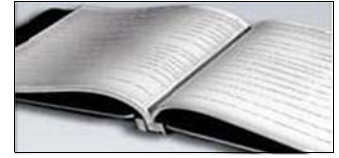
In this study, ethical leadership concept, a new paradigm in management and the function and the importance of ethical leadership is focused on. Besides, ethics, ethical leadership concept and definitions, the dimensions of ethical leadership, the similarities and differences of ethical leadership compared to other leadership types, studies done about ethical leadership, ethical principles and non-ethical attitudes are discussed.

2. ETHICS CONCEPT

The etymological root of the word ethics is 'ethos' in Greek. The word ethos is used in various meanings. Generally, traditional, moral attitudes and behaviour mean the habit of living in a moral awareness. In the beginning periods of the history of mankind, ethos is actually the attitudes and behaviour that were tied to what is suitable for the living habit, to the customs and traditions that indispensable necessities of life has defined, and in short, to the practical life that people formed together (Atayman, 2006: 11). According to philosopher Solomon, ethics is about two basic matters: (1) what characteristics that is required to become a good person and (2) the rules defining and constraining the behaviour of the person should be. Ethics questions the concepts of right, wrong, duty, responsibility, and social responsibility. Although many philosophers use moral and ethics concepts instead of one another, Solomon states that moral includes human values and behaviour, however ethics is related with the academic studies in this field (Shaw, 1991:5; Aydin, 2012: 6).

Ethics is a moral psychology science which searches the values, norms, rules forming the base of individual and social relations that humans establish from the aspect of morality such as right-wrong or good-bad (Inal, 1996: 43; Aydin, 2012: 6). That is ethics is right-wrong measures. Although moral and ethics are two separate concepts from one another, they're used in the same meaning, and more often the concept of moral is preferred to be used (Aydin, 2012: 6).

It can be said that today ethics has been an important research area about business life. In management science ethics and ethical leadership matter is just a sub-matter of this area (Ozdasli and Akin, 2013: 30).



3. THE CONCEPT OF ETHICAL LEADERSHIP

When academic literature is examined, it can be said that ethical leadership concept is similar to the concepts such as ‘managerial ethics’, ‘moral manager’, ‘managerial ethical leadership’ and ‘moral leadership’ (Ozdasli and Derya, 2010: 68-69; Ozdasli and Akin, 2013: 30). However, ethical leadership is a concept which has larger meanings than these concepts (Ozdasli and Akin, 2013: 30).

According to Fulmer, ethical leadership has been a widely studied subject for managers and for academicians in various areas. Ethical values, leadership and righteousness have been important matters to be dealt on for managers to avoid significant decreases that happen at national and global economies (Fulmer, 2004: 307).

To Brown, Trevino and Harrison, ethical leadership is to lead followers by two-way communication, support and decision making through individual activities and social relations and by giving the appropriate rules as samples (Brown et al., 2005:120).

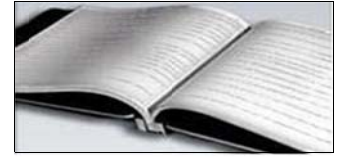
The importance of the ethical values for leadership has not only come into prominence today but in many periods of mankind, the importance of ethics has been mentioned. Yusuf Has Hacib stated in his work Kutadgu Bilig, written between 1069 and 1970, that a leader should have ethical values such as being trustworthy, honest, distinguished and good-tempered, fair, having shyness and devotion, courageous, patient and calm, modest, moderate, and generous, not having ill manners and bad habits, stimulating right rules and not oppressing, and rewarding those who served (Yilmaz, 2006: 27).

Ethical leaders are seen as principled decision-makers, working for the people and the society to be in a better condition. These leaders are people who know how to behave ethically in their individual and vocational lives. Also researches express ethical leaders as moral managers. For Brown, moral managers try to influence their followers’ ethical and non-ethical behaviour proactively. To make followers to be responsible for ethical rules, they make ethics become apparent by connecting with clear ethical standards, by role modelling the ethical behaviour on purpose, by using rewards and discipline (Brown, 2007: 141).

When defining the ethical leadership Brown and Trevino stated ethical leaders as honest, reliable, fair and compassionate persons. To Brown, the fair and moral behaviour that leaders have are the main components of ethical leadership (Hoogh and Hartog, 2008: 298).

Brown states ethical leaders as people who are working in open-communication, leading their followers by ethical rewarding and supporting. By taking Brown’s perspective into consideration, Hoogh and Hartog focus on leaders transparency, being in an open communication with their followers and making employees to be sure about what they are supposed to do by making the expectations and responsibilities clear, that is to make the duty clear (Hoogh and Hartog, 2008: 298).

Ethical leaders are leaders who let their workers the authority of decision making in every step of the work. These kind of leaders value their employees and let them free and let them make choice on their own (Zhu et al., 2004: 20). According to Brown ethical leaders confirm their followers by letting them talk and having the followers participate in the



decision making period, listening to their opinions and showing interest in their ideas are shown as the components of ethical leadership (Hoogh and Hartog, 2008: 298).

Today ethical leadership has been talked about more as a reaction to ethical crisis occurring in bussiness life, however there has not been a clear explanation to define ethical leadership. According to Freeman and Stewart ethical leadership is the position of leaders' having good character (Freeman and Stewart, 2006: 2).

4. DEFINITION OF ETHICAL LEADERSHIP

When the related literature is examined it can be seen that many definitions about ethical leadership have been done up to this time. In the literature research about ethical leadership the most up-to-date definitions about 'The Definitions of Ethical Leadership' are summarized in Table 1.

Table 1. Ethical Leadership Definitions

Ethical leadership is a leadership theory prioritizing ethical values and principles (Erdoğan, 2002: 48).
Ethical leadership is a type of leadership that is based on ethical principles, provides respect to the followers' rights and behaves fairly and gets them to participate into taking decisions (Zhu et al., 2004: 19).
Ethical leadership is doing the right thing with right way and for the right reason(Ciulla, 2006: 60).
According to Brown ethical leadership is expressed as leaders' working in an open way and guiding their followers with ethical rewarding and support (Hoogh and Hartog, 2008:298).
According to Browns ethical leadership is actually having a moral character. Ethical leaders are honest, reliable and fair. These leaders are concerned about getting the society to reach the best condition for the sake of humans (Ugurlu, 2009: 52).
According to Trevino, ethical leadership is the kind of leadership that leaders as being moral managers, impress their followers' ethical behaviour(Mayer et al., 2009: 3) .
According to Sergiovanni, ethical leadership is a type of leadership that depends on motivational power to impress the subordinates(Yildirim, 2010: 39).



Ethical leadership is the type of leadership that affects the ethical understanding to spread or not in the leaders' activities (Yesiltas and Tuna, 2013: 184).

Ethical leadership is that leaders give efforts not for their own sake but for the advantage of the organization they are working for(Esmer, 2013: 44).

Ethical leadership expresses that managers should have awareness and regulations while realizing management periods and also should shape the organization culture in this way (Ozdasli and Akin, 2013: 29).

5. DIMENSIONS OF ETHICAL LEADERSHIP

As a result of the researches done about ethical leadership, it has been seen that ethical leadership has different dimensions. Yilmaz (2006) explains the ethical leadership in the following Table 2 in four classified dimensions as communicational ethics, behavioral ethics, ethics in decision making and climatic ethics.

Table 2. Dimensions of Ethical Leadership

Dimensions	Explanation
Communicational Ethics	It includes that the manager transfer their thoughts and feelings in a loving approach to subordinates, not having contradictions in their expressions, not having mischief-communication and accepting their mistakes when necessary.
Behavioral Ethics	It includes that the manager constantly encourage their subordinates and cause new ideas to come up, and to reward them in a successful and fair way.
Ethics in Decision Making	It states that the manager originates logical solutions, is positive and understanding in debates and approach different opinions decently.
Climatic Ethics	It explains forming an organizational climate that everyone cares for codes of conduct.

Source: Ozdasli and Akin, 2013: 32

On the other hand in another research Resick et al. (2006) deals ethical leadership in two dimensions as conceptual dimensions and scale dimensions in the following Table 3.



Table 3. Dimensions of Ethical Leadership

Conceptual Dimensions	Scale Dimensions
Character and Righteousness	Character and Righteousness (Reliability, sincerity, honesty and fairness)
Collectivism and Human-Oriented	Altruism (Generously, friendly, compassionate and modest)
Motivation, Reinforcement and Encouragement	Common motivation (Talkativeness, confidence building, group-oriented, forming motives and teams) Encouragement (Encouraging, reassuring)
Ethical Awareness	-----
Local Ethical Accountability	-----

Source: Ozdasli and Akin, 2013: 31

6. SIMILARITIES AND DIFFERENCES BETWEEN ETHICAL LEADERSHIP TRANSFORMATIONAL LEADERSHIP, AUTHENTIC LEADERSHIP AND SPIRITUAL LEADERSHIP

The researches done show that there are similarities and differences between ethical leadership and other leadership types. Brown and others express ethical leadership different from ethics based leadership types such as transformational leadership, authentic leadership and spiritual leadership. In Table 4 there are similarities and differences between ethical leadership and transformational, authentic and spiritual leadership, and these leadership types and ethical leadership is compared.



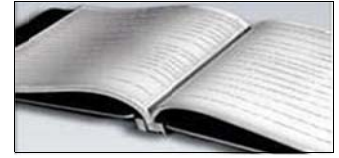
Tablo 4. Similarities and Differences Between Ethical Leadership Transformational Leadership, Authentic Leadership and Sipiiritual Leadership

Leadership Type	Similarities	Differences
Authentic Leadership	Dealing with Others (Altruism) Taking decisions ethically Righteousness Being role model for others	Ethical leadership focuses on moral management and awareness of others. Authentic leadership and authenticity focuses on its own awareness.
Spiritual Leadership	Dealing with Others (Altruism) Righteousness Being role model for others	Ethical leadership focuses on moral management. Spiritual leaders focus on hope/belief, imagining and working with sense of mission.
Transformational Leadership	Dealing with Others (Altruism) Taking decisions ethically Righteousness Being role model for others	Ethical leadership stresses ethical standards and moral management. Transformational Leadership stresses vision, values and mental stimulation.

Source: Brown and Trevino, 2006:598

7. ETHICAL PRINCIPLES IN MANAGEMENT

The main purpose of ethical management is to stimulate the desired behaviour in bussiness organizations. To combine the ethical management with other management regulations will provide the employees' participation and adopting feelings to be in higher level. There are some guiding principles from the aspect of ethical thinking while running ethical management, decision making and behaving. These principles can be accepted as determined standards in the decisions to be taken, and in the work to be done. Ethical principles in management play an important role in providing useful work for the society, in providing the trust of the folk and in eliminating the doubts. At this point, ethical principles in management are under 12 principles according to the researches done by Aydın (2000), MC Namara (1998) and Ozgener (2004) (Basarir, 2006:37-38). These principles are explained in the following.



Principles of Justice: One should be honest and fair in delivering the earnings, responsibilities and the services. By this way, managers provide justice in the organization.

The Principle of Equality: Managers should deliver the earnings, responsibilities, duties and the work in the organization equally among the employees.

The Principle of Honesty and Integrity: Ethical behaviour requires to be honest and sincere in the relations with others. The concepts not related with honesty and integrity are mostly caused by insecurity and fear. Managers should avoid insecurity and fear and have to provide full trust in their integrity for their subordinates and superordinates.

The Principle of Neutrality: It is the principle that managers see the individuals and objects as how they really are. Managers' behaving their subordinates in a nonobjective way causes employees to step away from their superordinates and more importantly damages justice and trust feelings of the employees.

The Principle of Responsibility: In general meaning responsibility is to accomplish a specified duty in the desired quality and quantity with great care and precision.

The Principle of Human Rights: It requires protecting the human rights that people have for the reason of being human. They are inviolable and irrevocable rights that can not be transferred and they are the rights of that person.

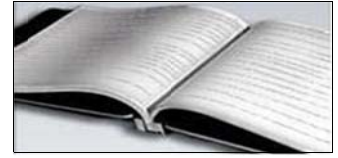
The Principle of Organizational Commitment: Organizational commitment can be defined as the continuation of the organization membership of the employees and their desire to stay within the organization. A leader manager should try to provide vocational commitment and development for both themselves and also for their employees.

The Principle of Obeying the Laws: The main principle of social responsibility and ethical management is to obey both the scope of law and also its power. If there are rules to be obeyed in the organization, an appropriate organizational atmosphere should be formed.

The Principle of Tolerance: Unless they are against the laws or ethical principles, disliked or unapproved things should be tolerated. Being tolerant also requires an internal reckoning. If this reckoning does not occur, tolerance can be replaced by lack of principles and a kind of bigotry.

The Principle of Being Respectful: To be respectful towards people is an activity that all the employees should do in all the organizations in order to be respected. To see a human as a person and as how they really are means to notice their personality and characteristic. Respect does not mean being afraid or dread unlike many people know. Being respectful is to express the ability to see a person as how they are and to notice them in their own individuality.

The Principle of Clarity: It requires mutual communication. Communication can be shortly defined as a period of producing ,transferring and interpretation of knowledge. Another point in being clear is that one should be transparent in their work. In order to behave in an open



way, managers should be open to criticism. Manager should be open both in their activities and also in rendering of accounts about their activities toward the person or groups.

The Principle of Frugality: It can be defined as using the limited sources effectively and efficiently. Using the organizational sources not for the person's own advantage but for the organization's targets is an important point in frugality. Being frugal requires consuming the organizational sources for the targets, choosing the economical and functional equipment and materials. Spending the time efficiently is also important for the scope of frugality.

These principles are common principles that can be applied by all professional groups. By all means there are many other principles that can be added to these. However here the purpose is to present the principles common for all organizations in a simple way.

8. NON-ETHICAL ATTITUDES IN MANAGEMENT

In management there are some non-ethical attitudes besides ethical behaviour. Some of these behaviour are summarized under 15 titles (Aydin, 2012: 85-94). These attitudes are explained in the following:

Discrimination: Discrimination is to behave with prejudiced attitudes. Prejudice is a feeling, discrimination is an action. Any kind of behaviour that is unfair and that will harm against a group of people is defined as discrimination. In general, discrimination occurs in two types. The first type of discrimination can be called as 'overt discrimination' and the second type of discrimination is called as 'institutional discrimination'.

Nepotism: Instead of financial powers like money or goods, by using non material influence tools like family-relative relations public officials use their authority for some people to privilege in public transactions. And this is called nepotism. Here the public official privileges their close relatives with traditional ties and responsibilities in spiritual-emotional qualities or by the influence of others who penetrate their close relatives.

Bribery: In return for some material advantage like money, goods, gifts, public officials' having these providers or those groups take advantage through privileged public transaction is called bribery.

Mobbing: It is the act of the person or group that has the power oppressing others psychologically, and systematically in the long term. It is done on purpose so as to exclude the person from business life. It starts by the person's becoming a target for a disrespectful or harmful behaviour. With teasing and sarcasm an aggressive atmosphere comes up to disregard the social dignity of that person. And this forces the person to quit work. These kind of emotional assaults can be seen between the persons in the same level and also between the subordinates and superordinates.

Negligence: In accordance with the Turkish Penal Law's 230th article, Negligence can be described as the neglecting, putting off the duty or the orders given by the superordinates and not accomplishing them for any reason.



Exploitation: Exploitation is the use of people or objects unfairly and it is for taking advantage. Exploitation means that a person uses another person as a means for their own purposes and uses the sources unfairly. There are various types of exploitations. (1) Exploiter may oppress the person who is exploited or use them deceptively. (2) The person exploited may agree the things done voluntarily. (3) The purpose of the exploiter is to take advantage and to guarantee their earnings. However this can be against (a) the person who is exploited, (b) may not cut two ways, (c) may benefit from the activities but this benefit is less than the exploiter's advantage. (4) Usually the person who is exploited is the person who is treated unfairly.

Selfishness: Selfishness is the act of behaving without considering other people's benefit, sometimes by doing harm to them and taking advantage for themselves and satisfying only their own needs.

Corruption: In the general meaning corruption can be described as the use of public authorities illegally in return for a benefit. Here the benefits that are aimed may be not financial or material but for private purposes. When considered in details, corruption types can be described as in the following:

- . Public official's doing privileged transaction in return for money or goods.
- . Public official's doing privileged transaction for the persons who provide benefit for themselves and in return for financial or other rewards.
- . Public officials' taking advantage for doing the work that they should not do or having the processes that must not have been executed done.
- . The misuse of the authority for financial or non-financial personal benefits.
- . The illegal use of the state authority for the purpose of personal or political benefit.
- . Deviation of the public official from their normal duty for the sake of their private purposes or material benefits.
- . The public officials' misbehaving against the rules for their personal purposes.

Violence-Pressure-Aggression: The word violence describes state of extreme emotions, density of an event, fierceness, harsh and tough behaviour. Aggressive behaviour, brute force, misuse of the body power, the activities that give fire, perish, kill are in the scope of violence. Aggressive behaviour in humans are stereotyped and can be reflected in times of anger and rage by facial expressions and may spread from just one word to the violent actions that burn, demolish, kill the nature and the living beings.

Mixing Policy in Business Relations: Like any other public official, the manager also should behave and serve objectively. In case of his policy-making, the organization will be seen as a political foundation and will be treated like that. Thus public officials will turn towards the politician more than the manager in solving the problems of the organization and in answering their demands and will tell their many problems to the politician.

Defamation and Cursing: Defamation and cursing can be defined as verbal harassment, and it is a sign of verbal violence and like any other violence shows this include aggressiveness. Defamation and cursing is assaulting the other person's personality with stock phrases. The people who assault other people by cursing and insulting believe that by scorning and damaging their personality they aggrandize their selfish personalities.



Physical and Sexual Abuse: Physical abuse is a kind of violence. The most confronted physical abuse type is beating. And sexual abuse is a wide range starting from teasing children, youth, women verbally and gesturing and reaches even raping.

Misuse of Authority and Duty: The authority obtained by a position can not be misused by public officials. From the aspect of the organization misusing the authority is that one uses the authority for another purpose other than the reason that it has been given. If the public official misuses their authority, they neglect doing work with this authority but benefit from it for themselves or for others or they harm others or the organization.

Gossiping: In general meaning gossiping is a kind of talking which includes defaming others without knowing the fact, reviling people, condemning and blaming them.

Debit: It can be described as public official's spending or using the public source of money or material for their own use illegally. Debit is a kind of corruption however the difference between them is that there is no clearing process, that is there are not giver or receiver but the staff's having public sources for their individual and one-sided use.

Another source (Aydin, 2012: 61-94) ethical principles and non-ethical attitudes in management are listed in the table below. Here are the principles of ethical principles to be observed managers. Non-ethical attitudes are the behavior of the managers should avoid.

Table 5. Ethical Principles and Non-ethical Attitudes In Management

Ethical Principles	Non-ethical Attitudes
Justice	Discrimination
Equality	Nepotism
Honesty and Integrity	Bribe
Objectivity	Mobbing
Responsibility	Neglect
Human Rights	Exploitation
Humanism	Egoism (Selfishness)
Loyalty	Malpractice
Rule of Law	Torture
Love	Subservience - Flattery
Tolerance	Violence-Pressure- Aggression
Laicism	Mixing Policy in Bussiness Relations
Respect	Defamation and Cursing
Frugality	Physical and Sexual Abuse
Democracy	Bad Habits
Positive Human Relations	Misuse of Authority and Duty
Openness	Gossip
Rights and Freedoms	Debit



Making the Rights of Labor	Dogmatic Behavior
Showing Resistance Against Unlawful Orders	Bigotry

Source: Erdogan, 2007: 13.

The ethical principles to be obeyed and the non-ethical behaviour to be avoided in management that were summarized above provide having an idea about a manager's general characteristics. Ethical principles such as honesty, humanism, love, respect, positive human relations and non-ethical behaviour that should be avoided such as selfishness, aggressiveness, gossiping show that the manager have positive personal qualities. Ethical principles like fairness, equality, objectivity, responsibility, and non ethical behaviour that should be avoided like discrimination, nepotism, neglecting, bigotry show that the manager has ethical leadership qualities. Lastly, ethical principles like superiority of law, rights and freedoms, resisting illegal orders, and non-ethical behaviour that should be avoided like corruption, bribery, debit, misuse of the authority and duty show that the manager has the quality of connection to the laws and regulations (Erdogan, 2007: 13).

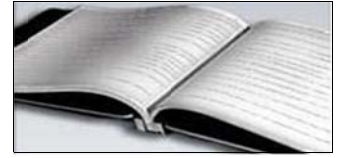
9. LITERATURE REVIEW ABOUT ETHICAL LEADERSHIP

It's seen that in local and foreign literature there has been many studies about ethical leadership. In this part, why these studies done and which results have been reached are explained. In the literature research, recent studies done in the last years were focused on.

In their studies which they focused on manager-trainee relationship, Chughtai and others (2014) aimed to examine the influence of ethical leadership on bussiness-agreement and emotional exhaustion which are two signs of bussiness welfare. Also in these relationships, trust mediating role of the managers are aimed to be explained. For this reason, 216 trainees were made a questionnaire. As a result of the research, it has been specified that the managers' ethical leadership behaviour has influence on bussiness agreement and emotional exhaustion and also on mediating role of trust.

The aim of Madenoglu and the others' (2014) researches is to display the influence level of organizational connection of the school directors' ethical leadership, teachers' work satisfaction and demographic variables that teachers have according to the views of teachers working in secondary schools. As a result of the research, it has been specified that school directors' ethical leadership and teachers' work satisfaction variables affect the teachers organizational connection level. It's stated that gender and school type variables also affect the organizational connection.

In Kanokorn's and others' (2013) study, the development of ethical leadership signs for school directors was aimed. In the research, to be able to make a consistent inspection confirmatory factor analysis is used. Results of the research has showed that ethical leadership consists of five main factors. These are responsibility, fairness, trust, talent and reinforcement. Research findings have shown that school directors failed at developing ethical values among new generation.



With the judgement that ethical leadership influences organizational commitment positively and strongly, Ozdasli and Akin (2013) have done a research on 191 accountancy office employees and as a result they stated that in decision making the emotional connections of accountancy office workers are affected by ethical and climatic ethical levels; and their normative connections are affected by their managers' behavioral ethical and communicational ethical levels.

The goal of Tayfur and others' (2013) research is to examine the effect of the ethical leadership levels of the directors working in secondary schools in Izmir in Turkey on the organizational trust level at schools. According to the research result, it has been stated that the school directors' ethical leadership skills affect the organizational trust level of teachers in secondary schools in Izmir in a positive way.

Demirtas in his study (2013) aimed to examine the mediating role of the organizational political perceptions on the ethical leadership behaviours effect on ethical climate perception. The samples of the research consists of 547 people in 3 logistical support center which is active in aviation field. In the research, it's foreseen that the managers are role models in their organizations and more importantly with their ethical leadership attitudes they would lead organizational political perception and as a result they would influence climate perception positively. The research findings show that ethical leadership behaviour except from independancy ethical climate dimension, affect the ethical climate sub-dimensions directly and indirectly. Besides, it's stated that in the indirect effect of ethical leadership behaviour organizational political perceptions have played an intermediary role.

Tuna and Yesiltas (2013) have aimed to search if the ethical leadership in hotel organizations are perceived differently from the aspect of demographic qualities by the employees. For this purpose, firstly different leading types' (Authentic, Spiritual, Charismatic and Transformational Leadership and Machiavellianizm) approach to ethical concept are examined and then ethical leadership is mentioned. The research was done on the employees at five-star hotel organizations which are active in Turkey. As a result of the research, there has been found a meaningful difference between the organization's ownership structure, age variable, service period in the workplace and the ethical leadership.

Sivrikaya (2011) has made a research to explain the factors that leaders are affected by in the decision making period and to determine what kind of principles they should care when taking decisions. In the research literature search method is used. According to the literature, it has been discussed that everytime leaders have a more correct answer than other people and that this answer should be an ethical one.

To determine the relationship between ethical leadership attitude and organizational commitment perception, Esmer (2011) has done a questionnaire in bank organizations and has reached a result that there has been a meaningful relationship between the managers' ethical leadership attitude and the staff's organizational commitment perception.

In the study done by Brown, Trevino and Harrison (2005) ethical leadership is tried to be explained by social learning theory. In the result of the study, it has been stated that ethical leadership is related to honesty, reliability, mutual fairness, consultancy. Also in the study, it



showed that ethical leadership has an effect on employees' work satisfaction, their devotion themselves to their work, to solve their problems about work.

In a study done in health sector by Aronson (2003) the relationship between ethical leadership and transformational leadership is examined. In this study, there has been found a positive relation between ethical leadership skills and transformational leadership skills, moral integrity, manager power, and mental potential (Karagoz, 2008: 94).

The main purpose of the study done by Moorhouse (2002) is to determine the ethical values that should be in an ethical leader in four different organization types through delphi technique. As a result of the research, it has been stated that there should be five ethical values for organizations and seven ethical skills in school managers. These five ethical qualities for the organizations are these; organization should be reliable, honest, fair, should stick to high moral standards and lastly should be in relation with the purposes of the work of the organization. Seven ethical skills that school managers should have are being a role-model with their moral behaviour, forming a trust-atmosphere, being honest, to participate teachers into decision making period, forming a team, having an effective communication, and forming a vision.

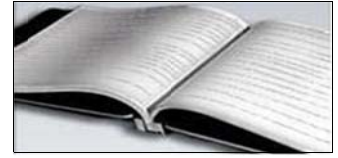
10. RESULT AND DISCUSSION

Ethical leadership is one of the factors which has a critical importance on the organization's reaching their goals. For this reason, ethical leadership behaviour of organization managers affect the organizational commitment, psychological contract perception, organizational justice perception, prosocial behavior, performance, activity and efficiency of the employee of the organization. To provide employees to work for the organization's targets, organization managers should reflect leadership behaviour appropriate for some ethical principles in the management period and make these behaviour felt by the employees. About this matter, modern organizations aim to provide ethical leadership concept to be in management by doing various studies.

In the organizations where ethical leadership applications present, it has been seen that the employees' effort in the organization's targets and in accomplishing their duties increased, positive relations are established, and their connection to the organization has increased. It can be understood from these that these have been steps for leaders to establish ethical leadership, to maintain and to improve it.

By determining ethical principles in the organization structure, managers should work on obeying these ethical principles, for forming ethical leadership. Besides, to raise awareness of the managers about ethical leadership managers should be trained in this subject and ethical leadership should be adopted and even made felt both by the manager and the employee.

The managers behaving according to moral principles like being right, honest, reliable and fair, in short displaying ethical leadership attitude will increase internal customer satisfaction and this will contribute to the organization's presentation of quality product and service positively. As a result of this, external customer satisfaction will also be obtained. By



means of ethical leadership the internal customer satisfaction will turn to external customer satisfaction.

In conclusion, ethical leadership regulations in management will provide the employee feel himself/herself better, above all will make the employee feel that they are human beings and this will increase the workers' motivation and reflect to the organization's performance positively. Furthermore, ethical leadership application will contribute to the organization's image positively and in the human resources management concept it will help to provide the organization's qualified staff need and to make this staff stay in the organization. And this will prevent the employees from quitting work and will decrease the costs resulted from transfer of employee and discontinuation.

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