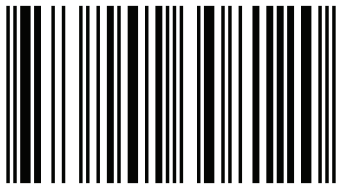


Business Ethics as a Strategy for Long-Term Sustainability

The boundaries of the organization have become increasingly vague and have moved to the global dimension, even for the companies operating locally. This has exposed serious challenges to the companies. The globalization has changed the structure of the competition in the market. Competing companies are now constantly compared by the powerful consumers. What makes the consumers so strong are the opportunity to exchange information thanks to the internet and Web 2.0 technologies. In such a competitive environment, companies must consider and attach importance to the strengths of consumers to survive and compete in the market. The organizations of today's world should be aware of the fact that they are social entities, and they should be open to and become more integrated with the society. Because meeting the increasing demands of the strengthening consumer by the organization could be possible in this way. The transparency of the organization towards the society and sharing of all the processes openly with the society will increase the competitive power of the organization. In this context, it is important for the organization to adopt ethical values as a part of the society.

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Business Ethics as a Strategy

Civelek, Çemberci, Günel

**Scholars'
Press**

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Deniz Günel

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BUSINESS ETHICS AS A STRATEGY FOR LONG-TERM SUSTAINABILITY

Mustafa Emre Civelek

Murat Çemberci

Deniz Günel

2018

PREFACE

The boundaries of the organization have become increasingly vague and have moved to the global dimension, even for the companies operating locally. This has exposed serious challenges to the companies. The globalization has changed the structure of the competition in the market. Competing companies are now constantly compared by the powerful consumers. What makes the consumers so strong are the opportunity to exchange information thanks to the internet and Web 2.0 technologies. In such a competitive environment, companies must consider and attach importance to the strengths of consumers to survive and compete in the market. The organizations of today's world should be aware of the fact that they are social entities, and they should be open to and become more integrated with the society. Because meeting the increasing demands of the strengthening consumer by the organization could be possible in this way. The transparency of the organization towards the society and sharing of all the processes openly with the society will increase the competitive power of the organization. In this context, it is important for the organization to adopt ethical values as a part of the society. This book attempts to explain the importance of the concept of ethics in the long-term survival of organizations in today's ruthless competition conditions.

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1. INTRODUCTION

The concepts which are becoming more important today such as the globalization, innovation, democracy, transparency, human health and increasing consumer sensitivity have led to the reshaping of the external environment of the organization. The new shape of the organization's external environment requires more transparent organizations, more sensitive consumers, production methods and products that attach utmost importance to the human health and a more democratic understanding of management.

Globalization has been expanding rapidly since the 19th century. Today, with the emergence of the internet, globalization has reached its highest level. The boundaries of the organization have become increasingly vague and have moved to a global dimension, even for companies operating locally. This has exposed serious challenges to the companies. The widespread use of the internet, which accelerates globalization, has also changed the competition in the market. Now, competitors in the market are constantly being evaluated by the strong consumers. What makes the consumers so strong are the opportunity to exchange information thanks to the internet and Web 2.0 technologies. In such a competitive environment, companies must consider and truly attach importance to the strengths of consumers to survive and compete in the market, and place themselves accordingly.

Other important concepts of today are human rights and democracy. Despite the shortcomings and negligence in many of the countries in the world, the

importance of democracy has been indisputably understood in a global dimension. The most important indicator of this is that countries having developed economies are those in which are ruled by democracy and which attaches importance to the human rights. While benefiting from the opportunities endowed by the democracy, organizations operating in a democratic environment must also reorganize their inner framework with a democratic understanding. It is seen that employees produce highly innovative and value-added products in an environment where the respect of human rights is adopted within the organization, and democratic understanding is widespread. The employees who know that the employer protects their rights and who believe that rights and freedoms are fairly distributed among all employees, force the limits of their productivity potential.

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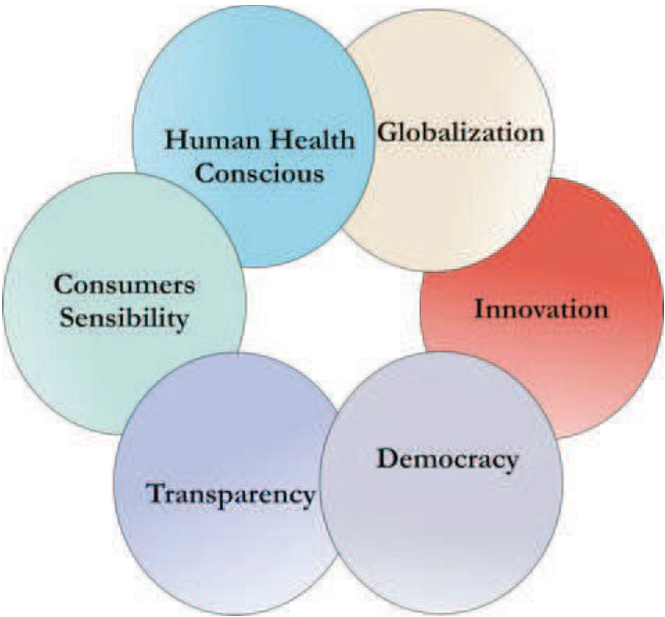


Figure 1. Drivers of External Environment.

The organizations of today's world should be aware of the fact that they are social entities, and they should be open to and become more integrated with the society. Because meeting the increasing demands of the strengthening consumer by the organization could be possible in this way. In this respect, the transparency of the organization towards the society and sharing of all the processes openly with the society will increase the competitive power of the organization. The organizations of today's world should be aware of the fact that they are social entities, and they should be open to and become more integrated with the society. Because meeting the increasing demands of the strengthening consumer by the organization could be possible in this way.

In this respect, the transparency of the organization towards the society and sharing of all the processes openly with the society will increase the competitive power of the organization. The reason of this is the trust in the customer led by the fact that all processes are realized within the knowledge of the customer. Sacrificing the trust for the sake of privacy is no longer a valid management strategy today. While the privacy targets the competitive advantage, it may turn out to be an element damaging the organization. Therefore, in a world where social media is so active, transparency of the organizations would help them to protect themselves against possible threats.

Consumers have become conscious and sensitive about human health in the new competitive environment. This increase in consciousness and sensitivity causes the consumer to perceive all business processes, even though they are not directly affected, from the perspective of human health, and to get a perception towards the enterprise. In other words, the consumer evaluates the enterprise as a whole regarding its approach to the human health. This

makes the redesign of the entire business processes compulsory from a human health perspective.

All these determinants in the external environment have led the work ethics to become a key function in the harmonization of contemporary organizations with the environment. The survival of an enterprise in the society as a social entity would be possible with compliance to the principles of business ethics. The concept of ethics is directly related to the above-mentioned new determinants of the external environment. The main determinant in the front of innovation is business ethics as well. It is seen that many of the inventions that have been developed today cannot be taken to the market due to ethical rules. Because an invention is first judged by ethical rules before being accepted by people; and if there is no problem regarding ethical rules, it is converted into innovation and then presented to the market.

In this entire challenging environment, organization's compliance with the ethical rules in the production processes and its formation of the organizational structure by the ethical rules are the most important elements of competitive advantage in the long-run. This means a prolonged life of the organization in the competitive environment. The long-term survival of the organization is directly related to the concept of business ethics. In today's world when the concepts such as globalization, innovation, democracy, transparency, human health and increasing consumer sensitivity are at the forefront, the enterprises that harmonize the business ethics with these concepts will have a strong organizational structure and keep the competitive advantage for a long time.

This book aims to explain the importance of the concept of ethics for the long-term survival of the organizations in today's ruthless competitive conditions. There are also determinants of the external environment that make the business ethics so important for organizations in their long-term survival. The prime ones are globalization, innovation, democracy, transparency, human health and increasing consumer sensitivity.

The main purpose of this book is to help companies to raise awareness of ethical rules so that they can survive in the long-term in a changing competitive environment. The difference of this book from other studies is that it sheds light on the contributions of the business ethics on the long-term survival of the organizations.

2. CONCEPTUAL FRAMEWORK

The concept of ethics has undoubtedly become one of the most important subjects in today's rapidly changing world. There is a need for ethical rules to distinguish between good and bad behavior in social life. Ethics is a concept knit with moral values guiding individuals.

The concept of ethics has begun to be studied in many different disciplines in the West, and in recent years the studies in this area have increased. The concept of ethics has been associated mainly with politics in the past and focused on the ethics of the leader. The term “ethics” is originated from the Greek term “Ethos”. One of the meanings of the ethics is the moral behaviors of the person who respects to customs and who adopts a code of conduct by the education she gets. Another meaning is the investigation, comprehension, and thinking of the well-accepted value judgments and getting used to them to achieve the better. Ethics is interpreted as the standards that define the right and wrong, good and bad as well as the accepted and rejected things (Engel et al., 1995). Ethics is the body of rules evaluating what is right and wrong and if human behavior is morally appropriate (Lamberton and Minor, 1995). The ethical rules must consist of universal written principles towards a single domain (Büte, 2011).

Ethics refers to traditions, customs, habits, and character. In other words, ethics is referred as the science of custom. Even if the ethical values are universally accepted, they should not be contrary to the values and belief

system of a society and should be based on the culture and beliefs of that society. The concept of ethics is closely related to morality, and these two concepts may not be considered separately among people. It is sometimes two concepts that are not considered separately among the people. The reason for this is to see ethics as a concept based on moral values. The rules of morality consist of rules to which the society is obliged to respect. What is meant by the ethical rules is the evaluation of good and bad by morality. The ethical rules that review the basis of the moral rules define new criteria to determine the immoral behaviors.

Ethics shows what the behavior is towards the person, but he does not force anyone to do it. Ethics shows what the right behavior is but does not enforce to do it. The individual finds the right behavior with her free will and applies it. The reason for the need for ethical rules is to determine the relations, values, and norms of the individuals, their aims, and the necessities of living together.

The ethical rules are expected to be written rules. Medicine and environmental ethics are examples of this. It is the body of behaviors that various professional groups should obey or avoid. While the ethics are a concept that distinguishes between right and wrong, the morality is the way of applying it to the life. In other words, ethics is the theory of right and wrong behavior while morality is the application of it in the life (Savran, 2007).

Ethics, deriving from the word "ethos" meaning "character" in Greek, has come to this day by changing through the historical process and with different expressions. Some of them define ethics as the following; traditional and moral conscience; belief and attitudes; traditions and customs; connection of

the people living together and knowing each other and having same habits, and living similarly through working together, common life styles and habits. Due to the requirements of coexistence, the individuals have created social-moral rules and norms, and the bonds among them become inalienable.

Ethical principles constitute the set of regulatory rules that will provide peace and happiness for people in the society. The ethical rules consist common principles that determine what is good and bad. The importance of ethical values arises as a requirement of making people distinguish states of good and bad and of living together. The intelligent and free character of the individuals, their selfishness tendencies, and use of some opportunities for their respective interest in the process of social life may lead to negative consequences for the other people. In this respect, decisive rules such as ethical rules and religious rules aim at bringing order to such adverse behavior of people. Even if the ethical rules are not written, they often have much more influence than the written rules.

As it can be seen from the definitions made so far, ethics is indeed an instrument of social control, making the people live together and in harmony. The means of social control has developed through the historical development of humanity, which enabled the coexistence of humanity during the transformation from small hunting groups to large agricultural communities, must be developed. At such point, the rise of the ethical values becomes inevitable as it prevented people from thinking about their own interests only. In other words, ethical values function as a binding hinge that keeps society together. It forms the basis of the public order that enables people to live together.

2.1. Theoretical Background of Ethics

The main goal of ethics is to review human behaviors, orientate the people and societies towards the right behavior; and it defines what the right behavior based on various theories is.

It is necessary to question whether the intention or consequence of behavior is important, as well as whether it has moral value. There have been various contrasting views as to whether the intention or the consequence is moral. Both views have supporters and opponents. The ethical theories are reviewed below (Macit, 2009).

2.1.1. Teleological Theory

The teleological approach focuses on the extent of the people the behavior provide benefit and happiness. The success of the theory is associated with the amplitude of the people it reaches and makes a contribution. The benefit of the behavior shows its value. This concept also referred to as the utilitarian ethics, states that a good consequence of the behavior leads to pleasure and happiness and it provides individual incentivization in the market conditions.

The theory, referred to as the utilitarian approach, which associates the value of moral behavior to its positive consequences, has developed doctrines since the early ages that emphasize on the pleasure. Aristippus, who is the first representative of the concept of hedonism, considered the pleasure alone and saw everything as an instrument of it. Another thinker, Jeremy Bentham, developed a psychological approach through observations by adopting the idea that individuals had a lot of desires and they should be met. Bentham defends the view that good behaviors lead to the pleasure, while the

bad ones lead to the pain. To him, individuals can escape from the pain by heading towards the pleasure. This concept shows what individuals should and should not do in moral terms. Is a state good for the individual good for the society as well? Could there be a conflict over this? Bentham responds these questions by emphasizing that both the good for the individual and the good for the society should be considered. According to this theory, an individual may want her happiness, but this could be achieved through wishing the happiness of others as well.

Mill, another representative of the teleological view, claims that the behaviors of people develop in line with a purpose, and the basic purpose of the human's behavior is to feel pleasure and be happy. While emphasizing that pleasure leads to happiness, Mill states that it is necessary to know all the pleasures to choose from them. According to Mill, if the behaviors lead to pleasure, they provide happiness, and they are right. Otherwise, behaviors are wrong and painful. Both thinkers hold happiness in the foreground (Macit, 2009, pp. 84-87).

As mentioned above, the teleological theory has been subject to different opinions and research of various scholars over time. The theory defends the idea that goodness and happiness are right if they provide benefits to the majority.

2.1.2. Deontological Theory

Another theory in which ethical approaches are examined in detail is the deontological theory. This theory aims at making what is right and what provides utility, as in the teleological approach. However, unlike the

teleological theory in which the consequence should provide happiness to everybody and make a contribution to the happiness of more people, the deontological theory attaches importance to the fact that behaviors of the individuals should be made sincerely.

The theory has the meaning of “homework” in Greek. It is the theoretical and ethical system developed by Kant. According to Kant, the goodness of intention is the reason of doing the right thing. It is deciding without regard to the result. The sense of responsibility lies at the basis of the right behavior. A student's doing homework on time is an indication of her ethical behavior. On the other hand, if the student is doing his homework in fear of the teacher, this behavior is stated to be unethical. The conclusion here is that the good behaviors made by the individuals own will give ethical value to such behavior. Deontologists base the theory on some principles such as righteousness and honesty. In the deontological approach, the right things are pursued. For example, when an auditor checks the financial department of a company and reaches to improper results, she must insist on correct behavior without minding if the company would have a bad reputation (Aliyev, 2010, s.97).

It is stated that what makes the deontological theory important is that it bases the behavior with moral values. In this respect, it is stated that certain rules should be followed; and the decisions to be taken would have ethical values thanks to the rules set (Öztürk, 2010). In the deontological theory, an involuntary behavior is likely to lead to the loss of ethical value. In this respect, even if the consequence is adverse, the pursuit of the right and ethical values gives an ethical character to the theory.

2.1.3. Virtue Ethics

The virtue ethics is an approach that examines the questions as to what the good and bad behavior in a society is and how to behave virtuously. The virtue ethics is defined as an individual and objective specific element which effects the establishment of characteristic features of individuals and these features. The virtue ethics originates from the concept of good and right mentioned in the deontological ethics. The concept of utility has a primary place in the virtue ethics. Solomon (1997) examines the virtue ethics in three parts. Firstly, the thinkers who attach importance to the concept of virtue did not take into account the moral movements and the critiques; secondly, there is need for paying attention to the virtue at a part of the theory of morality; and finally, he emphasizes that it should evaluate the human rather than the righteousness or the consequences as in the theory of mortality. Accordingly, the virtue ethics investigates how to become an ideal person and what should be in the virtue list to achieve this; and guides people about how to make their lives more meaningful and have a virtuous life. Annas (2005) makes some definitions of virtue ethics. According to these definitions, virtue is not free from reason, but it is intended to behave rightly. In another definition, Annas (1995) mentions that it necessitates the harmony of individual intention, action, and wishes.

In the context of virtue ethics, when individuals are to behave, they should ask themselves questions about what is the right behavior and what should be done. While the individual characteristics are important at this stage, being honest to herself to show a virtuous behavior and asking questions to themselves as what the right behaviors should be are also important.

2.2. Theoretical Background of Leadership

In the course of history, the concepts of the leader and leadership have arisen with the humanity's transition from living individually towards living in a more social organization to meet the needs as part of a group. The historical development of the leadership is mentioned below.

In his study, Bozlağan (2005) covers the researchers who unearth the leadership. Early research on leadership was made by Plato, Aristotle, Homer, Perikles, Herakleitos, etc. in ancient Greece. The term of "leadership" has an Anglo-Saxon root. The leadership, which means "going" and "traveling", has the same meaning in Persian, Egyptian, and Greek. The academic community has met the concept of leadership in the 14th century, which means steersman in the Latin language. The concept of leadership was examined by the personal traits of the leader until 1950s, and many different definitions were developed. At the second stage of the historical development, the Renaissance period, the society leadership come into the foreground, and a pluralistic perspective became dominant. The traits of the leader which mainly measure the dominance over individuals and attach importance to peace, happiness, and humanitarian values are examined. In this period, thinkers such as Hegel, Weber, Darwin, Durkheim, and Marx brought their original viewpoints on the field of leadership concerning excellent organizational structure, ideal social organization, managerial control and rationalism (Bowers, Hall, & Srinivasan, 2017).

The organizations managed by managers who do not have the leadership quality, even if they are temporarily successful, need to have an institutional identity and attach importance to the employees. Those who believe in common goals and aims and have enough knowledge and experience to realize them have always led the society. Leadership quality distinguishes a

person from others regarding physical, intellectual and social traits. For example; George Washington is Commander-in-Chief of the US Army and the first President of the United States. He is originally a farmer's son. He wanted to promote in the military. At 23, he was assigned to the command of the Virginia units. After a while, he promoted to the commander-in-chief thanks to his reliability, determination, ability to organize, common sense and impressive style (Imrek, 2004).

In the course of history, the following opinions were put forward about the main characteristics that leaders should have (Şahin, 2012):

- In his study, Adair (2002) mentions about some traits of the leader by referring to Aristotle's definition, a significant philosopher. Accordingly, Aristotle stresses that the leaders must be fair, moderate, discreet and strong.
- Machiavelli argues that a leader must be intelligent, brave and talented.
- In his work (1968) referring to the epic of Iliad and Odyssey, written by Homeros, Sarachek emphasizes the wisdom, skillfulness, courage, and fairness as the primary traits of a leader.

Many of the ideas in this period hold that there are innate characteristics of leadership. However, when it comes to thinking about how to acquire leadership ability, there are conflicting opinions about whether it is an innate, God-given skill, a genetically acquired skill, or a skill gained later through training and experiences.

Many theorists express the characteristics that must be found in a good leader. Earle, for example, has emphasized that the leader must have the features of being honest, respectful, listener and understanding, responsible

and be able to use his/her decision-making power. It emphasizes that it is important for a leader to gain the trust in the organization, awaken the desire of working with the people, get the support of people and bear the sense of responsibility.

The leadership theory examines who can be a leader, what is needed for it, the researches on the leadership qualities, and approaches adopted as a result of the researches. The traits theory mainly focuses on the individual traits. The theory has been developed in time, and different approaches have been put forward. Much research has been done on the topic of leadership so far. These theories are gathered in two groups as Universal and Situational Theories. The theory of universal leadership includes the Ohio State, Michigan Leadership studies, Blake and Mouton's Management style matrix, Mc Gregor's X and Y theories and Likert's system 4 models, which are among the traits and behavioral approaches. The situational theory includes the Frederick Fiedler's Effective Leadership Model, Aim, and Path Theory and Hersey and Blanchard's situational leadership theory approach (Koçel, 2011).

The following sections examine the universal and situational leadership theories in detail.

2.2.1 Traits Approach

The Traits theory holds that leadership is formed by some innate traits, which are determined by the personal and physical characteristics of the leader.

The first theory examining the leadership is the traits theory. As the name suggests, the theory hold that leadership becomes functional thanks to the leadership features; a person becomes a leader because of its distinctive traits from the other members of the organization.

Within a group, individuals with different characteristics can thus be compared, and individuals with a leader characteristic among them can be found. The theory examines the leader variable alone. Many traits of the leader such as age, height, weight, race, initiative-taking; honesty, knowledge and intelligence are examined. Because of its deficiency and insufficiency in the definitions, research on the traits theory has left its place to the theory of Behavioral leadership (Koçel, 2011).

The leadership qualities require a person to have distinctive personality traits from the other members of the community or group and to demonstrate ability, skillfulness, and physical traits. In this respect, the theory mentions about the qualifications of the leader and emphasize the effectiveness of the leadership process (Bolat, 2008). The leadership of a person in an organization is about managing and orientating that community.

The fact that a person is a leader in the organization is related to the direction and direction of that community. To be able to do this, one has to have different characteristics and distinctive aspects from the others. Although the leadership has been regarded as an innate qualification according to the theory, it has long been debated whether it is an innate or later-acquired talent. The individual's childhood, education, the environment she grew, culture, obstacles she encountered, all have shares in the rise of the leadership (Bowers, Hall, & Srinivasan, 2017).

When the characteristics mentioned above are evaluated, the characteristics that the leader possesses are physical, talent, temperament traits, as well as those related to personality and the job. The physical traits are the appearance, height, age, and mobility; while the skills are the ability to make correct judgments, transparency to her organization and the ability to influence people. The personal traits of the leader are her creativity, productivity, moral attitude and the degree of compliance with the rules. Finally, the job-related traits of the leader are visionary, the desire to work, the power to take the initiative and the desire to succeed (Kahya, 2013). Since the theory does not give satisfactory answers, it has to be dealt with the behavioral leadership dimension.

2.2.2. Behavioral Approach

The view that the behavioral theory would complement the missing parts of the traits theory brings forward the theory of behavioral leadership. In this approach, the success of the leader is measured by how she behaves to the organization, what she seems to be important during the communication, her attitude against the organization, to what extent she relies on her employees and how she helps them to take responsibility.

The theory highlights how the leader behaves in crisis situations, what sort of vision she has, how she behaves to her around in cases of crisis and ideas of the employees towards their leaders. That is, the behavioral theory is more concerned with how leaders are viewed and assessed by the organizational staff, and deals with what kind of behavior the leader exhibits in different situations. According to the theory, leaders who attach importance to the individuals and who are sensitive to organizational expectations are often more successful (Bowers, Hall, & Srinivasan, 2017).

In the Behavioral Leadership Theory, the behaviors exhibited by the leader in the organization are seen as traits that make the leader successful. The leader's communication with her around, and her approach to decision-making, planning, controlling, evaluation and delegation of authority when necessary affect both her effectiveness and the people around. Research and application studies have been made in the Behavioral Leadership Theory, and many studies are made that serves as the basis of behavioral leadership theory (Koçel, 2011).

2.2.2.1. Ohio State University Leadership Theory

One of the studies contributing to the development of the theory is the leadership studies made at the Ohio State University. Various studies have been made on the military and civilian managers and on how the leaders are defined. Two variables are emphasized in the study by drafting a survey of defining leader behaviors (Koçel, 2011).

The dimensions of the leader's work and consideration of the individual are examined in the study. The leader behaviors that take the person in the account are her dialogue with the organization, to what extent her communication is good with them and how she benefits from the energy jointly formed. As the employee is cared, her efficiency and belief and loyalty to the work increases.

Increased employee productivity, business confidence, and loyalty. In the case of the behavior that takes the work into account, what is considered is whether the object is achieved, the organization is clamped together around the common goal, and the ordered are obeyed; in other words, an approach that emphasizes on the work is adopted. The employee motivation is highly

affected as the focus is on the work. If the leader makes a focus on the work and does not care about the employee, she can never satisfy the employee. One of the most important studies at Ohio State University is the survey to define the leader behavior. The importance of the employee was desired to be emphasized by the questions as "How effective is the leader in the work-related behaviors?" and, for individual-related behaviors, "How can the leader meet the needs of the employees?" (Bowers, Hall, & Srinivasan, 2017).

According to the results of the Ohio State leadership study, it was found that the staff turnover rate and staff absenteeism decrease as the leader takes the employee into consideration and the group performance increase when the leader exhibit initiative-taking behavior.

2.2.2.2. Michigan Studies of Leadership

The University of Michigan initiated this leadership work with Rensis Likert and his colleagues in 1947, aiming to increase the success and productivity of the organization. Employees who were previously highly productive have been examined and investigated to see what works for success. At the end of this study, it was observed that the findings were almost parallel to the findings of the Ohio University. The University of Michigan has studied the work-oriented and individual-oriented approaches in Ohio as task-oriented and person-oriented, i.e. employee-oriented, approaches. The University of Michigan approach is explained by a leadership model that attaches importance both to the task and the individual. A compelling attitude is shown for the fulfillment of the task in the task orientation, and punishment is imposed if necessary. In the individual-oriented leader approach, the success of the employee has largely been sustained by approving their educational demands, rewarding the success, proper salaries and leader's openness to

the employee, which encourage the employee to make the tasks by heart. When the leader attaches priority to the task, she can be successful in the short-term, but employee dissatisfaction would grow in the long-term. But when the employees are cared for, an improvement in the performance and efficiency are observed.

This study of the University of Michigan defends the idea that a more employee-focused leadership style would be beneficial (Özdemir, 1998). It is noteworthy that researchers attach priority to the leadership styles and do not take into account the situation in both of the studies.

2.2.2.3. Blake and Mouton Managerial Grid

The Blake and Mouton study examines the leader's approach to the employee and her interest in the production. This study is made by creating a diagram from 1 to 9. The horizontal part of the diagram is the production interest of the manager. The vertical part of the diagram is her interest in the employee. According to the diagram, there are five leadership features at the forefront. These features are classified as the leader's cowardliness, city club leadership that only attaches importance to the individual not the work, task leadership that only attaches importance to the work, not the individual, and the midway leadership that balance the individual and the work (Özdemir, 1998).

2.2.2.4. McGregor's Theory X & Theory Y

The X-Y theories are inspired by Taylor and Fayol's Classical Management theory. Accordingly, every proposition put forward in the X theory is criticized

by Y theory. The X theory states that an average person does not like the job and evade from work. Then, the management should discipline individuals who are prone to evade from work and take various measures. The X theory assumes that individuals do not want to take responsibility and that they need to be guided by others. The theory states that people keep their individual goals, their ambitions ahead of everything, that they have to be supervised by the management and they would not welcome change and transformation, and rebel against what the new is. It is argued that the theory has rigid and technical sides that are not respected and fail; it is a useless theory that would demolish the creativeness of the individual. The Y theory was formed by the integration of personal and organizational objectives. Accordingly, the subordinate's liking of the coworkers, allegiance to the organization, allowing to rule herself makes her efficient and contributive. Efficiency increases in an environment where there is no severe punishment and fear. Awarding subordinates for success, giving them the opportunity to use their talents and supporting them, allowing them to voice their opinion will provide benefits to the organization (Eren, 2010).

The attitude of the leaders towards the employees is based on their prejudices and general opinions about them. Two different theories explain the prejudices and general ideas of the leaders of their workers. While the X Theory draws attention to the negative characteristics of the employees of the organization, the Y Theorem reflects the positive characteristics of the employees observed by the leader. X Theory adopts the view that members of the organization do not like to work, show irresponsibility, have the view that "the important thing is to follow the personal benefit more than the company benefit" and that the employee efficiency could be maintained by keeping them always under control and enforcing and applying pressure. When the Y theory is examined, the organization employees are always

ready for learning, taking responsibility and working efficiently, and they want to develop themselves constantly by getting training (Hristov & Ramkissoon, 2016).

2.2.2.5. Likert's System 4 Model

Likert's System 4 study, which is seen as an extension of University of Michigan studies, investigates the work of the leader and how the leader exhibits. The study suggests that leadership behaviors are in four types. Leaders who have adopted the Behavioral Leadership approach were found to be more effective than classical style leaders (Kahya, 2013). Likert's four leadership approaches are abusive, helpful, participatory and democratic approaches. The groups in which the organization is pleased to work are 3. and 4. System approaches while the 1. and 2. has low efficiencies.

A researcher who has examined the Likert system 4 emphasizes that successful leaders are leaders who value the humanitarian aspects of organization members and deal with their problems. In the Likert system, it is important that the leader supports the workers and make the workers feel valuable.

The leader must attach importance to the views of her employees when making decisions. The leaders who are in solidarity with their employees and demonstrate supportive attitudes to give say to their employees in the decision-making process will increase the productivity (Hristov & Ramkissoon, 2016).

Table 1. Likert's System 4 Approach

Leadership Variables	System 1 Exploitative Authoritative	System 2 Benevolent Authoritative	System 3 Consultative	System 4 Participative
Trust of the manager to the subordinates	The manager does not have trust in the subordinates.	The trust of the manager to the subordinate is like that of the master to the servant.	The manager has satisfactory but incomplete trust in the subordinates.	The manager has full trust in the subordinates.
The feeling of free behavior in the subordinates	The subordinates never feel free in the discussion of the work-related subject with their managers.	The subordinates do not feel free in the discussion of the work-related subject with their managers.	The subordinates feel quite free in the discussion of the work-related subject with their managers.	The subordinates fully feel free in the discussion of the work-related subject with their managers.
Manager's relationship between the subordinates	The manager rarely takes the views of the subordinates for the settlement of the problems.	The manager sometimes takes the views of the subordinates for the settlement of the problems.	The manager usually takes the views of the subordinates for the settlement of the problems.	The manager always takes the views of the subordinates for the settlement of the problems.

2.2.2.6. The Tannenbaum-Schmidt Leadership Continuum

This approach proposes leadership styles that change gradually between leadership styles at the two edges and two distinctly different leadership styles. In this model, as shown in Figure 2, there are seven different forms of leadership behavior between autocratic and democratic leadership styles. The model is based on the concept of authority.

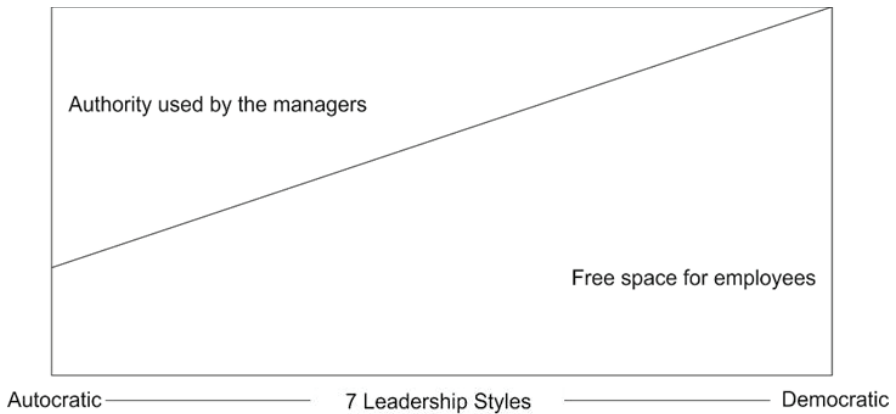


Figure 2. The Tannenbaum-Schmidt Leadership Continuum

2.2.3. Contingency Approach

There are four factors that affect leadership behavior. These consist of the viewers, the objectives, the personal characteristics of the leader and the environment. While these four main factors affect leadership behaviors, they affect each other as well. Environmental conditions will also influence the behavior and objective of a group. In this respect, leadership is regarded as a behavior of a managerial role determined by a complex system with conditions that vary in time and space (Eren, 2011).

In this approach, in addition to the leader's behavior, the leader's characteristics and the conditions are important. The conditions determine the way in which the leader behaves. In this respect, the traits theory and the behavioral leadership approaches are quite explanatory. Generally, in theory, the leader is talking about the lack of many aspects of the employees and is trying to educate them. The result to be taken when the required trust is not attained would again be negative (Chen & Chen, 2014).

2.2.3.1. Fred Fiedler Contingency Theory

Fiedler has revealed the most comprehensive theorem the leadership. Accordingly, the performance of an organization is related to the level of authority and control endowed to the leader. The only thing that is important to this model is the leader's leadership style and her focus on the relationship or the work (Robbins and Judge, 2013).

Fiedler's effective leadership model argues that the management of the leader varies by circumstances. The leader determines her behavior in line with the circumstances and within the framework of her personality traits. The variables in the current situation have an impact on the behavior of the leader. These variables are the relationship between the leader and the employees, the nature of the work, and how the leader uses her authority. Mutual trust sensation as a result of the relation of the leader with employees establishes the effect from the leader, love, and respect for the leader, the relation between leader – follower. What is meant by the nature of the work is about how employees find a way to get the job done. For a pre-designed and methodical work to be accomplished, a favorable work environment is established, and a systematic working method is determined to achieve the objective. However, it is difficult to achieve a job that has no method. The

work that the leader carries out in the framework of a plan ensures that the leader is perceived positively in that organization. How the leader protects her authority and uses her position seem to be related to being bound to criteria and to making decisions under the circumstances. The situational approach states that a leader's success in the organization does not occur only thanks to his/her characteristics, but a process that her relationship with the organization he works is at the forefront forms the effective leadership model. It is known that conditions and situations have an important influence on reflecting the leader's style. The success of the leadership is related to her style and how she reacts in the face of events. Fiedler argues that leadership can be obtained by self-improvement, not by innate traits (Begeç, 1999). This study distinguishes the leadership styles into four.

- In the Exploitative Leadership 1 system, the manager does not trust the employee. The relationship between them is only based on orders. Almost every stage is supervised and controlled by the manager. The leader only communicates positively with the counterparty to exploit her and aims to keep her under constant control.
- In the Helpful Leadership 2 System, the order-command relationship is dominant, and communication is established for the work and is usually carried out within the framework of orders from the manager. The employees usually inform the seniors about the developments positive for the manager and hide the mistakes. Limited authority is given to the employee, and each step is developed by the knowledge and instructions of the manager.
- In the Consultant Leadership 3 System; the manager has limited confidence in his staff. The manager gives all kinds of decisions. In addition to this, the employee can express in a timely manner what cannot be welcomed by the manager, specific decisions can be taken in consultation

with the employee, and sufficient distribution of authority to each employee is made.

- Participatory Leadership 4 System is described by Vroom and Yetton and attracts attention with its similarity to group behavior. In the participatory leadership system, the leader shares the problems that arise with her subordinates. The leader takes into account the thoughts and ideas of subordinates when making a decision.

2.2.3.2. Path - Goal Theory of Leadership

The Path - Goal Theory is a model created by House and Michelle. The theory is about the influence of the leader on the followers, the evaluation of the work-related objectives by the followers, and how to reach to these objectives. In this theory, the leader should explain well that this activity's result as a reward in case of positive results because of activities for followers and value to achieve this result, desired rate to realize that, and leader should affect them to achieve aims. The leader is considered as a figure that motivates and guides his employees in line with the objectives and shows them the way to success by supporting in the achievement of such objectives. The success of the manager or leader will be realized by her assistance and guidance to the staff. The Path - Goal Theory implies that the enterprise objectives could be the objectives of the followers as well, and the organizational achievements of the individuals can also make an important contribution to their respective achievements (Eren, 2011).

The leader should incentivize and motivate the team in the achievement of the determined objectives. Reaching the goals can be possible when desired by heart. The leader should define the criteria motivating her subordinates.

Subordinates reaching the targets also need to be rewarded (Chen & Chen, 2014).

The employees' satisfaction with the leader's behavior is also related to their expectancy from the life, lifestyles, dreams, and ideals. For example, an individual who thinks that she defines the route of her own life likes the participatory leadership. However, those who think that others lead their lives like to work with an authoritarian leader (Ağca, 2014). For these reasons, the theory is dealt in four dimensions as authoritarian, supportive, participatory, and success-oriented leader behaviors.

2.2.3.3. The Normative Leadership Theory of Vroom-Yetton

The leader must have the flexibility to change his leadership styles to adapt to changing situations. The authors mention about two criteria for the effectiveness of decisions. The first one is the nature of the decision which is the objective dimension affecting the job success of the subordinates (Vroom and Yetton, 1973). For example, some of the work-related decisions are directly related to job success, and some decisions have little to do with job success. For example, decisions about the workflow are of the first type, while the position of the cold water machines is the second type. The second criterion is the acceptability of the decision.

According to the Vroom-Yetton model, the most important mission of the leader is to make the decision. Effective leadership is an effective decision-making. At the basis of the model, there is a method of selecting one of five decision-making behaviors that extend from the AI (most authoritarian) to the GII (most participants). According to this theory, it is effective to decide what the situation requires instead of a single style decision-making.

2.2.3.4. Reddin's Three-Dimensional Leadership Model

Reddin's three-dimensional leadership model is based on managerial effectiveness. The managerial effectiveness is the degree to which a manager fulfills the missions or the works in other words. It is based on the approach of situationally. According to this model, not every leadership style is effective in every situation.

2.2.3.5. Hersey and Blanchard's Situational Leadership Theory

This approach, which emerged from the two-dimensional leadership approach of Blake and Mouton, was formed by Hersey and Blanchard. Hersey and Blanchard examined the levels of maturity of subordinates and found that individuals in low task maturity were undeveloped and low educated and that subordinates with higher occupational maturity were more educated and skilled individuals who had more confidence in themselves. Leadership behavior analyzes both relation and duty directness and maturity level. Leadership styles are thus determined in line with the maturity levels of the leaders. While non-matures are in the manner of duty directness, matures show high relation and duty for inferiors. In groups where the maturity is high, both intense relationship and high task participation are achieved. When the maturity reaches the highest level, leader assigns low relationship and task to the subordinates. The reason for this is to get the support of the subordinates in making and implementing the plans. The study mentioned that people should be mature as it would reflect on the quality of the work. In the job-oriented approach, the leader defines that to do and leads her team accordingly; but in the approach based on the relationship level, the leader's communication with the subordinates is important which leads them successfully. The extent to which employees fulfill their responsibilities, have skills and assume the tasks can be assessed as the level of their maturity.

Regarding maturity levels, they are graded by the leader as 1 to 4 as mature or immature (Begeç, 1999).

The approach which is also called as the Life Cycle, the maturity levels are assessed. Hersey and Blanchard mention about leadership with two supportive dimensions which attach importance to the job and relationship. In the job dimension, the leader makes the job descriptions of the employees and indicates how and in what way the work will be done. In the dimension of behavior that prioritizes the relationship, the leader supports the employee and strives to ensure his motivation (Hristov & Ramkissoon, 2016). When the first dimension is considered, leaders are required to guide subordinates who do not have the characteristics described. For the leader, what is important in the first stage is the job. Individuality comes in the next stage. When dimension 2 is assessed, the leader both prioritizes the job and also communicates well with her subordinates. When the third dimension is examined, the leader is exchanging ideas with her subordinates as well as prioritizing the job. The highest level of maturity in the Situational Leadership approach is the stage with a low level of relationship and job where the majority of the authority is left to the subordinates (Çemberci, 2003).

2.2.4. Modern Leadership Theories

2.2.4.1. Transactional Leadership Approach

According to this approach, the behavioral relationship between the group of employees who come together to do business in a formal organization oriented towards certain targets and the group leader can be in four different ways:

- Conditional award: The leader promises a prize. The leader provides support and resources to the group members.
- Management with active exceptions: In the case of problems, the leader immediately intervenes and guides.
- Managing with passive exceptions: She waits for the problems to grow, eventually intervenes and makes remedial decisions.
- Laissez Faire Leadership Style: Leader has a style of never intervening to the job as if she has no connection with it.

2.2.4.2. Transformational Leadership Approach

According to the transformational leadership approach, the leader is the person who changes the needs, beliefs and value judgments of the followers. Through these changes, the leader provides the organization with superior performance. One of the most important features of the transformational leader is having a vision. This vision makes the organization meaningful and fuels the enthusiasm of the employees. The transformational leader creates a role model for the followers and increases their level of commitment.

The transformational leaders are in many ways similar to charismatic leaders, but their distinctive features are bringing innovation and change to the organization. The transformational leaders do not make a one-to-one supervision. The vision focuses on issues which are not tangible just like the shared values and the ideas, but important for the company.

The foundations of the transformational leadership theories were laid by Bass and his colleagues with the works made between 1985 and 1996. These researchers have tried to understand the transformative leadership by the

influence of the leader on the followers and her behaviors creating such influence. According to Bass, the transformer leader creates feelings of trust, admiration, loyalty, and respect in the followers through inspirational motivation that he creates on them.

Charisma is the innate ability of the mind and character to create influence and attraction on the followers. It is a Greek word meaning "gift." In the St. Paul Bible, it was used in the meanings of prophecy, domination, teaching, governance, and reason to define the holy spirit. According to Weber, the authority of a charismatic leader does not originate from the legal and formal executive powers but has a mystical character. Weber sees it as an attribution of exceptional divinity to the manager.

According to the results of Willner's study made in 1984, the leadership phenomenon does not stem from the personality of the leader but is entirely perceptual, and the emergence of a leader requires the presence of a crisis environment.

2.3. Ethics in Cultural Perspective

Culture is a concept that collects individuals around the same values in a society and has a decisive character in the lives of individuals. Culture, values and social norms should not be considered independently of each other.

Culture is made up of rules that define the lifestyle of a society and the values that society has. It covers the people's lifestyles, values, the place they live and their education. While culture affects people's lives, on the one hand, it includes the ethical values and norms of society on the other (Simpson, Kirby,

& Davies, 2004). Since how to react to the different situations and what to do against different behaviors are previously learned through individual experiences and culture runs parallel to past experiences, the ethical behaviors will be affected by the culture in time.

It affects not only the individual but also the ethical aspects of cultural behaviors at the organizational level. Positive and strong ethical values of an organization imply that the enterprise is perceived to have positive ethical values by the individual, but an enterprise that solely attaches importance to the profit or individual interests would be considered to lack ethical values (Tamer, 2015). In this respect, culture and ethics are integrated concepts. Culture varies among societies and has a characteristic that determines the behavior of societies. Our ethical values are shaped by what the individual gets from the culture.

2.3.1. Values

Values are principles and preferences that guide individual and social behavior. Values are formed by our social, political, economic and cultural activities in our country, and guide our behaviors. Tolan (2004) defines value as a criterion that people use in their thoughts and behaviors. Value perceives everything in human life. The likes of many people around them are outside the domain of morality. In this respect, some values emerge from time to time; they are accepted without question and implemented in society. The emerging values are the new order coming with capitalism, various ideological approaches, and values that come out with capitalism. The goal of the humanity in the capitalist order is to be rich and thus to be happy. The people compete for this purpose, but these ambitions cause the loss of moral

values. Many wars in the past waged for the sake of the achieving peace and democracy are examples of this (TMMOB, 2004).

Value is a concept which guides the beliefs, decisions, and behaviors of the society; and it is the concept which the individuals accept over time and through which the beliefs and behaviors are integrated. Values can be seen as a whole with ethics. Because our value judgments regarding what is right and wrong and thereby staying away from the wrong are the indication of our values, as in the definition of the ethics.

2.3.2. Norm

The norms that are defined as rules governing social behavior are helping to shape our behavior. Although not written, the ethical rules in society should not be considered separately from the norms.

The norms that regulate individual relationships and guide human behavior reflect the value. In an institution, norms are taken seriously by all members, and in case not applied, individuals are faced with various sanctions. The main function of the norms are that it reflects the basic values of the group concerned, prevents the members of the organization to face unfavorable situations, prevent misconducts, and reflect the organizational values correctly. When the features of the norms are evaluated, they are accepted both by the group and the members. Norms are developing and changing quite slowly over time. There are sanctions for the compliance and noncompliance with these rules (Aydın, 2002).

When the norms are evaluated as a societal dimension to guide inter-individual relations, norms are once again emphasized. One of the most important concepts that examine the basic values of social and individual relations is ethical. Norms are common; they are examining society. Norms have complementary qualities in ethical decisions. The basic aim of the norms is to facilitate, to maintain its existence, to reveal the negative aspects. Norms are of great importance in making ethical decisions. Norms are the directors of associations. The fact that the norms are formed by the values accepted by the society causes the individuals to face various sanctions when the negative attitudes are seen. Norms determine various behavior patterns; The concept of ethics reveals what is right and wrong. Norms ensure that the social decisions taken are sanctioned (Gül and Gökçe, 2008).

The norms are based on the rules adopted in the society and the way in which the thinking depends on these rules. In this respect, they should not be separated from ethical and moral rules.

2.4. The Relation between Ethics and Morality

The importance of information, ideas, and innovative thinking increasing the pace of competition among companies and intense economic uncertainty enforces the leader to become more visionary. In an institution of constant change, the leader has the prior mission. The leader should see today and the future without deviating from ethical and moral rules, define a path accordingly and draw a direction for the institution in line with ethical and moral rules.

Increasing pace of competition among businesses, in which ideas, ideas, innovative ideas are important, pushes the leadership to become more

effective and more visionary with the features of intense economic uncertainty. In this respect, the priority task in an institution is the priority task. A leader must be able to see today and tomorrow without deviating from ethical and moral rules and should dictate future according to ethical and moral conditions in his institution by determining direction accordingly. Ethics and morality are discussed below.

The concept of ethics is expressed in the sense of revealing the value of goodness and truth which is morally accepted by everyone in society. The emergence of the concept of ethics comes from our daily lives. The ethical behavior is directly proportional to its wisdom (Uzun, 2013).

The concept of ethics is the essence of morality. It is the philosophy of ethics that examines the beliefs, values, norms, and the complete moral code of conduct of people. It is an approach that asks us a lot of questions about how we will be successful and be happy, and if the way we will pursue to reach a certain goal is good or bad. Morality is defined as the application of a certain code of conduct that regulates the mutual relations of people. The conscience is at its base. So even if one does not want to confess to himself whether something is right or wrong, his heart and conscience tell the truth about regarding the values that he believes. When examined in this framework, it is observed that ethical and moral concepts are often used synonymously although they are described with different definitions. Those who believe that there are differences between ethics and morality, states that ethics is universal than morality. According to this view, morality varies among societies, and it is relative (Bowers, Hall, & Srinivasan, 2017).

In the discourse of the public language, ethics is defined as morality. Ethical and moral rules are intertwined with each other because they examine people's behavior and relationships among people (Chen & Chen, 2014).

It is known that people integrate the concepts of ethics and morality with each other and use these concepts interchangeably. However, they can be thought of as separate and interrelated concepts. While morality means the behaviors are maintaining the social order and rules, ethics is distinguishing the right and the wrong and behaving socially appropriate. Ethics refers to the distinction of what is right behavior while the morality is effective in the process of compliance with these ethical rules. In this context, ethics and morality are integrated concepts that influence the society.

2.5. Ethics in Organizations

The ideas shaped by reason and common sense through ethical understanding requires respecting social and moral rules so that self-sacrifice can be made from individual wishes and interests. A better life could be possible with ethical, honest, consistent and reliable. Ethical values are achieved through the creation of a culture that facilitates relations among all stakeholders in the organization in mutual respect and trust. Having ethical values will mainly be achieved by providing three conditions. These are the "us" feeling, an institutional culture and conscience of responsibility. If these values are treated properly, the institutional culture will be formed, and everyone will be responsible for their behavior so that an open communication order can be formed. Thus, it will be ensured that both the individual and the manager take the responsibility and act consciously. While ethical behaviors increase the communication quality of the organizational climate, the employees will be able to evaluate their job properly, compete

and get away from unethical problems by ensuring the correct use of the information within the organization (Barutçugil, 2004).

In sum, the sustainability of enterprises in a social order in which constant change and various uncertainties are experienced will be ensured by compliance with the social norms, moral and ethical values. From this point of view, ethical rules and practices seem to be very necessary regarding the emergence of what the “wrong” is.

Today, as in the past, enterprises have adopted the view that ethical conditions are important. Having the personal image, the company image, the qualifications for reputation, acceptance by the society, being evaluated for quality and trust in the business will be ensured by establishing an environment that is bound by the rules, preserves the moral values and embraces the job and the employee.

In this respect, the success of an enterprise would be possible by adopting a modern management style, increasing production and productivity, and meeting the needs of the employees. The people attach importance to the meeting of their individual needs, valuation of their labor, and reception of their ideas by the management in the decision-making process. In this respect, the manager should constantly develop ethical values and criteria for the expectations during the occupational and social transformations. The manager must first adopt ethical behavior and then reflect to the entire organization. In this way, the leader will be seen as an example, and his attitudes will be adopted by the individuals (Aydın, 2002).

Nevertheless, the profit motivations of the enterprises are at the base of increasing importance of the ethical principles. The appetite for greater profit leads the enterprises to develop management activities with new methods and makes a great contribution to the efficiency of the enterprises by providing appropriate working conditions, rewarding the employees, raising the wages and preparing a physical and social environment suitable for them, shortly by measures that prioritize the employees. As a result of the negligence of compliance with ethical rules in business life, the importance of business ethics is emphasized, and those who do not obey the rules are not demanded by the society (Orman & Parlak, 2009).

Companies are now aware of the importance of ethics. They are working with the awareness that they are in the frame of ethical norms that they are assessed externally and internally with all social projects and embracing moral principles and ethics as a company policy.

2.5.1. Business Ethics

Undoubtedly, there are various rules that the social structure must obey. When evaluated in this context, business ethics is a structure that determines the rules that should be followed by businesses that are part of the social system.

Ethics in are the comprehension of the moral standards of the an application in the life. Ethics is reasoning about what the right behavior is. The concept of business ethics is based not only on evaluating moral standards and norms but also on reflecting them on the structure and technology of the corporation as well as on the ways and means of doing business. In this respect, it is a

concept integrated with work ethics. The business ethics system is concerned with corporations and people. When assessed regarding the system, the moral value of the entire system is questioned. Legal, social and political systems and structures can be included in them. Institutionally, the moral quality of firms' policies and practices can be questioned by questions like if environmental pollution due to the firm production is ethical. When the individual ethics is concerned, even if the perception of the management decision by the employee or employees are negative, non-involvement of the employees in this is open to debate regarding ethics (Tevruz, 2007).

Business ethics is the necessity of behaving by the code of conduct in a profession. It requires that members of the same profession comply with certain codes of conduct. The most distinctive aspect of business ethics is that a wrongdoing does not cause too much reaction outside its business environment. According to Durkheim's definition made in 1949, the ethical principles govern the tasks that are not seen and known by all and whose special relationships are unknown. In a society, there is a need for some entities that will be formed by the same profession groups to create and supervise the principles of business ethics. Professional ethics develops and gains respect in groups where qualified communication and ideas are developed. While practicing business ethics and evaluating the right and the wrong, the enterprises are also fulfilling their social duties by keeping honesty, respect, principles, and values at the forefront of the relationships (Aydın, 2002).

There is a need for participants and a clear management understanding for the creation of ethical codes within the organization regarding business

ethics, reflection of them on the process of institutionalization and spread to the individuals as well as to the organizational culture.

While the ethical behavior is encouraged through an ethical organizational structure, the ethical codes are supervised for compliance. Ethical values are laid out through the chain of values to be formed in the organization so that the organization can internalize these values. At this stage, it is important to be able to create the right codes of ethics in the corporation. Being able to create some values in an organization is also directly related to human resources management practices. The human resources practices are the systems that have pioneered the competitive environment in organizations in recent years (Sayli & Kızıldağ, 2007).

The protection and implementation of ethical values in business life is an important requirement. Otherwise, businesses that are in contradiction to business ethics by making poor quality and cheap production do not refrain from putting even the health of the community in danger. For this reason, it must be prevented with heavy sanctions, and the management of the business must specify the rules of business ethics so that both themselves and the employee respect them.

2.5.2. Organizational Ethics

The organizational ethics includes the acceptance of institutional decisions by the employees, the collective adaptation to the rules, the establishment of an ethical climate, and the process of adaptation to the organizational decisions by finding them meaningful.

Organizational ethics is about how the organizational and ethical behaviors, procedures and activities are followed. When a decision is taken in the organization, how the other members of the organization see it determines the ethical process and the organizational ethical rules through which the adaptation to the decisions is realized.

The organizational ethical rules help the employees in the decision-making process for evaluating the problems they encounter, generating solutions, and assessing if the decision is acceptable. There are various ethical codes that define the ethical rules to be followed in the organization, to provide job consciousness in the employee and to describe his role and management's expectation in the working environment. Some companies report these codes in writing to their employees (Altaş & Kuzu, 2011).

It is important for the whole organization that the employees know about the ethical sensitivities of the company and they behave accordingly in an organizational harmony. Otherwise, the efficiency drops. The awareness of ethical values and avoidance of negative behaviors and decisions are considered as a necessity of ethical perception. In companies that do not care about ethical values and do not have ethical rules, the effects of a weak organizational environment are observed.

3. PERCEPTION OF THE ETHICS IN INTERNAL ENVIRONMENT

The leaders have an important role in setting a model for guidance of the people and leading them towards a positive direction. On the other hand, the role of the leadership with other sciences, enterprise practices, the missions assumed in the political processes makes her dealt with interdisciplinary tools. The leader should embrace ethical principles and social values within the enterprise, determine the enterprise rules in line with these values, apply them without straying from the path and rely on the ethical values, and reflect an ethical portrait. These exemplary behaviors that will be adopted by employees will contribute to the formation of ethical climate through the common and similar perception that occurs over time.

3.1. Principles of Ethical Behavior

There are various principles that must be put forward in management. These principles consist concepts like the fair behavior, equal treatment, adoption of the sense of responsibility, protection of humanitarian rights, interest and commitment to the work, honesty, acceptance of legal superiority, tolerance, manager's behavior to the employee as she deserves, rewarding, impartial treatment and fair wage regulation.

Some of these principles for the organization are expressed in general terms as follows (Sayılı and Kızıldağ, 2007):

- **Justice:** It requires the equal treatment of individuals. The justice for the organization requires making a contribution to the employee in the forms of appreciation, reward and wage increase by her achievements as well as sanctions for incorrect behavior and unethical and harmful attitudes.
- **Equality:** It is granting equal rights to the employees, equal evaluation of employees, nondiscrimination among them, the adoption of fair behaviors to ensure social equality, making regulations ensuring this and the equality within the organization.
- **Honesty and Righteousness:** Righteousness means that the person is clear and expresses what is real. Honesty has similar meanings. Righteousness is talking the truth and honesty is behaving right and backing what is told.
- **Impartiality:** It means not being affected by subjective ideas and interpretations, making impartial evaluations and protecting the objectivity.
- **Responsibility:** The ability to breast all sorts of negative and positive effects of returns and problems of assuming a task.
- **Commitment:** It is defined as the fondness of an organization member or employer to the community and the job.
- **Thriftiness:** It is regarded as the efficient use of resources.
- **Clarity:** It is defined as the transparency between the employer and the employer, and working through mutual exchange of information without confidentiality.
- **Compensating the Labor:** Paying for the value and benefit contributed to the firm by the employee, and granting what she deserves.

Thanks to these ethical behaviors formed in the enterprise and strengthening the ethical perception, the employees' perspectives are positively shaped and their trust to the corporation increases.

3.2. Principles of Non-Ethical Behavior

Many mistakes made in business life are affecting our works quite adversely. Nonetheless, unethical behaviors cause many negative consequences for the enterprise and the manager as well as for the employee.

The things that should be avoided in the decisions and the practices are unethical behaviors. These behaviors are discriminating individuals, keep one separate from the other, favoritism, bribing, deterring the employees, estranging them from work by scaring, selfishness, corruption, flattering, verbal and non-verbal harassment against the business ethics and similar attitude and behaviors.

The main unethical behaviors are given below (Sayli & Kızıldağ, 2007):

- **Discrimination:** In general, discrimination occurs in two different ways. These are the situations of discrimination due to gender, religion, race and language, the organization's pressure on the person in the workplace and the in-equal treatments.
- **Favoritism:** It is keeping one different from another, protecting the rights of that person in cases like individual closeness and family relationships.

- **Bribery:** It is defined as giving money to the person to do a job to obtain a benefit, giving big gifts, and discrimination in favor those who provide it.
- **Scaring and Deterring the Employees:** Showing deterring and scary behaviors to the employers, trying to suppress their behaviors are counted as unethical behaviors. It is considered unethical to show disruptive and frightening behavior to employees and to try to suppress their behavior.
- **Physical and Sexual Exploitation:** Physical punishment of the employee, making abusive behavior and demotivating have anti-ethical characteristics.
- **Misuse of Duties and Authorities:** The use of authority by the authorized outside its purpose.

It is argued that the real reason of the defects in the corporations and the society is the ignorance of the ethical behaviors and the increase in non-ethical behaviors. The fact that socially accepted behaviors are not encouraged in the way they should be and the unethical behaviors are not punished as they deserve to cause the development of unethical behaviors and practices in the social environment and lead an insecure atmosphere (Sayli and Kızıldağ, 2007).

In this respect, it is necessary to apply deterrent sanctions to prevent these unethical behaviors, and it is important for the enterprises to reflect the business ethics codes and basic values to the enterprises.

3.3. Ethical Problems in Organizations

Individuals or organizations can often exhibit unethical behavior within the enterprise. The greed, arrogant behaviors, just thinking about their successes, being in conflicts of interests or values, the pressures from the top management or their leaders for being motivated to succeed, some restrictions and illegal behaviors cause ethical problems.

In work done, ethical problems encountered in 2000 American business were brought to the agenda. Among the ethical problems evaluated are alcohol-taking, thefts in the enterprises, conflicts of interest, use of a substance, the operator's lack of emphasis on environmental cleanliness, wastes and so on. The ethical problems encountered in the enterprise are evaluated under the titles of payment problems, performance evaluation problems, disciplinary problems, problems arising with differences, problems arising with mobbing, the safety of the employee and family problems. The causes of ethical problems are examined below (Aliyev, 2010):

- **Problems of Payment:** The payment is expressed as an expenditure item that is needed for the people to meet their needs. The employees always want to increase their wages. The employer's priority is to reduce the expense items as much as possible. When evaluating the payments of the employees, objectivity should be preserved, the employee should be paid to the degree that does not lead a fall in the motivation, the payment policy should be transparent and the wage rise periods should be defined. Employees need to be provided with information regarding the performance criteria for decisions, how the standard wages are determined and the details of scales. The uncertainties that are experienced affect the productivity of the business significantly because of the work and employee performance.

- **Problems arising from performance evaluation:** It is considered as an important ethical error that the leader does not act objectively during the performance evaluation due to his personal experience and institutional closeness, evaluates the person whom she has good communication without taking account the criteria are found to be serious ethical mistakes.
- **Discipline-Related Issues:** Discipline includes rules that ensure being away from misconduct and behaving rightly. The problem of discipline in the enterprises includes individual differences of the people who come together for achieving a joint goal, difference in objectives and disagreement, which lead to failure in the job, ignorance of the job and harming others or the organization as well as similar non-moral behaviors. Ethical rules consist regulations that explain how to behave. In this respect, the discipline rules in the organization must be realized by taking the opinion of the employee and providing the participation.
- **Challenges of Differences:** One of the most important skills of the leadership is to ensure that the employees share the organizational goals by heart. It is crucial for the leader to enhance communication among employees, increase commitment to common goals and individual productivity, prioritize the employee without violating their rights and create an ethical business environment. The leader should fully support the employees and guide them when it is necessary and should set a model with his principles and behaviors in his individual life. If there is a conflict among employees, constructive behavior for the well-being of the working environment will bring positive consequences.
- **Familial and Personal Problems:** It is considered unethical behavior to reflect the problems of the private life to the job and to make failures in duties and responsibilities in the business life. Individuals cannot easily forget family and personal problems. In such cases, it is necessary to balance between employee's commitment to the job, employee performance, privacy

rights and continuity of honesty towards her colleagues. The individual problems experienced by an employee can create problems among the employees at the workplace. Thus, situations may arise that affect the ability to do business. At this stage, there is a role for the leader. Keeping in mind that each person can face a difficult situation in her private life, understanding her problems, buoying her up by supporting would play a facilitative role in settlement of ethical problems.

- **Problems of Employee Safety:** With industrialization and technological progress, common employee safety problems have arisen in the enterprise. To prevent these problems, it is necessary for the company to educate the employees on occupational health and safety. Otherwise, the work accidents would cause a huge material and spiritual losses. It is necessary for the management to take measures to reduce the losses and negligence to the minimum level by adhering to ethical principles and making the necessary regulations, training, and awareness to the employees to minimize the number of job accidents.

- **Mobbing:** Mobbing is a very unethical problem that is felt long-term in a corporation, disturbing the employees, and giving the feeling that their success and existence in the firm is not welcome. Mobbing is a problem that causes individuals to face serious oppression in their job life (Aliyev, 2010).

The “mob” term has an English origin and is used in the sense of disturbing a person and attacking. Many negative concepts are also used in place of mobbing. The concept of mobbing in business life was first used by German Industrial Psychologist Heinz Leyman, and the concept was described as emotional abuse. Leymann named this phenomenon differently in schools and organizations. Mobbing in business life and bullying in school life were used for violent behaviors. In his report prepared in 1984, Leymann touched on the concept of Mobbing as hostile and distressing behaviors that are constantly applied to a person or persons. To consider a case as mobbing,

the individual should be exposed to this adverse behavior for a minimum of 6 months. Mobbing is a significant factor in employee success. Mobbing has a negative effect on the sense of self. The individual doubts himself and loses self-belief over time.

Mobbing is considered to be an unethical behavior and can be applied from superordinate to the subordinates or vice-a-versa in an enterprise. The feeling of mobbing can be felt not only at the individual level but also institutionally. The consequences of this unethical behavior can extend to absenteeism, quitting the job and serious health problems. In this respect, these ethical problems encountered in enterprises can be caused by both enterprise managers and the employee. The important point is that the leader in the corporation and the employees should first adopt and apply the ethical principles. It should be known that employees would overcome the problems and behave in harmony with the rules, after this stage.

3.4. Ethical Climate

In this part of the study, the concept of ethical climate is touched upon, and the issues such as ethical climate dimensions, the effect on the job satisfaction, the relationship between ethics and trust, determinants of ethical climate are dealt separately. Then the impact of the ethical leadership on the ethical climate is discussed.

What meant by the ethical climate is the feeling of the ethical environment and the ethical approach of the leader in the organization, the employee's belief in the ethical rules, adoption of them and working jointly towards the corporation objective and visions. The definition of an ethical climate will be

discussed below, but the concept that needs to be emphasized first is the “climate”.

To understand the ethical climate, it is necessary to examine the climate concept first. The term “Climate” is originated from the Greek term “Climata”. It has the meaning of “tendency”. The people's perceptions and behaviors emerge by the influence of their environment. Therefore, what the climate means is the perception of the individual. Individuals' behavior is affected and shaped by the perceptual differences. Organizations' perceptions are developing in their way and constitute a common perception climate, namely the organizational climate. The concept of organizational climate was first expressed by Gellerman. According to Gellerman (1973), what differentiates organizations is their personality differences and working environments. Gellerman assumes that the organizational climate is formed by the collective attitude of leaders and managers against the problems in an organization. Forehand and Gilmer (1973), who made other definitions about the organizational climate, states that the organizational climate distinguishes the organization from other organizations and that the organization climate is unchangeable and reflected in the individual behaviors. According to another approach, it is stated that the factors that affect organizational perception are the personal views of the individuals and their ways of perceiving the events (Tamer, 2015).

What is meant by the climate in an organization is the internal and external functioning of the organization and how the employees perceive the path and applications in the realization of this. The question expressed is "what is the psychology of the people in respect to the climate in an organization?" The ways to perceive this are to establish the quality of the human relations in the organization. This psychological atmosphere formed in the organization has created the concept of organizational climate. The employees' perception of

the psychological environment has led to the emergence of many concepts regarding the organizational climate. The concept of ethical climate can be expressed as a kind of business climate. The leader should establish a favorable ethical climate environment to deal with unethical behavior in the enterprise. Wimbush, Shepard, and Markham (1997) argue that the concept of ethical climate has been developed by Victor and Cullen to express ethical behavior in the enterprises. Victor and Cullen (1988) argue that ethical climate is constituted by the perceptions of practices and procedures that are considered morally good. In their definitions of ethical climate, Victor and Cullen (1988) and Cullen, Victor and Bronson (1993) express the view that the perception of ethical practices and activities, that is, the general perceptions of ethics define the ethical climate. Parboteeah et al. (2005) describe the ethical climate in their work as institutional practices that determine the right and wrong practices and the right and wrong behaviors in the organization. Schneider and Rentsch (1988) have described the ethical climate as promoting and rewarding behaviors expected to be implemented in businesses. Also, Savran (2007) states that business ethics must also be part of the business life in a formal, clear and precise way to ensure an ethical climate, and as a result, it must be reflected in business management, policy, operations and operational decisions. Barnett and Schubert (2002) refer to the ethical climate as the assessment of the problems of members of the organization employed in the enterprise and their encouragement for the practice of favorable behaviors. The ethical climate is also referred as how the behaviors are perceived in the organizational climate and institutionally, and the applicability of behaviors and procedures that define the acceptable and unacceptable behaviors. The establishment of a company's ethical climate is related to the acceptance of ethical values in the functioning of all units and in the activities of that firm. In the settlement and evaluation of the problems, ethical values are expressed as guidelines during the decision-making process (Büte, 2011).

According to Trevino (1998), Elçi and Alpkan (2009), the ethical climate research constitutes an element of the organizational climate. Again, Schneider (1975), Victor and Cullen (1998) point out that different climates can be seen in the workplace and one of these climates constitute the ethical climate (Yağmur, 2013).

According to Schneider and Rentsch (1988), the ethical climate is a set of behaviors of the job or the organization defined, supported, and consequently rewarded. To mention about an ethical climate, it is necessary to understand with common values as to how the organization behaves correctly and how to develop a method for the problems (Başar, 2009).

Wimbush and Shepard (1994) stated that ethical climate is a type of an organizational climate. Victor and Cullen (1988) argue that ethical climate has a multidimensional structure in the enterprise. Lemmergaard and Lauridsen (2008) view the ethical climate as a sub-dimension of organizational climate and norms that reveal ways of solving ethical problems. Martin and Cullen (2006) emphasizes that the consequences of ethical climate as a type of business climate that reflects moral procedures, policies, and practices as well as perceptions that define which factors create the right behaviors. Trevino et al. (1998) explain that the organizational values reflect and the organization gets meaning with normative characteristics thanks to the ethical climate environment. According to Wimbush et al. (1997), the ethical climate is an instrument. In this way, individuals are guided regarding acceptable or unacceptable behaviors (Özyer, 2010).

Essentially, the ethical climate that began to be a research topic in the 1950s was found to have a multidimensional structure in Victor and Cullen's research (1998). According to the definition of Schneider (1975), "the ethical climate means how the practical rules and applications of a system are psychologically assessed by the employees, and how it is morally accepted; and these rules and applications constitute the ethical climate". When a decision is given in the firm, the ethical elements of this decision should be assessed. The major definitions that researchers have done so far on the ethical climate are expressed as follows (Özyer, 2010).

According to Victor and Cullen (1988); "the question of an organization member as to what should I do, covers the orders, prohibitions and allowed subjects in an organization. In such approach, the ethical climate creates a wide sphere for decision and defines some characteristics prevailed in the organization. The ethical climate, for example, allows people in an organization to make a new decision about whether bribery is right or wrong..

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According to Martin and Cullen (2006); "The ethical climate, while affecting the perceptions of the individuals in the organization as to what constitutes the ethical subjects, determines the ethical aspects of the problems faced by the individuals in operation and how they can be resolved."According to Bartels et al. 1998; "The ethical climate in an organization is a shared assumption about right behaviors as to how the employee deals with the ethical problems and how to overcome them. When an organization member meets any ethical problem, the perception of the organization as to what and how should she do is described as the ethical climate. "

According to Erondur et al. (2004), "The dominant ethical climate at work is a dynamic assumption, internalized by the employees". According to the study of Öğüt and Kaplan (2011), the perception of business people about ethical climate is influenced by some procedure, policy, practice and reward methods. Thus, the individuals would be aware of the existing situation and pass through the acceptance period.

Again, according to the study of Öğüt and Kaplan (2013), a leader plays a key role in the maintenance and establishment of the ethical climate perception within the enterprise. Özdevicioğlu emphasizes in his study (2005) that the inability to implement ethical behaviors within the organization increases the job dissatisfaction, failure, low motivation as well as conflicting and restless behaviors. Gül states that in his study (2006) that ethical behaviors in businesses would lead to discrimination, corruption, and many adverse consequences.

To establish the concept of ethical climate in an enterprise, it is necessary for the ethical rules to be applied in the daily work flow and guided in the decision-making process by spreading these values both inside and outside the enterprise. The establishment of an ethical culture in an enterprise is both a guidance regarding decisions taken and related to the extent of the enterprise's adoption of individual decisions. As it is understood from the terms, the ethics have a complementary effect on some organizational practices reflecting the moral rules and moral rules and values. The rules of ethical climate are established by the compliance of the organization members to various standards and norms (Eyidoğan, 2013).

The right perception of a company's targets for success, the creation of a common climate with an organizational psychology of all employees, not with individual thoughts, are crucial regarding firm success, the establishment of ethical values and employee satisfaction.

As the importance of joint action and setting of order with ethical rules in the today's relentless competitive environment have increased, the studies on ethical climate have intensified. First of all, when analyzing the ethical climate, it is necessary to understand the constituent sub-dimensions.

The studies of Victor and Cullen (1988) analyze the ethical climate in the enterprise, and the employees are consulted about the ethical climate. With ethical climate study, managers take the necessary decisions about the firm, determine precautions against possible problems, and, if necessary, adopt written, procedural policy and codes. In addition to the moral and utilitarian theories, sciences of sociology, philosophy, and psychology have been used while creating the dimension of ethical criteria (Yurdakul, 2013).

The social and cultural environment, the internal structure and the history of an enterprise are the factors that determine its ethical climate. In this respect, the unethical behaviors have been observed to less in enterprises which established the internal order and possess ethical codes (Luria & Yagil, 2008).

Victor and Cullen were the first researchers to theoretically and experimentally study ethical climate issues in the 1980s. Victor and Cullen

have studied the ethical climate organizationally and have focused on how the ethical climate that forms part of the organization's culture is perceived, what is ethical and to what extent it is ethical. It has been revealed how ethics are perceived and evaluated in organizational culture. In 1988, Victor and Cullen examined the ethical climate regarding ethical criteria and levels of analysis. Values used as ethical criteria are selfishness, benevolence, and principism. The level of analysis is the individual, local and universal groups. When combining these two prioritized dimensions, nine theoretical, ethical climate values emerge (Eyidoğan, 2013).

These 9 dimensions of ethical climate model are expressed as follows: Personal interests, corporate interests, efficiency, friendship relations, team interests, social responsibility, personality, moral and institutional codes, legal and professional ethics codes.

3.4.1. Ethical Criteria Dimension

The opinions of the employees about the enterprise and the how the level of the adoption of the ethical values takes shape are explained by the ethical criteria and the dimensions of the investigation field. Even if somebody has good or positive personal traits, he may not comply with the ethical rules if she doesn't know some rules. There is also no guarantee that an individual who knows ethical rules and practices will adhere to these criteria. This causes the emergence of many different types of ethics. The ethical criterion dimensions are separated into three groups: Benevolence, Principism, and Ego. These three dimensions are explained below (Dönertaş, 2008):

- **Ego:** It is expressed as the self-interestedness of the person and her selfishness against the around. The individual considers herself in the center and cares about individual interest and happiness because she thinks that only her desires and interests are important. The attitude and behaviors which are making the others secondary are dominant in these people. Another reason that encourages ego criteria in our social lives is the intense financial demands and expectations of individuals, their ambitions and insensitivity to the around. In the individual analysis of the ego criterion, the person defends herself and keeps her preferences at the foreground. An egoistic approach is adopted. For example, it is stated that real estate agents often exhibit behaviors that preserve their benefits.
- **Benevolence:** It is the dimension that expresses that priority is not given to individuality but rather to the caring for others and even preliminary value of common interests. The decisions taken are evaluated regarding ethics by evaluating their positive and negative aspects. In a climate where a benevolent organization climate dominates, the common expectations and interests of all individuals are taken into account. To solve the problems that arise in an organization where a benevolent climate dominates, other individuals should be good and happy.
- **Principlism:** It is the application of certain principles within an organization before the decisions to be taken, compliance of all the organization with these principles within the boundaries of reason, and its interpretation of them.

3.4.2. Investigation Field Dimension

The aim of the Investigation Field Dimension is to play a decisive role in the ideas of the members of the organization and to help to shape their behaviors. In this dimension, ethical criteria and decisions to be taken are

tried to be taken within the frame of moral and ethical logic and to understand the ethical climate between the criteria, three investigation field dimensions are stated. These are gathered in three groups as the individual, universal and local. The dimension of ethical logic in the decisions taken by the universal analysis dimension is expressed by a professional organization. In the local and universal criterion dimension, it was emphasized 6 different criteria. The top five dimensions in the table where 9 climatic types exist in total are named as Instrumentalism, Caring, Notation, Independence, Rules, Laws, and Codes, as specified in Victor and Cullen's table. Dimensions are pointed out below (Dönertaş, 2008):

- Instrumentalism climate type is expressed as a climate type in which the ego is at the forefront, and a selfish and harmful behavior is observed.
- The caring climate type, as its name suggests, has an optimistic sense that beneficial and positive decisions are going to be taken. Also, it is regarded as the most preferred climate type by the employees.
- Independence climate type refers to decisions made in the framework of moral beliefs personally.
- The rules climate type is used while expressing the rules and procedures of the corporation.
- The Laws and Codes climate type carries out the decision-making process under the influence of external systems during the decision stage.

3.5. Ethical Climate and Job Satisfaction

The formation of an ethical climate perception in a corporation and directing of employees to the same targets with similar enthusiasm leaves a positive impression on job satisfaction. In a corporation that properly reflects the

ethical leadership feature to enterprise culture and contributes to the formation of an ethical environment, observing the positive effect of job satisfaction is inevitable. It is natural to be negative that job satisfaction in enterprises that do not reflect these features to their employees and the sense of belonging to work to be low.

We have stated that the concept of ethics is a discipline that determines the right and wrong distinction and investigates the good and bad behaviors within the moral dimensions while searching people's behaviors. In this respect, enterprises should contribute to the formation of institutional cultures not only adapting to legal values but also to ethical values. Employees are required to behave by the existing ethical values and to accept, adopt and implement them. The manager should also support the employees at this stage, and he should exhibit the manners and behaviors appropriate to these values. The belief of an employee that he is working in a fair environment and that he feels the presence of ethical values in his organization will increase the sense of job satisfaction that he feels. The concept which is called as job satisfaction refers to seeing the positive aspect of an employee's work and his attitude towards work. Therefore, the individual's expectation of work and his point of view are an important indicators of satisfaction level. With job satisfaction, while the individual feels the of working in an ethical enterprise on one side, the satisfaction created by this feeling will be high when he feels that there are positive ethical climate and implementations in his enterprise on the other side. If the employee does not believe in and trust the workplace, the job satisfaction of the employee will decrease, and lack of confidence will be felt (Çevirgen and Üngüren, 2009).

Ethics consists of rules and standards that guide the conduct of an individual or a member of a profession, and business ethics consist of principles and standards that guide the behaviors in the business world. In this sense, the attitude of the employee towards his job is the expression of job satisfaction. The ability of an employee feeling satisfaction to his job is directly proportional with the satisfaction of some basic elements. Among these, many factors such as the level of wage, providing the opportunity to the employee to promote at her job, his relationships with other employees and with the employer and how the job shall ensure the job satisfaction. At the same time, it is stated that there is a correlation between job satisfaction and success. The kind of work performed in the business, the length of service of the employee, his age and sex are all related to job satisfaction. In the researches conducted, some countries have been evaluated about job satisfaction practices and what kind of things affect kinds of things affects the satisfaction of individuals have been investigated. In a survey conducted by researchers in the Netherlands, it was observed that while job satisfaction is only related to job content and other factors are not so important; it was determined in Nigeria that job satisfaction depends on the employee's experience and training. Similarly, in Taiwan, the value of the job and the value of the organization in which the employee is involved is at the forefront. According to the researches conducted, it has been observed that job dissatisfaction leads to absenteeism and affects staff turnover rate. This situation brings along various negativities. For instance, in a study conducted by medical doctors, it was observed that there was a reverse relationship between job satisfaction and burnout level and the fact that the excessive work load of doctors and inability to find a holiday opportunity both lead to job dissatisfaction and increases exhaustion (Aydemir, 2007).

Ensuring job satisfaction is related to the operability of the right management mechanism. From this point of view, it will be possible to maintain the operability of ethics within all branches of the corporation, compliance of corporation employee with the ethical environment, their working by it and the job satisfaction will increase using the leader's contribution towards maintaining the satisfaction of the employees. At this stage, the biggest task falls to the leader. The operability of a management mechanism which is in favor of the employees, rewarding, supporting with training, adopting a supportive manner towards the career development of the employees will have a positive contribution to the job satisfaction.

3.6. Ethical Climate and Trust

The trusted environment is just related to the right and honest management, the quality of the practices within the organization and to which extent the needs are met. The ethical dimension of the leader's behaviors and the created ethical climate environment maintains the reinforcement of the sense of trust.

The source of organizational trust is comprised of the ethical behaviors and practices in that organization. The attitudes of leaders and executives to situations that occur in an organization influence on common perception and even on individual manners and behaviors. Therefore, the ethical climate that constitutes a sub-component of the organizational climate has an important role in influencing the entire moral environment and in shaping the behaviors and reactions. In the research conducted, it was observed that the relationship between ethical climate and trust has a positive effect on salespersons. Individuals who work in an enterprise want to put their trust in the leaders and/or managers, shortly, in the organization which they work.

This is possible only if the individual or the manager in the face of us are trustworthy, persuasive and meets the expectations that he has moral values. From this point of view, the organization climate should be based on ethical foundations, and a common belief and trust environment should be established with a common perception. Solutions methods should be developed for the problems using ethical climate investigations, and a trusted environment should be provided. According to Bartels (1998), "The moral sensitivities of the members of the organization shall be changed by training, ethical codes and reward systems which reflect the ethical climate of the organization". The formation of ethical climate in organizations is important regarding establishing a healthy relationship with the external environment elements (Tamer, 2015).

Today, both meeting the needs of the organization and outside the organization depends on both the improvement of the enterprise itself and the development of sociotechnical systems. In this sense, the importance of ethical values is increasing day by day. At the enterprises which violate ethical behaviors, organizational trust decreases and along with this, costs increase or decrease organizational trust and, at the same time, increases trust decreases and along with this, costs increase or decrease organizational trust and, at the same time, increases costs. The greatest loss of an enterprise organizationally is trust. Many negative consequences of the loss of trust are being observed. While the loss of confidence is a negative image on behalf of the enterprise, decrease in productivity is the reason for the formation of a process that paves the way for weakening in human relations, job dissatisfaction, absenteeism and quitting the job. From this point of view, it is not possible to mention about productivity in the environments where confidence is not provided, and creative ideas are not included (Aydemir, 2007).

Creating an accurate and positive impression on individuals will only be achieved through the acquisition of the sense of trust. Trust, in this respect, is related to the existence of ethical values. By trust, the commitment of the leader to ethical values and business ethics should exist. The fact that the employees work by accepting the ethical climate in the organization should be considered as the indicator of trust at the mean time.

3.7. Determinants of Ethical Climate

Individuals' adoption of the beliefs that are believed to be true, coinciding the values of organization values with individual values and positively influencing from ethical features are considered to be the elements which comprise of an ethical climate environment.

Proper application of the ethical climate theory requires knowing well the environment in which the enterprise operates and its economic structure. The environment of the organization, its economic and social structure and the past of the enterprise of the organization sheds light on the decisiveness of the ethical climate. While the ethical climate dimension is observed in the enterprises which own ethical principles, it is observed that individual interest environment prevails in the enterprises which do not include ethical climate in their organizations. Just as we have examined the ethical dimensions, the ethical leader also constitutes an important element of ethical climate. In this respect, the moral development of the leader has an important share regarding what he will contribute to his employees. Being aware of this important function in his hand, it is necessary for an ethical leader to apply the reward and punishment system for the formation of ethical climate when

necessary, exhibiting fair and disciplinary behaviors, contributing to the employees, to promoting the organization to the right with awareness of the benefits and harms to be born. Organizations which have been able to create ethical climate culture shall easily recognize issues that are compatible with ethical values and seek solutions to the problems which they face with. Being aware of the ethical climate values of the organization, individuals should evaluate whether they are by the aim and objectives or not. At this point, adoption and implementation of management style which is called as ethical leadership by the manager and/or the leader are extremely important.

The ethical climate environment created in the organization influences the decisions taken. With a questionnaire conducted by Deshpande (1996) and Victor and Cullen (1988) asked the opinions of 252 managers and examined the ethical behaviors of managers and their ethical climate relation. As a result, they have concluded that there may be more than one ethical climate in an institution (Deshpande, 1996; Victor & Cullen, 1988).

What should be taken into consideration is that the right ethical values are applied to the organization for the formation of the ethical climate, realizing beforehand the problems that shall arise and taking precautions against them. The basic factor that makes the ethical climate dimension felt in the organization is the atmosphere created in the organization and the ethical principles. This will be realized only by reflecting the ethical leadership to the organization.

4. HOW TO ACHIEVE THE LONG-RUN SURVIVAL

In this section of the study, by emphasizing the concept of leader primarily, the subjects which are included in the conceptual and theoretical frameworks of leadership are handled separately. In the light of this information, having considered that ethical leadership concept will be more understandable, the concept of ethical leadership, its types, behaviors, and its features are described in the following sections.

In this section of the study, first of all, the concepts of leader and leadership are examined theoretically and conceptually to be able to define and analyze the concept of ethical leadership which is the main subject of the study.

In the business life that develops in a rapid change in the 21st century that we are going through, important tasks fall to the leaders. In our world where economic uncertainties and fierce competition takes over, leaders now have more responsibility than ever before. Leaders have to improve themselves constantly, renew themselves and create solutions against the uncertainties. While setting long and short-term strategies required by the leadership, they should attach importance to communication and relations with employees.

The leader is derived from the word 'leader', which is a French word. When its Turkish meaning is searched for, it is defined as the leader and chief. In addition to being social entities, people also need people who will lead them. Individuals' attaining of their personal goals, expectations from life, the fulfillment of their desires and wishes are all directly proportional to their

ability to act as a group and community. So to say, they should act as a group in order to achieve similar goals, and in addition to this, they should form an organism from which receive orders and instructions together, obey the rules and act together. When we look at the definitions made, many definitions of leadership are coming into sight. Some of these are defining the leader as visionary people who organize their team taking in hand the same goals and support the formation of the organizational spirit (Tabak, Yalçinkaya and Erkuş, 2007).

In another definition, the leader is stated as a talented person who shall persuade his group of the values that he believes (Bolat, 2008). Besides, leaders are the people who provide the employees of the enterprise to come together for the same purpose and the formation of an organization within common goals, who cooperate with them and who direct, encourage and support their employees. Leaders use certain power over their employees. This power should motivate him and create a positive effect on the person. Leaders should carry positive character features which are farsighted, have reliable and honest characteristics, which both create confidence around them and are concerned with the motivation of their employees. The most basic features of the leader that distinct from the manager is not doing the job given but creating the job by himself when necessary. The leader is the person who thinks about the future from today. It is expressed as a person who takes precautions by noticing the positive and negative burdens of a job while doing it (Hristov & Ramkissoon, 2016).

Being in need of a leader by the people living in a group, coming together around common goals and behaving with the need of being directed, have led to the emergence of the leadership concept. Leo Tzu, one of the famous

philosophers, said: "People do not feel the presence of a good leader. A leader is not a successful leader at his work if he is trying to get a job by approaching with a repressive attitude, behaving badly and by frightening his employees." A successful leader does not talk much, does his job and when the job is accomplished, those who work with him think it is the product of their efforts. Leading without using force is only realized by influencing people (Kâhta, 2013).

Up to now, it has been mentioned about the qualities that leaders should have and the definition of the leader. Leadership qualification necessitates having a vision, renewing himself every day, following the change constantly and being aware of the innovations of the sector and most importantly, attaching importance to people. An institutional management that does not keep people at the forefront and keeps itself out of the developments will not be able to perform a sustainable growth.

From this point of view, the right management approach is of great importance regarding recognition of the client, the leader's attaching importance to the opinions of the employees and the leader's making other individuals feel valuable.

The concept of leadership is one of the most important leadership issues for enterprises. Apart from the essential duties and responsibilities of the managers, having leadership skills is also important. Today, the concept of the leader is being used rather than the concept of manager, and many concepts such as mentoring, coaching and facilitation which are integrated with leadership are observed to be part of the organization. Leadership is defined as a person's influencing the other people, using his authority and being able to direct it to any direction where he wishes by using power.

Leadership is not a process that is encountered only at top-level. It is not only possible to encounter a leader in a formal organization but also it is possible to encounter a leadership organization in any friendship game when gathered for a charity or even in a gang.

An official authorization is not necessary for this. When it is assessed regarding the process, leadership has the same qualifications. What is important is the number of leader's followers, the purpose for which they are met, that is, the nature of the purpose and the conditions they have (Koçel, 2011). Leadership is expressed as the power of a person to influence the one in the face of him, the ability to put forward the aspects that differ from others, influencing them, being able to meet in a common opinion and the power to direct them towards the same goal. There are many definitions of leadership. Among them, definitions of Drucker and Werner are remarkable. According to this, Drucker (1998) considers the leadership as directing the employees and the teams to do business, encouraging people and contributing to the formation of new ideas by the employees. Drucker also adopts the view that leadership is based on knowing a company, knowing its vision and mission, and making people believe in this.

A leader should identify the priorities and objectives of the organization beforehand and take precautions against the threats while evaluating the opportunities that arise. Werner (1993) mentions about a leadership process which supports the individuals in the organization sincerely for the realization of common goals, which endeavors for targets and which influences them by providing satisfaction from the leadership style (Çay, 2009).

Briefly, leaders are the people who can manage the process well, interrogate, join the ones who work voluntarily to the management power, instill confidence, give inspiration, provide the formation of an organization spirit which makes them feel the values of the enterprise and affect their employees.

4.1. Leader versus Manager

From the past to present, leadership and management have been the subject of many researchers. Although leadership and management are used interchangeably by people, as it is the case for ethics and morality, they are fundamentally different qualities. Below is the distinction between leadership and management. The concept of leadership is not a concept that can be considered in place of management. On the contrary, these two concepts have a complementary nature. Both have their domains, and both are necessary for business. Today, when we evaluate US companies, it has been determined that there are too many managers and few leaders. For this purpose, various opportunities of education should be provided to individuals who have the potential to develop leadership. It should not be forgotten that some managers may have a successful managerial character, but they may not have the potential to become a strong leader. The important thing for them is to include both of these characteristics in management power equally. When managers are treated as problem solvers, they try to figure out how problems can be solved and how people can contribute to the solution. Managers are not just interested in managing a business, but also they are interested in how effectively the work is carried out by people at different levels. Managerial skill requires to work, to be determined, to use goodwill and analytical ability, while for the leader, this distinction is expressed as the

provision of control of other persons, starting from the highest point (Kotter, 1999).

The leader must be the one who has a vision, which determines his or her goals, who can anticipate the future when things are unfavorable and predict the next step. John Kotter (1990) defines management as coping complexity. The managers design the plans, reach a conclusion in this direction and compare the results, the leaders draw a forward-looking vision, they are progressing with purpose and the power to affect a group. The main tasks of the manager are to design plans, follow up daily tasks, set up an organization and follow up organizations (Robbins and Judge, 2013). Also, for an individual to possess managerial qualifications, she is required to have a certain level of knowledge and experience. It is important that the individual is well versed in social sciences. While using psychology for individual compromise, it is necessary to have knowledge of sociology to establish healthy communication with groups and communities, history knowledge to learn from the mistakes of the past and not repeat them, as well as economic knowledge and environmental sensitivity. The manager should care about the management functions and utilize the resources in an effective and useful way. Managers may have leadership qualities if they wish. They can also have leadership qualities if they can work in harmony with their leaders and employees, have at least as much business knowledge as their employees, and use their authority effectively, that is, to use their reward power, expertise, punishment, coercive power, and personality. The ability to use these expressed competencies constitutes important characteristics that will carry manager to leadership in the future. (Genç, 1995).

In the business world, where development is constant, the need for leadership is felt more, and it is important that managers have leadership qualities. For this reason, managers should be open to change and development and be able to obtain the competencies required for leadership.

4.2. Social Responsibilities of the Leader

The business' and leader's responsibility to society is not only economic and legal, but the objectives of the business are realized by the fact that these goals are formed within the framework of ethical standards and taking into account the expectations and desires of the society. Businesses should take into account not only their economic or legal responsibilities but also the ethical behavior and activities adopted by the society. It is the meticulous preparation of the product that is expected from the business. Any losses that occur should be compensated by the business. At the same time, this is considered to be a requirement stemming from the responsibility of the enterprise towards the society. Briefly summarizing the requirements from the business to meet the expectations of the society, to apply the ethical rules and to feel responsibility; Leader must analyze any consequences that may arise at the time of decision. If she encounters a harmful situation, she should try to prevent it by anticipating the negative consequences and reduce the negative effects to the minimum level. Businesses are in contact with the communities in their areas of activity. The first duty of the business is to produce goods and services by observing ethical rules, to maintain good relations with its employees, to develop a fair wage system and to service community by paying the state taxes. Moreover, businesses that support education tackle social and civil society problems and carry out their activities in these areas also improve their own image. According to the research done, the leader, in addition to carrying on the business activities, behaving in

accordance with the ethical standards and working in the fields of social responsibility, attracts interest and support of the society to a significant extent (Nurmakhmatuly, 2009). In the information age we live in, the continuity of development steers the businesses to constantly improving and changing. In this respect, institutions should act responsibly and should ignore neither their responsibilities nor material benefits. This is also a necessity of corporate image and confidence in leadership. Ethical responsibility; is considered important for the institution to be able to survive for generations, to be preferred, to have the power to cope with its competitors and have profit advantage.

4.3. Ethical Leadership

The ethical leadership concept requires that the leader reflects her ethical values in her operations and she also has an attitude of having ethical values. It is important here that not only the leader's employees are treated ethically, but also leader has to embrace ethics in her private and social life. Successful leadership and institutional cultures are achieved through ethical principles, as well as the application and adoption of ethical concepts. It is known that many behaviors based on ethics are basically based on moral rules. Showing the leadership qualities of ethical values, integrity, honesty, commitment to values, appreciation, rewards the employee when necessary, exhibiting behaviors not only in business but also in society and showing sensitivity are the main characteristic of the ethical leader's. Leaders should basically have the ethical responsibility. In this regard, the Leaders should be fair to their employees, look after the rights of the employees, behave fairly and do not forget that employees also have ideas. Leaders who embrace qualities like being fair to employees, improving the quality of work environment, paying attention to health and safety conditions, supporting

employees' participation in decisions, and most importantly, reflecting these qualities on their own behaviors are considered as those who attach importance to ethical skills and values. Ethical behavior requires service sentiment and honesty. Thus, good work and performances emerge (Burrows, 1993). Businesses should be sensitive to the society. This is a must of ethical necessity. Leaders who care about ethical behavior portray a strong ethical leadership behavior with features such as honesty and behavioral integrity, as the ethical sense of the leader is built on doing better work and achieving better results. Individuals should always be those who attach importance to ethical values, accept universal rules and act accordingly. Ethical leadership is thought to be a gentle style and is said to be a more facilitating perspective. However, ethical leaders are those who use authority as much as necessary in the circumstances and conditions they deem necessary. The first one of Ethical Leadership conduct is the ability to inspire. The leader supports the working organization members and sets an example for their employees to use their skills. There is a facilitating feature of Ethical Leadership. They mentor members of the organization, mobilize their knowledge and experience for organizational success. Ethical leaders have persuasive character. In line with their beliefs, they persuade members of the organization to realize institutional goals. They create an environment of trust and contribute to their work in the direction of common goals. Ethical Leaders ensure that employees are able to elaborate and take care of their jobs while giving particular importance to the objectives of the organization. They are challenging when necessary, encouraging the efforts of team members. The personal attributes and values that the leader possesses determine their behavior to their employees. For this reason, a leader with ethical values is accepted by the organization. Otherwise, even if a transformative leadership portrait is drawn, it will not be easy for the leader to own the decisions and establish himself. The leader must also carry the ethical responsibility of her decision when she needs to make a decision and

should inspire her employees. Decisions should be made in line with the basic ethical values of the leader or executive manager; they should act as a bridge between the ethical values of the employees both from personal and organizational context. The leader respects the values of morality, care about human values, in the process of evaluating right or wrong, respecting the traditions while prioritizing ethics. Since an immoral behavior of an individual may lead to immoral behavior of another individual, the moral standards should apply to all areas. The adoption of behavior that respects and values compliance with the ethical values requires the leader to set an example for the leaders' employees and clients (Çelik, 2009).

Although Freeman and Stewart (2008) did not find a clear definition of ethical leadership in their work, they defined ethical leaders as examples of character, true values, ethical leadership qualities, and organizational climate. Also, Brown, Trevino, and Harrison (2005) emphasized that ethical leadership is an enlightening aspect of human resources in communication, by incentives and decisions through exemplifying appropriate rules in individual action and relationships. Brown mentions that just and ethical behavior constitutes the basis of ethical leadership. According to Trevino, ethical leader expresses the importance of ethics to her employees, set an example to them, and contributing to ethical behavior of employees with reward and punishment mechanism (Tutar, 2010).

It is stated that the leader must first keep her word. What meant by these words is that the leader's life style should be parallel to his view of life, forming a certain corporate culture within the organization, and the leader's an example of her organization. The contrary behavior is evaluated as an effort by the leader to gain advantage and benefit over the employees, which

is regarded negatively in the context of ethics. The interest in ethics is increasing day by day, and the problems encountered in business life evoke the importance of ethics and the difficulty of exhibiting this value. A leader's character, temperament, attitude towards events affects her leadership performance positively or negatively.

In this regard, the leader must determine the direction she will steer the ship, as well as the direction in which it best directs the working individuals. It is the necessity of ethical leadership of the leader, to display character, to be honest, to observe human rights, to be aware of social values, to motivate her employees when necessary, to encourage them and incorporate them into her work (Uğurlu, 2009). In addition to being honest, having a vision for the future contributes to the leader giving a positive effect on the organization and directing the organization to the objectives. When we examine the relevance of the ethical leadership effect to the organization, it also demonstrates the positive contribution of ethical behavior to people, with employees trusting their leaders, taking the example of her. Research has shown that employees are contributing with all their strengths in reaching the goals of leaders who care and practice ethical rules. They also feel positive about their management because of their positive impressions, and they protect the ethical values as they are aware of the correct behavior. An employee adopts an ethics and philanthropy culture, exemplifying the leader. In this respect, since a healthy decision cannot be taken in an institution where ethical values are not given importance, this situation will be reflected in the whole environment negatively. A leader who portrays ethical leadership will influence employees to right direction, while at the same time positive contributions will be observed in the individual's performance. It is inevitable that many problems are experienced when the leader does not display the ethical values, and there are breakdowns and problems in the activities. On

the other hand, there is an increase in the effectiveness of an organization that is governed by ethical principles. The personal attributes of the leader and her many positive attributes contribute to this. Employees who work in an enterprise where the rules are determined and where stability is reached; rather than constantly changing practices; will work more peacefully and ethically (Yeşiltaş, 2012).

In a study on the subject, Gini (1998) raised the question of whether the leadership power is used efficiently and intelligently. Beu and Buckley argue that in their 2004 work, the leader might increase her power for the sake of career advancement or personal benefit while damaging society, or even to engage in unethical behaviors and practices and acting as if her behaviors are normal. He emphasizes that this will adversely affect the ethical climate in the institution and that individuals will not obey the leader. Also, Kouzes and Posner emphasize in their study in 1993, that many individuals will be interested in the ethics of leadership if leader misuses her power. At the end of many scandals known to everyone involved in society, public confidence is declining in business and public sector leaders (Yulk, 2006). Having ethical leadership qualities will not only result in the formation of an ethical organizational climate but will also increase operational efficiency and success with ethical leadership management, increasing confidence in leadership and business.

4.3.1. Ethical Leadership Styles

Ethical leadership, as it is understood from its name, is a leadership style which is bound to ethical rules, stands by the truth, which cares about people's thoughts, and which attaches importance to rights and justice, social norms and rules. In this respect, it is separated into three groups as Servant

Leadership, Authentic Leadership and Principle Centered Leadership. Three types of leadership are examined below.

4.3.1.1. Servant Leadership

In this approach, which will also be defined as attendant leadership, the leader always prioritizes the needs of the employees. The benefit of the employees is their prior wishes. By receiving this benefit, they think that the employees will be beneficial to the corporation. This leadership style is divided into two as steward leadership and attendant leadership. Both thoughts are inspired by the philosophy of stewardship. According to the X and Y theories which we have mentioned previously, we have stated that workers in X theory are lazy and their works should constantly be controlled. According to Y theory, on the contrary, employees are the ones who are diligent in their business and take responsibility. These two dimensions were tried to be combined with Z theory, and Stone and Winston expressed the servant leadership style with S theory. According to that, it is possible for employees to establish a positive commitment to a leader who serves for employees and takes the priorities of employees to the forefront. The priority of this leadership style is to prioritize the employees by serving to the society. In a leadership approach that acts with a servant leadership approach, both employees' mutual relations are improved, and customers who benefit from the corporation are satisfied. The relation of servant leadership with other leadership styles are displayed in the table below (Burrows, 1993). While the equalitarian and fair side of this leadership approach is considered as an approach that serves in favor of the people's interests, it is also assessed as leadership style which seems to be open to misuse.

Table 2. Servant Leadership Process

Primary Motivation	Primary Responsibility	Structure	Process and the Consequences
Serving and developing the followers	Being good at serving	Democratic ground at hierarchy	Positive change of shape of the organization and the employees
Servant Leadership	Steward Leadership	Participatory Leadership	Transformational Leadership

Source: Wong, P. and Paul, T. 2003, page 5

4.3.1.2. Authentic Leadership

For long years, we know and have been observing broadly the leaders who have been maintaining the hardline authoritarian management style. Authentic leadership style is at a quite the opposite point. What is expressed in authentic leadership style is the natural state, the sincere and trustworthy behaviors of the leader, which is, in other words, characterized as authentic. Authentic leaders are unique, and they do not have any desire to resemble other leaders.

The word authentic is expressed as knowing himself. The values of an individual are related to addiction to her emotions and how others value her. The objective of this word which is used for leaders, in general, is to express how individuals evaluate the leader. The authentic leader has a moral qualification that takes into account the conditions in which he is, evaluates

situations differently and has the characteristic of taking ethical decisions at the same time (Chen & Chen, 2014).

Authentic leaders earn trust by exhibiting ethical behaviors. This trust results from acting by the ethics. By this trust constituted at the corporation, they make leader decisions, and to persuade the ones around them, they do not adopt any other methods. (Gardner & Schermerhorn, 2004). Although it is not so much common, authentic leadership is considered as one of the leadership styles which corporations are in need of, and it's becoming widespread is needed.

4.3.1.3. Principle Centered Leadership

Principle Centered Leadership, as it is understood from its name, is a concept related to the presence of certain principles and values at the leader and the maintenance of a management style at the corporation in this context.

Principle centered leaders create acceptable behavior and standards in an organization. The leader takes decisions in line with the principles determined for benefiting from the personal features to influence the audience. Mostly, these adopted rules are even more effective than the laws. The researchers Covey (2003) and Starratt (2003) refer to the four unchangeable factors of the principle centered leadership. These are comprised of security, mind, wisdom and power elements. A person who owns these elements becomes an effective individual with a strong personality. Besides, it is also stated that an effective leader should adapt herself constantly, be problem-solving, positive, love active working, support

and appreciate the success of people around him and should be in a productive structure (Bowers, Hall, & Srinivasan, 2017).

At a principle centered leadership approach, leader's adoption of the course of action connected with the principles and values will bring along his respect and commitment to the ethics. This will contribute to avoiding misbehaviors as much as possible.

4.3.2. Characteristics of Ethical Leadership

The characteristics of ethical leadership whose importance is ever-increasing regarding acting in a way to protect the moral equilibrium and to manage great relations network in the globalizing world will be discussed in details in this section.

3.4.2.1. Being Role Model

The leader is always of a structure for holding up as an example to people and influences them with her characteristics. In this regard, employees always examine the leader behaviors. The leader should act with this consciousness and responsibility.

The fact that people work together cause them to be influenced over time by those whom they cared about and held up their behaviors as an example. From this point of view, the leader is an example with her modest behaviors which he displays to the people she works with and the person who Works within the organization observes the behaviors of the leader, and by

internalizing these behaviors, he places her in a place in his head. Being held up as an example is the proof of the leader's impact and power. The behaviors of the leader and his point of view to the events give the clues about how she represents the organization in a way. The ethical leader should reflect a portrait that attaches importance to ethical values, distinguish the right and the wrong, and illuminate the faults and disputes of the employees (Yeşiltaş, 2012).

Leaders should always create an impact strategy with their employees, should influence and direct her employees by being far-sighted, with the mission undertaken and with the feeling of responsibility.

4.3.2.2. Building of the Trust

The management manner of the leader and her assumed roles set an example to the employees. The manner of a leader while managing her corporation and the roles which she has undertaken set an example regarding employees. At this stage, the leader's successful management style makes her a trustworthy person in the eyes of others.

The sense of trust is a concept that shall be earned in the long run and shall be used in similar meanings with concepts such as righteousness and honesty. When a leader maintains right and honest behaviors consistently by laying claim to ethical values, the foundations of the trust sense also becomes sound. Establishing a healthy business relationship at all mutual affinity is carried out by displaying reliable behaviors. The fact that the leader provides an ethical working environment, approaches her employees with the sense of justice, performs job share with ethical behaviors and establishes an

ethical culture within the corporation will increase the trust to the leader, and this will lead to loyalty (Yeşiltaş, 2012).

Trust is one of the most important concepts that make the foundation of relationships sound. Both in our individual and social life, shortly, at all stages of our lives, having relations with solid foundation depends on the occurrence of the confidence. Providing a sustainable institutional success is associated with the soundness of the sense of trust of the individuals within that organization.

4.3.3. Righteousness of Ethical Leader

Righteousness is, in principle, one of the most basic features that contribute to the reviving of good in an individual. Righteousness is based on the fact that behaviors are truly based.

The need of ethical leadership is drawing a stable leadership portrait by making no concessions from her own merits and truth, even under pressure. Adoption and perceiving of ethical values by a leader, complying with these standards and displaying correct behaviors will affect the employees. Incompatible decisions and behaviors are regarded as a sign of mistrust occurrence and of not displaying a proper course of action in the working environment. Reflecting correct behaviors to the organization contributes to the satisfaction of the employees and the increase of organizational performance. In this respect, the leader's ethical values and organizational behaviors are playing an active role in the decisions taken (Yeşiltaş, 2012).

Nowadays, righteousness and honesty are regarded as equivalent concepts. Acting properly by the job performed and behaviors are also important for both companies and management, to prevent unethical behaviors.

4.3.4. Ethical Practices in Management

The implementation of ethical values in the management process, have importance for the success of the company, employees, customers, and shortly, for the whole sector. The fact that the existence of unethical implementations which have been experienced in the past and which are existing leastwise at present is continuing affects the image of the companies adversely, shake or diminish their reputation.

As a result of the economic problems and budget deficits that have been experienced in the 1980s and 1990s, an environment has occurred in Western for the realization of a number of reformist studies aiming at reducing public expenditures, and a different perspective has been tried to be applied in order to give an end to these problems. In this respect, the important task of the management is to manage her activities more neutrally, equally and judicious and to ensure effective use of the resources. All of these processes require the decisions which have to be taken in a managerial ethical process should be taken fairly and impartially, honestly within the values of love, respect, and tolerance. While creating an ethical managerial framework, the support of the leader is very important. The leader is considered as highly important in respect of accountability, training of organization members and providing support in the course of their professionalization, if necessary, founding an Ethics Coordination Board, supporting staff regarding wages and maintaining an ethical infrastructure (Simpson, Kirby, & Davies, 2004).

Leadership force is the most important force that shall prevent unethical practices in the management process. The applications that she brings to the business will be realized by inserting ethical values into the management process, ensuring responsibility awareness and by maintaining the avoidance of small calculations.

4.3.5. Adoption of the Ethical Values by the Employees

The success of enterprises, keeping up their presence in their sectors, being preferred by the customers and acquiring profitability will be provided by giving importance to ethical issues. Embracing the ethical values and giving importance, performing by protecting principles and values are, nowadays, the key to success in today's enterprises.

Competition is increasing in rapidly developing global conditions, and in the meantime, increasing importance is placed on human rights and democracy each passing day. In the past, ethnic discriminations that are experienced among people and the language, religion and denominational differences were bringing morale problems among people who came together from different cultures. Along with many problems that have been experienced, the commencement of the implementation of business ethics has contributed to the provision of peace and productivity among employees. Depending on the ethical principles, many tasks fall to the employees. Employees should lay claim to the confessed ethical values, and within the framework of these rules, they should fulfill their tasks (Çelik, 2009).

They should go their Works at assigned hour, finish their jobs during the day, use their materials consciously and should not act in line with their interests. In addition to this, they should communicate with their colleagues within a certain boundary and refrain from behaviors that shall disturb any other people as far as possible. Employees' playing along with ethical values will also bring success together. When assessed in this respect, employees should comply with ethical standards and obey the rules. In the same phase, important tasks also fall to the leader (Çelik, 2009).

The leader should provide a contribution to feeling the ethical climate in the corporation. Otherwise, unethical approaches should cause to severe outcomes. Even if you are a worldwide known company, using an unethical manufacturing defect or of implementing an unethical implementation managerial behaviors which your name has been involved, in the case of a more serious situation, should lead to situations which end up with the deletion of the company name.

4.3.6. Behaviors of the Ethical Leader

There are some certain characteristics that a leader should possess to make her ethical features felt in the organizational environment and adoption of the ethical climate environment by the employees.

When it is mentioned about ethical leadership, generally, it is thought that the leadership style that first comes to the mind is naive. Only this leadership style provides as needed authority. While implementing ethical leadership, benefiting from various forms of leadership shall be useful. These are indicated below (Luria & Yagil, 2008).

Giving Inspiration: Promoting employees to use their talents while carrying out their organizational goals. Presenting and supporting the essential examples.

Facilitation: Ensuring that employees use their skills and capacities for the entire works of the organization, guiding them when necessary.

Persuading: Convincing the members of the organization to succeed the job, drawing their attentions and ensuring their focus.

Switching: By canalizing the employees to the goals, acting promotive behaviors for the realization of the goals.

Compelling: Compelling the employees on behalf of realizing the goals. Ethical behavior is being created by the individual values and beliefs of individuals.

4.3.7. The Impact of Ethical Leadership on Ethical Climate

Ethics is gaining more importance within the network of social relations day by day. It is known that by the implementation of ethical leader behaviors, an environment of trust is established within the organization and appropriate working conditions are created. The contribution of the ethical leadership approach to the working environment, which increases the performances of the individuals, increases the belief to the institution and causes the realization of voluntary participation in the determined targets, leads to the creation of ethical climate environment and at the same time to a perceivable loyalty and productivity increase.

The development of an ethical climate in an organization is concerned with how the leader reflects his ethical behaviors to the organizational climate

(Yağmur, 2013). The formation of an ethical climate in the organization is related to the ethical behavior that the leader displays and to the indication of ethical leadership exemplary. Since people are creatures which have social structure influenced by other individuals, the role of leaders in the establishment of a positive ethical climate both within and outside the corporation is considered as extremely important (Demirdağ and Ekmekçioğlu, 2015).

The most important point that we will mention about the subject is that unethical behaviors are not a matter of ethical leader. In this respect, ethical leaders will increase ethical climate perception in organizations by displaying ethical behavior and ethical management style to the employees and by serving as a model for them. Otherwise, it is not possible to talk about the sense of ethical leadership. The leader ensures the emergence of ethical behaviors through the policies, practices, and procedures to be implemented and supports the organizational arrangements. While examining the organizational climate literature in this regard, it is observed that the leader examines the subjects by taking into account the policy and processes and shares them with the members of the organization. As a result of this, it is figured out that the leader has an impact on the ethical climate in the organization (Yeşiltaş, 2012).

In an ethical system, leaders shall experience various stages of change. During this process, it is necessary for them to pay regard to nine factors. These are the technological and environmental developments, information management, business world, organizational commitment and structures, renewal and definition of organizational goals, entrepreneurship, organizational communication, and multi-nationality. In this process, the

leadership approach is emphasized by the words "The change of the leader means the change of the organization." Leaders who act by reflecting ethical codes to business life will also take place in the ethical climate change in the organization. The strong ethical climate organizations created by the organizations will provide both increases in management quality and performance in the organization and productivity growth. The formation of ethical climate atmosphere in operation by the leader and perceiving the employees this ethical climate environment and will cause both ethical perceptions in the organization and bearing ethical qualifications of the decisions taken (Bilgen, 2014).

The influence that a leader constitutes on individual behaviors and ethical climate is formed by two different methods. The first of these methods is trusting the leader and the second one is the domination of the value concept. The leader is not only the role model for the employees who contribute to the formation of behaviors but also she contributes the harmonization of individual behaviors with the organization in the form of normative behaviors. With her behaviors in the organization, the leader conveys the message to the individuals that these behaviors are the ones that should be applied, she contributes to the development and support of individual behaviors using value harmonization. Leader behaviors should be implemented by the organization's mission and vision. In this case, it when it is evaluated individually, the reliability of the leader increases. A positive organizational environment will be created by ensuring that the leader creates standards which are transparent and known by the others will provide the movement of individuals within this frame and by ensuring the operation within the framework of these determined norms and standards. Far beyond the determinative side of the leader who exerts his authority on ethical climate

environment, the ability to create a positive environment is an important detail that displays its executive side (Yeşiltaş, 2012).

The rewarding and punishing behaviors of the leader will contribute to the formation of an ethical environment by influencing the employees. Özdemir (2003) also mentioned about the effect of positive communication with the leader's environment and members of the organization on the formation of ethical climate positively due to being a social creature. By Pickson's (2001) study, Grojean (2004) drew attention to the linkage ethical behavior which will be displayed at the organization with the values and stated that individual values have influence organizational ethical climate and the climate is formed using these values. In this respect also, the leader has many effects on the ethical climate (Yağmur, 2013).

According to the research conducted by Neubert et al. (2009), ethical leadership comprises of positive relationship with employees' ethical climate perceptions. Also, in a study conducted by Schminke and others in 2005, the influence of the leader's moral development on ethical climate awareness of the organization and the attitudes of the employees are examined and it is figured out that ethical developments and actions of leaders have a significant influence in the process of forming organizational ethical climate (Demirdağ and Ekmekçioğlu, 2015).

According to a study conducted by Schminke, Ammbrose, and Neubaum in 2005, the relationship between the ethical development of the leaders and ethical climate also indicates the extent to which the ethical coherence of the leader has improved. The ethical development of leaders who have ethical coherence and their relation with ethical climate is more powerful than the others. For leaders who have ethical coherence and this coherence is high,

ethical development has the relationship in the same direction with climate types which require a high level of ethical inquiry, which is called as principlism and independence climates (Oğuzhan, 2015). With these conducted researches, the idea that ethical leadership affects the ethical climate positively is confirmed.

First, the leader influences her employees through mutual communication. The subordinates expect a response from the leader. Secondly, employees are of the opinion that the leader who contributes to the formation and maintenance ethical behaviors that constitute the practices and organizational norms, influences to the values. Thirdly, the positive features and organizational contributions of the leader are appreciated by members of the organization, and at the same time, this appreciation causes her to be imitated by others. The leader needs to use seven communication mechanisms to provide influence on the ethical climate. The first of these is constituted by values and values are considered as the transmission mechanism of the leadership. The second is comprised of setting the leader as a model, and in this process, the leader should communicate with her employees correctly, express the corporation values properly, influence her employees with her charisma and power and should be held up as an example. Thirdly, the leader should state her expectations from her organization, express ethical behaviors and ethical expectations in cooperation clearly and should prevent experiencing uncertainty even in cases of negative situations. Fourthly, institutional principles and training should be established and should be concentrated on official controls. Fifthly, activities that employees are formally socialized should be made and the rules, information, behavior, and norms about the institution should be transmitted to those who want to be an organization member. Sixthly, the fact that the leader becomes a guide to her staff and that she increases their

awareness shall play a beneficial role at the stage of squaring things up more easily. Seventhly, leaders should be in behaviors that support organizational values such as rewarding, punishing and promoting the employees and should be in behaviors that draw attention to the importance of ethical behavior against the members of the institution (Yağmur, 2013).

It is observed that individuals at corporations with higher ethical climate and leadership perception exhibit more ethical behaviors since they are more convinced. Positive reflections of managerial behaviors, which exhibit ethical leadership attitude on the ethical climate are observed. Therefore, the correct communication of the leader in order to increase the relationship between the organization and them, the rewarding of the individuals, the training of the individuals in order to support them in general and special issues and the desire to receive the necessary trainings will lead to the development of a positive effect on them and the organizational climate (Oğuzhan, 2015). There are some basic features that an ethical leader should have regarding employees. These features are listed as follows (Yağmur, 2013):

Counting on the Leader: It is extremely important for the employee to trust the person in the face of her and to believe in her. The degree to which extent an employee esteems her leader's business policy, vision, rules, and values are about her trust to the leader.

Organizational Stories that Address the Importance of Ethical Values: The past of the organizations, the true experiences and the mistakes in the past which set light to the future are of importance regarding the lessons to be taken.

The View of the Employees about the Leadership Prototypes: In his studies which came to the fore as a data processing theory in 1984 and 1982, Lordet argued that employees have certain behaviors and features expected from the leader. In line with these features which they believe in, employees make up their minds whether these people are a leader or not.

The Impact of Social Norms and Ethical Behaviors on Group Harmony: Attaching importance to social behaviors within the organization will prevent individual unethical behaviors. With social integration, the effect of unethical behavior will be eliminated.

In a study conducted by Kozlowski and Doherty (1989), it was stated that an ethical climate perception would be formed by the employees according to the way in which organizational principles and processes for leadership are interpreted by organizational members. Klowksi and Doherty have associated ethical leadership and climate relationship with the role model of social learning theory (Yağmur, 2013).

Also, social results of ethical behaviors have consequences regarding economic and obtained outcomes. If it is evaluated from this aspect, it is also clear that ethical behaviors in corporations are an important management problem. Providing the control of ethical behaviors of the business management and dominating the process as a guide during the positive progress process is of importance (Bilgen, 2014).

Mayer et al. (2010) point out in their study that the development of the ethical climate in an organization is realized by the procedure and policies implemented by the leader while fulfilling her ethical responsibility, recruit the

facilitation of ethical behaviors and contributes to the formation of ethical climate. In 1989, again Klowski and Doherty showed that the leader explains the process and principles of the organization to the employees of the organization and that by this form of explanation also creates an organizational climate perception of the individuals. Using the rewarding or punishment method applied in the enterprises, the formation of an ethical climate perception is aimed. From this viewpoint, according to Grojean and his colleagues (2004), the leader should act accountable against ethical problems, provide an integration and organizational climate against situations that personal values and social life require and should direct the organizational climate. The leader should always behave with the consciousness of being held up as an example by her employees (Yağmur, 2013).

Implementation of the ethical leadership approach within the organization is also very important regarding forming bonds of love between employees and corporation. Otherwise, employees shall not find a reason to be loyal to the organization, communication in the organization will have broken situation and individual expectations and organizational integration shall not be realized. As a consequence, an unsuccessful way of achieving the targets will be followed. It is known that since corporate and individual interests push back the ethical values, socially, many corporations face with the loss of confidence and image. In the course of time, even the companies which disregard human health have continued their production. In this respect, ethics constitutes one of the most important topics of the 21st century. Institutions will realize this sensitivity only by reflecting the leadership style consistent with ethical values and ensuring the employees to feel the presence of these values in the institution. The main rule for achieving

corporate sustainability will be provided by attaching importance to the society, human beings, human health, morality, and ethics.

5. CONCLUSION

The organization is a social entity that cannot be considered independently of the environment it operates. Today, the boundaries of the organization have become uncertain and moved to the global dimension. The formation of a positive image in the global environment in which the organization operates is directly related to its compliance with the ethical rules. The image of the organization emerges as a reflection of the organization's culture. Therefore, the unethical behaviors of the employees and the senior management of the organization will reflect on the external environment of the organization and will affect the image of the organization in the long term.

From a long-term perspective, adoption of ethical values in the enterprises would be beneficial to all segments of the society. All the resources will be used effectively in the economic structures that will act in line with the ethical standards, and the individual and institutional benefit achieved through ethic-oriented behaviors will bring a social benefit as well. The ethical values should be evaluated on a universal framework and should be equally applicable to everyone.

The leader, who cares about business ethics, establishes an ethical policy by showing ethical leadership behaviors and reflects this policy towards rules, employees, customers and the enterprise will achieve sustainable growth and develop an ethical climate in the organization which will develop both herself and the society thanks to her allegiance to the values and respect.

The use of information and communication technologies provides transparency, enabling the monitoring of the behavior at the institutional level. Irregular approaches, corruption, favoritism and unfair attitudes that occasionally occur in businesses show that there are unethical behaviors, which will attract greater attention in the environment and the further levels through the society. These negative perceptions lead enterprises to become more sensitive. The enterprises should now form a management structure that respects ethical values, priorities not only themselves but also the all the individuals, and cares about community health, environment, and individual rights. The enterprises that succeed in this will maintain their sustainability and values. The ethical leadership practice affects the ethical climate. The ethical rules within the enterprise contribute to the awareness of individuals, while at the same time the society is affected by ethical practices. In this sense, values, norms, and cultures are of great importance in society. These values should be determined by the leader in harmony with the enterprise and implemented in therein. A leader who accurately reflects ethical practices within the enterprise would contribute to the growth of the enterprise. A corporation that works in line with the ethical values based on individuals would motivate its employees as well. Those who are required to protect and implement the ethical values first are the leaders. The leaders should set a model and become a guide regarding what she contributes to behaviors inside and outside the firm and her contributions to the enterprise.

The reputation of a corporation and the maintenance and sustainability of that reputation depend on the trust-based relationship with the external and internal environment of the corporation. This relationship will also contribute to the increase in the market value of the enterprise. In this respect, it is observed that ethical sensitivity in today's businesses is becoming one of the

main issues of the business world with increasing awareness day by day. From a long-term perspective, these rules will benefit all segments of the society.

The long-time sustainability of the organization would be possible with the accurate understanding of the concept of ethics, its adoption and internalization of the top management and employee of the organization and thereby making it a part of the organizational culture. The correct understanding of the concept of ethics, which can be carried out in the long term, will be made possible by the adoption and internalization of the organization's senior management and employees into a part of the organization's culture.

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