Increasing competitiveness on the world has led organizations to look for new methods to achieve their aims. In this respect, the perception of ethical leadership for firms has become one of the crucial concepts. Ethical leadership approaches and productivity of the workers have become important factors in the success and continuity of the organizations. For organizational success, ethical rules should not be ignored, but positive approaches should be exhibited to increase employees’ motivation, their commitments, trust and performance. Modern business world approves the idea that an effective ethical climate in organizations is of crucial importance and need.

**LITERATURE REVIEW**

**Ethical Leadership**

Ethic is a set of values composed of sociological rules guiding individuals’ behavior and, explaining behavioral styles approved by the people and society. In terms of morality, it is a system of specified principles and rules provided by the community explaining approved and disapproved behaviors. Ethical rules specify adapted good and bad principles approved by the community. These principles lead an individual in avoiding unwanted cases and shape his/her everyday behaviors (FLETCHER, 1996, p. 3). Meeting the expectations of working people and the needs of the community is possible only through following developments and changes and the leaders’ commitments in fulfilling the requirements of ethical values.

Organizational ethics deal with what are wrong and right as well as social and moral responsibilities (ARSLAN, BERKMEM, 2009, p.15). Ethical rules play a crucial role in the formation of principles and norms for the betterment of manager- worker relationships (ATABAY, İYIGÜN, 2015, p. 32). Ethical approaches in organizations make those managers and leaders to be fair and honest, behave properly, and account for when required (ŞEN, 2012, p. 28). It is obvious that the servants, clients and others involved have more expectations from their managers’ ethical approaches (VELASQUEZ, 2002, p. 2).

People in managerial positions have started considering value factors, therefore, their ethical behaviors have come into prominence (TAMER, 2017, p. 97). It is stated that one of the ways for the managers to raise the performances and organizational commitments of their employees is their ethical approaches. In addition, ethical leadership is the best tool in creating a democratic environment between individuals and organizations (UĞURLU, 2009, p. 52). There is a strong connection between ethical and effective leadership. In the definition of ethical leadership concept, ethical values such as honesty and fairness, behavioral and personality, were the first steps considered. Leaders should have ethical values and thoughts and the organizational activities should go through ethical filters. Today, leaders valuing individuals, emotions, trust, and beliefs are needed rather than the ones making use of their positions and authorities (CIULLA, 1996, p. 112). Some researchers assume ethical leadership as the center of leadership, and a requirement for organizational activities, productivity and effectiveness (FULMER, 20004, p. 313). At this point, ethical leadership can be defined as a leadership developing ethical codes, struggling for favors, respecting others, being honest, reliable, friendly, able to set relationships with different individuals, being democratic in making decisions and behaviors, supporting participation in management, being kind and thoughtful, and keeping all ethical values together and reflecting them to activities (MIHELIC, LIPIĆNIC, TEKAVCIC, 2013, p.109).
The ones known as ethical leaders are the ones who take on ethical responsibilities and requirements in terms of individual or organizational views (YILMAZ, 2005, p. 44; HERMOND, 2005, p. 14). Ethical leaders are the ones who know what is correct, with a balanced personality, advocating values and beliefs, putting together moral, motivation and power in self-personality. They oppose to misbehaviors and approaches and put an end when required. They can cancel decisions if they notice any ethical problems in them (BENNIS, 2009, p. 138). Exhibiting ethical behaviors make the workers see them as model behaviors, which will become a part of the organization (LESINGER, ALTINAY, ALTINAY, DAĞLI, 2017) and thus, the workers will be satisfied and this will end in higher performance and organizational commitment (MAYER, KUENZI, GREENBAUM, BARDES, SALVADOR, 2009, p. 2-5). Ethical leadership is composed of four dimensions; communicative, climatic, behavioral, and organizational decision making.

**Communicative Ethics**

Communication is defined as the process of generating knowledge, conveying, and making it meaningful (DÖKMEN, 2003, p. 19). In order to sustain existence, individuals and communities have to form a sound communication. The success of ethical leadership approaches depends on providing an effective communication environment and their communicating skills in time and in a suitable manner. Therefore, the communication between managers and their staff should be proper and consistent. Managers who are successful in this issue raise success and performance and consolidate organizational commitment (ARSLANTAŞ, DURSUN, 2008, p. 120). This is an indication that workers are on the right track in terms of their needs for information. Therefore, managers are responsible for passing on the correct information. Communication within ethical principles and rules form a warm environment between managers and their staff (YILDIZ, 2016, p. 45-46). Otherwise, ill communication will cause clashes and lessen both performance and commitment to the organization. At this point, it is vital that, besides possessing ethical values, leaders should reflect this to the staff (BENNIS, 2009, p. 64).

**Climatic Ethics**

An organization has a structure peculiar to itself and this forms its Climatic source. Organizational climate deals with the relationship among the staff (ERDOĞAN, 2016, p. 32), reflects values, principles and applications and leads the staff in their behaviors. Managers and leaders are the keys of organizational climate and influence it by their behaviors and decisions (VAROL, 1989, p. 217-222). If managers and leaders possess climatic ethical understanding, they are reliable, honest and friendly. In addition, possessing climatic ethics requires vision, participation, and encouraging the staff (AYDOĞAN, 2004, p. 211-214). A healthy climatic organization takes on a role to increase employees’ performance and their organizational commitments. The importance of ethical leadership in the eyes of the workers is the leader’s effort in supporting development, balancing the conditions and creating a developing climate (TOOR, OFORI, 2009, p. 2-4).

**Ethics in Making Organizational Decisions**

Decision making is a crucial issue in human life. It represents the process which is essential to sustain life till the end. Life is a chain of making decisions which indicates the vitality of the process (AKYÜREK, GÜNEY, 2018, p. 2319). Decision making is also an important managerial factor. Managers should make their decisions responding to ethical values. When administrators make decisions, they have to consider all alternatives, standards, rules and regulations, and the values of the community the organization belongs to. Managers who adapt ethical values, help to create an organizational climate and prevent the workers from leaving the organization.

**Behavioral Ethics**

Managers consider several different factors in the process of their managerial position. Being in favors of the staff, meeting their needs and demands, distributing tasks equally to achieve success in the organization are some of the factors. The staff in an organization expects their managers to be egalitarian, honest, possess moral sense, and ethical behaviors (GÜMÜSELI, 2001, p. 543-545). Managers’ exhibit their ethical behaviors by being reliable, honest,
courageous, kind, generous, and self-sacrificing. They are expected to be devoted to their professions, understanding, and respectful to different beliefs and opinions (KILINÇ, 2010, p. 33). Managers exhibiting ethical behaviors and caring for employees’ needs, being fair and equal treating, help developing organizational commitments (TOOR, OFORI, 2009, p. 2-4). Organizations which adapted ethical behaviors and practiced them in daily life, show that they have understood the importance of ethical management (MAYER, AQUINO, GREENBAUM, KUENZI, 2012, p. 164-167). As a result, ethical leadership approaches require both exhibiting ethical leadership behaviors and supporting work-mates. Managers and leaders with honesty and fairness and making right decisions in time will bring success for themselves, for the leadersands for the organizations.

Organizational Commitment

Equality, a concept frequently used in daily life, reminds commitment, being emotional towards someone, love and respect (MEŞE, 2007, p. 240). Commitment is defined as the top level feeling existing in every part of the community and individuals' commitment to their outstanding things rather than their own self. In terms of organizations, it is defined as the feeling of identity and unity its members. For organizational sustainability, the staff should not leave the organization. Their level of commitment is one of the factors indicating the power of the organization. This is why there are efforts to create a strong commitment between organizations and their staff (MATHIEU, ZAJAC, 1990, p. 171-171).

In a broad sense, organizational commitment is the feeling of being dependent and constant members (WALLACE, 1995). Organizational commitment can also be defined as an individual's feeling of identity and participation in the life-span of the organization (HARTLINE, MAXAM, MCKEE, 2000, p. 40). Luthans (1992, p.130) explains organizational commitment as its members” commitment and devotion to their organizations. Robbins, on the other hand, defines it as the members’ identifying themselves with the aims of the organization and wishing to sustain this identity (ROBBINS, 2002, p.143). Organizational commitment is a positive indication in terms of an organization (DEMIR, GÜNEY, AKYÜREK, UĞURAL, ASLAN, 2017, p. 150).

There are three crucial factors in organizational commitment. These are: acknowledging and believing in the aims of the organization, wish and desire to work for it (TETT, MEYER, 1993, p. 259-261). In other words, there are three phases in commitment; involvement, developing identity, and complying with it (TAMER, 2017, p. 115). Meyer, Allen explain it as the members’ seeing themselves as a part of it, keeping their aims in harmony and in unity, looking at events through the same angle and heading for the same aims. Meyer, Allen (1991, p. 61) added saying that organizational commitment had three dimensions; affective, normative and continuous. Affective Commitments establishing an affective bind with the organization, Continuous Commitment is compulsory attendance, and Normative Commitment is the ethical responsibility to stay with the organization, but not to leave (MEYER, ALLEN, 1991, p. 61).

The bind between the organization and its members plays a big role in stopping members from leaving the organization and making them accept negative situations. As for Continuous Commitment, the members do not want to leave the organization, because they avoid facing any inconveniency after leaving. They can’t dare this as they think it may turn into a difficult situation. In Normative Commitment the members are grateful to the organization for the advantages provided and they consider it ethical to stay with the organization and try to answer for what they are provided with. Commitment in any way is to keep the members within the organization. However, the perception of commitment differs among members (O’ REILLY, CHATMAN, 1986, p. 492). Although different definitions have been done, it is commonly agreed that it is basically a psychological situation. As a result, organizational commitment is assumed as a perception of keeping the members in the organization and shaping relationships between them and the organization (MEYER, ALLEN, 1997, p. 11).

Performance

Performance and performance management is one of the most complicated and arguable issues. In terms of management, performance is the ability to explain all the obtained numeric or nonnumeric data (AKÇAKANAT, 2009, p. 4). Morillo (1990, p. 270) defines performance as
the success of the tasks assigned to individuals. While success is defined as reaching at targeted aims, performance is defined as the total effort in reaching these aims or tasks. Performance indicates the process, whereas success indicates the result (Churin, 2006, p. 3).

The performance of an organization is considered in two dimensions, individual and organizational (Sevim, 2016, p. 38). Individual performance is an individual’s ability in reaching a result qualitatively and quantitatively as required (Shields, 2007, p. 21; Özpehlivan, 2015, p. 136). Individual performance indicates an individual’s success rate (McGrath, 1995: 251). While individual performance evaluates one’s success in the organization, organizational performance evaluates property, service, and the profit (Köseoğlu, 2005, p. 212). Sustainability of organizational success is possible with the harmony between organizational and individual performances. It is assumed that, if there is harmony, there is no doubt that both performances will increase.

Performance is an important issue for managers. The level of the performance exhibited by the staff equally affects the performance of that organization. For this reason, one of the basic responsibilities of managers is to develop and increase the performance of the staff. It is one of the basic responsibilities of the managers to take measures to develop employees’ performance (Aktaş, 2015, p. 3-7; Kennerley, Neely, 2002, p. 122-127). Performance evaluation is significant for workers. They want to work for managers who appreciate what they do and are aware of their abilities (Katerberg, 1983, p. 250). Therefore, managers should watch the employees’ efforts, award them and meet their expectations (Barutçügil, 2004, p. 391). Workers doing their job as expected do not want to be evaluated in the same category with the ones who fail to do so. Otherwise, they will be demotivated and demoralized. Evaluating performance on the right basis motivates the worker as well as adds to their organizational commitments (Cohen, 1992, p. 192).

Raising performance in enterprises is one of the crucial issues managers should consider. It should never be ignored in the managerial system. Managers need to assess employees’ performance regularly and inform them on the outcomes. They should not ignore such an expectation by the workers. If done as expected, will increase to both the performance of the organization and the workers. Individuals working in healthcare sectors are dispersed and evaluating them by seniors is both pricy and difficult. Therefore, self-evaluation method is practiced (Bose, Oliveras, Edson, 2001, p. 3). In this respect, performance evaluation on the basis of self-evaluation is assumed a similar method activating other cognitive, affective and behavioral mechanisms, used in other evaluation (Aktaş, Şimşek, 2014, p. 32). In this study, performance evaluation method, based on self-evaluation, was approached. Failure in the observation of the employees’ levels of commitment to their organizations, leads to self-evaluation.

AIM OF THE RESEARCH
The aim of this research was to specify the effect of the managers’, in private healthcare sectors, ethical leadership approaches on the performance and organizational commitments of their staff as well as to specify the intermediary role of organizational commitment.

POPULATION AND SAMPLE
700 healthcare professionals (managers, doctors, nurses, clerks, servants, and administrative staff) from private healthcare institutions in Bahçelievler, Istanbul. 362 questionnaires were analyzed. The sampling size in this research is %48.8.

METHODOLOGY
Data Gathering, Method and Tools
In this cross-sectional field study, three scales were used to collect data. Ethical Leadership Scale as developed by Brown, Trevino, Harrison (2005) and was adapted into Turkish by Tuma, Bircan, Yeşiltaş (2012). The scale is composed of four dimensions; Communicative Ethic, Climatic Ethic, Behavioral Ethic, and Organizational decision-making Ethic. The organizational Commitment scale was developed by Allen, Meyer (1990) and was adapted into Turkish by Wasti (2000). The scale consists of three dimensions; Affective commitment, Continuous Commitment, and Normative Commitment. An Individual Performance Scale, developed by
Kirkman, Rosen (1999), used by Sigler, Pearson (2000), and adapted into Turkish by Çöl (2008) was administered. According to the measurements, Cronbach’s Alpha efficiency was found as 0.91, the performance scale was 0.83, and organizational commitment scale was 0.85. The Cronbach Alpha values of all the data obtained are acceptable.

**Research Model and Hypotheses**

A model was formed to specify the connection among variables in the scope of the research. The models and hypotheses are as follows (see Fig.1);

**H1.** There is a significant connection between the managers' ethical approaches and the employees performance.

**H2.** There is a significant connection between the managers' ethical approaches and the employees organizational commitment.

**H3.** There is a significant effect of the managers’ ethical leadership approaches on employees performance.

**H4.** There is a significant effect of the managers’ ethical approaches on employees organizational commitment.

**H5.** There is a mediation role of the managers’ ethical leadership approaches on employees performance.

**Figure-1 Research model**

Source: Search data.

**Data Analysis**

The connection among the continuant variables was investigated through Spearman Correlation efficiency and the reason for the connections among the variables was examined through multi-linear regression analysis. In order to test the structural validity, a confirmatory factor analysis was done. At the end of this analysis, Q5 from ethical sub-dimension, Qs 3, 4, and 6 from Affective commitment and Qs 1 and 2 from Normative commitment were omitted because these questions did not fit the validity in decision making. For structural model, the confirmatory factor analysis and compliance values were overviewed it was determined that the compliance model was applicable Prior to structural equality model, multi-normative assumption and multi-connection hypothesis were controlled for any possible problems. A system analysis with Structural Equality Model was done to specify mutual relationships among variables and the role of organizational commitment on the direct and indirect and ethical leadership approaches. The compliance values to structural equality model and compliance intervals are presented in Table 1. The data were analyzed through SPSS and AMOS programs.
The effect of private health institution managers' ethical leadership approach on the organizational commitment

Table 1. Values of the Structural Equation Model

| Compliance statistic | Good compliance | Acceptable compliance |
|----------------------|------------------|-----------------------|
| \( \chi^2 \) compliance test | 0.05<p≤1 | 0.01<p≤0.05 |
| (\( \chi^2/\text{sd} \)) | ≤3 | 4.5 |
| CFI | ≥ 0.90 | 0.89-0.85 |
| GFI | ≥ 0.90 | 0.89-0.85 |
| RMR | 0<RMR≤0.05 | 0<RMR≤0.08 |
| RMSEA | ≤0.05 | 0.06-0.08 |

Source: CFI: Comparative Fit Index, RMSEA: Root Mean Square Error of Approximation, GFI: Goodness Of Fit Index, RME: Root Mean Square Residual (ŞIMŞEK, 2007).

Table 2. Structural Equation Model Analysis

| Model                  | NPAR | CMIN     | DF  | P       | CMIN/DF |
|------------------------|------|----------|-----|---------|---------|
| Default model          | 99   | 2462,410 | 567 | .000    | 4,343   |
| Saturated model        | 666  | .000     | 0   | .000    | 13,058  |
| Independence model     | 36   | 8226,604 | 630 | .000    |         |

Source: Search data.

It was observed that the CMIN/DF value provided \( \chi^2/\text{sd} \) ≤ 5 equality. The observed compliance values were in acceptable limits.

**FINDINGS**

This part of the research includes the participants’ age, gender, education, title, and length of service as well as the findings in correlation analysis, regression analysis and system analysis. The frequency and percentage values of the participants in terms of their demographic characteristics are shown in Table 3.

Table 3. Distribution According to Demographic Characteristics

| Demographic characteristics | N    | %    |
|-----------------------------|------|------|
| Age                         |      |      |
| 20-29                       | 48   | 13.3 |
| 30-39                       | 135  | 37.3 |
| 40-49                       | 120  | 33.1 |
| 50-59                       | 51   | 14.1 |
| 60+                         | 8    | 2.2  |
| Gender                      |      |      |
| Female                      | 222  | 61.3 |
| Male                        | 140  | 38.7 |
| Education                   |      |      |
| Primary School              | 11   | 3.0  |
| Secondary School            | 96   | 26.5 |
| High School                 | 75   | 20.7 |
| B.A                         | 50   | 13.8 |
| Post-Graduate               | 28   | 7.7  |
| Ph.D.                       | 102  | 28.2 |
| Position                    |      |      |
| Manager                     | 11   | 3.0  |
| Doctor                      | 115  | 31.8 |
| Clerk                       | 77   | 21.3 |
| Nurse                       | 129  | 35.6 |
| Other                       | 30   | 8.3  |
| Service time                |      |      |
| 1-5 years                   | 139  | 38.4 |
| 6-10 years                  | 137  | 37.8 |
| 11-15 years                 | 77   | 21.3 |
| 16-20 years                 | 9    | 2.5  |

Source: Search data.

362 people participated in this research. 222 (%61.3) were female, 140 (%38.7) were male, the majority of whom (%70.4) were between 30-49 years of age. As for their positions and education levels, it was observed that 115 (31.8) were doctors, 129 (%33.6) were nurses, 77 (%21.3) were clerks, 11 (%) were manager, 30 (%8.3) were in the other positions. 102 (%28.2) had Ph.D. degrees, 28 (%7.7) had post-graduate degrees, 70 (%20.7) had high school
diplomas, 50 (%13.8) had B.A degrees, 29 (%26.5) had secondary school diplomas, and 11 (%3) had primary school diplomas. As for their length of service in the organization, it is seen that 276 (76.2%) of them work between 1-10 years.

**Results of Correlation Analyses**
The correlation values of the variables are as in Table 4.

**Table 4. Correlation Results Among Dimensions**

| Dimensions          | 1 CE | 2 CLE | 3 ADME | 4 BE | 5 P | 6 AC | 7 CC | 8 NC |
|---------------------|------|-------|--------|------|-----|------|------|------|
| 1 CE                | 1    |       |        |      |     |      |      |      |
| 2 CLE               | .609* | 1     |        |      |     |      |      |      |
| 3 ADME              | .421* | .611* | 1      |      |     |      |      |      |
| 4 BE                | .072  | .0221*| .641*  | 1    |     |      |      |      |
| 5 P                 | .329* | .282* | .170*  | .039 | 1   |      |      |      |
| 6 AC                | .188* | .343* | .310*  | .233*| .004| 1    |      |      |
| 7 CC                | .247* | .081  | .015   | .091 | .163*| -.516*| 1    |      |
| 8 NC                | .255* | .359* | .370*  | .275*| .112*| .394*| -.109*| 1    |

**Source:** Search data.

Communicational ethics (CE), Climatic ethics (CLE), Organizational decision-making ethics (ODME), Behavioral ethics (BE), performance (P), Affective commitment (AC), Continuous commitment (CC), Normative commitment (NC)

**H1. There is a significant relationship between managers’ ethical leadership approaches and employees’ performance**
When able 2 is overviewed, a significant low-level positive relationship between communicational ethics, climatic ethic, and organizational decision making ethics and employees’ performance ($r=0.329$; $r=0.282$; $r=0.170$; $p<0.001$). A relationship has not been observed between behavioral ethics and performance ($r=.039$; $p>.001$).

**H2. There is a significant relationship between managers’ ethical leadership approaches and employees’ organizational commitment**
A significant positive low-level relationship was observed between communicative ethics and affective commitment ($r=0.188$; $p<0.001$); continuous commitment ($r=0.359$; $p<0.001$) and normative commitment ($r=0.255$; $p<0.001$).

A significant positive low-level relationship was observed between climatic and affective commitments ($r=0.343$; $p<0.001$) and normative commitment ($r=0.359$; $p<0.001$). A significant relationship was not noted between climatic ethics and continuous commitment ($r=0.081$; $p>0.05$).

A positive low-level significant relationship was noted between ethics in organizational decision-making and affective commitment ($r=0.310$; $p<0.001$) and normative commitment ($r=0.370$; $p<0.001$). A significant relationship between organizational decision-making ethics and continuous commitment ($r=0.015$; $p>0.05$).

A significant low-level relationship was observed between behavioral and affective ethics ($r=0.233$; $p<0.001$) and normative commitment ($r=0.275$; $p<0.001$). A significant relationship was not noted between behavioral ethics and continuous commitment ($r=0.091$; $p>0.05$).
Regression analysis results

The results of the regression analyses to specify the interaction effect of the variables are as follows;

H3. There is a significant effect of managers’ ethical leadership approaches on employees’ performance.

The regression analysis result of H 3 is revealed in Table 5. Regression efficiencies were tested through t statistics and ethical leadership approaches (p<0.001) were found statistically meaningful in the regression equation explaining employees’ performance.

Table 5. Effect of Managers’ Ethical Leadership Approaches on Employees’ Performance

|                      |  (β)  | p-value | ΔR²  |
|----------------------|-------|---------|------|
| Fixed (β₀)           | 1.624 | <.0001  | .272 |
| Ethical Leadership → Performance | .653  | <.0001  |      |

Source: Search data.

The regression model was found meaningful (p<0.001), R² efficiency = 0.272, β: regression efficiency.

As in Table 5, the effect of managers’ ethical leadership approaches on employees’ performance rate is 27.2%. A single unit increase in ethical leadership approaches increases employees’ performance 0.653 times. In other words, managers’ ethical leadership approaches have a significant positive effect on employees’ performance.

Performance = 1.624 + 0.653 (Ethical leadership).

Table 6. The Effect of the Sub-Dimensions of Managers’ Ethical Leadership Approaches on Employee Performance

| Ethical Leadership | Performance |  (β)  | p-value | ΔR²  |
|--------------------|-------------|-------|---------|------|
| Fixed (β₀)         |             | 1.243 | <.0001  | .325 |
| CE                 | Performance | .408  | <.0001  |      |
| CLE                | Performance | .201  | <.005   |      |
| ODME               | Performance | .027  | .698    |      |
| BE                 | Performance | .087  | .0060   |      |

Source: Search data.

The regression model was found meaningful (p<0.001), R² efficiency = 0.325, β: regression efficiency.

The regression efficiencies were tested through t statistics and communicative ethics (p<0.001) and climatic ethics (p<0.001), explaining employees’ performance were found meaningful in regression equation. Behavioral ethics (p=0.060) and Organizational decision-making ethics (p=0.689) are not meaningful in explaining the model. A single-unit increase in communicative ethical approach increases organizational commitment 0.408 times. A single-unit increase in Climatic ethical approach increases organizational commitment 0.201 times. This indicates that communicative and climatic ethical approaches have a statistically positive and meaningful effect on organizational commitment. The multi-exploratory efficiency result showed that the exploratory percentage of the independent variables was (R²) 0.325. The founding is as follows;

Performance = 1,243 + 0.408 (Communicative ethics) + 0.201 (Climatic ethics) + 0.027 (Organizational decision-making ethics) + 0.087 (Behavioral ethics)
H4. There is a significant effect of the managers’ ethical approaches on employees’ organizational commitment. The regression analysis result of H 4 is revealed in Table 7. Regression efficiencies were tested through t statistics and ethical leadership approaches (p<0.001) were found statistically meaningful in the regression equation explaining employees’ organizational commitments.

Table 7. The Effect of Managers’ Ethical Leadership Approaches on Employees’ Organizational Commitment

|                      | (β) | p-value | ΔR² |
|----------------------|-----|---------|-----|
| Fixed (β₀)           | 1.603 | <.0001  | .249|
| Ethical Leadership   | .473 | <.0001  |

Source: Search data.

The regression model was found meaningful (p<0.001), R² efficiency = 0.249, β: regression efficiency.

The effect of managers’ ethical leadership approaches on employees’ organizational commitment was found around %24.9. A single-unit increase in ethical leadership approaches increases employees’ organizational commitment 0.437 times. There is a statistically positive and meaningful effect of ethical leadership approaches on organizational commitment. Organizational commitment = 1,603+0.473 (Ethical leadership).

The results of the regression analysis to determine the effect of the sub-dimensions of managers’ ethical leadership approaches on the sub-dimensions of organizational commitments are as in Table 8.

Table 8. The Effect of the Sub-Dimensions of Managers’ Ethical Leadership Approaches on Affective Commitment

| Ethical Leadership | Organizational Commitment | (β) | p.value | ΔR² |
|--------------------|----------------------------|-----|---------|-----|
| Fixed (β₀)         | AC                         | 1.572 | <.0001  | .110|
| CE                 | → AC                       | .100 | .401    |
| CLE                | → AC                       | .465 | <.0001  |
| ODME               | → AC                       | .073 | .551    |
| BE                 | → AC                       | .139 | .087    |

Source: Search data.

The regression model was found meaningful (p<0.001), R² efficiency = 0.110, β: regression efficiency.

The regression efficiencies were tested through t statistics and Climatic ethics (p<0.001) was found meaningful in the regression equation explaining affective commitment. A single-unit increase in Climatic ethics approaches increase affective commitment, 0.465 times. Communicative ethics (p=0.401), organizational decision-making ethics (p=0.551) and behavioral ethics (p=0.087) were not found meaningful in the regression equation explaining affective commitment. At the end of multilinear regression analysis, the percentage of the exploratory efficiency of the independent variables model was (R²), 0.110. The regression equation found meaningful is as follows:

Affective commitment=1,572+0.100 (Communicative ethics)+0.465 (Climatic ethics)+0.073 (Organizational decision-making ethics)+0.193 (Behavioral ethics).
Table 9. The Effect of the Sub-Dimensions of Managers’ Ethical Leadership Approaches on Continuous Commitment

| Ethical Leadership | Organizational Commitment | (β) | p. value | ΔR² |
|--------------------|---------------------------|-----|----------|-----|
| Fixed (β₀)         |                           | 1.537 | .023     | .045 |
| CE → CC            |                           | .681 | <.0001   |      |
| VLE → CC           |                           | .231 | .212     |      |
| ODME → CC          |                           | .026 | .885     |      |
| BE → CC            |                           | .189 | .112     |      |

Source: Search data.

The regression model was found meaningful (p<0.001), R² efficiency = 0.045, β: regression efficiency.

The regression efficiencies were tested through t statistics and communicative ethics (p<0.001) was found meaningful in the regression model explaining continuous commitment. However, climatic ethics (p=0.212), organizational decision-making ethics (p=0.885), and behavioral ethics (p=0.112) were not found statistically meaningful in the regression equation explaining continuous commitment. A single-unit increase in communicative approach ethics raises continuous commitment 0.681 times. The multilinear regression analysis revealed the exploratory efficiency of independent variables as (R²) 0.045. The meaningful regression equation is as follows:

Continuous commitment = 1.537 + 0.681 (Communicative ethics) + 0.231 (Climatic ethics) + 0.026 (Organizational decision-making ethics) + 0.189 (Behavioral ethics)

Table 10. The Effect of the Sub-Dimensions of Managers’ Ethical Leadership Approaches on Normative Commitment

| Ethical Leadership | Organizational Commitment | (β) | p. value | ΔR² |
|--------------------|---------------------------|-----|----------|-----|
| Fixed (β₀)         |                           | 1.210 | .000     | .290 |
| CE → NC            |                           | .048 | .497     |      |
| CLE → NC           |                           | .174 | .020     |      |
| ODME → NC          |                           | .382 | .000     |      |
| BE → NC            |                           | .029 | .545     |      |

Source: Search data.

The regression model was found meaningful (p<0.001), R² efficiency = 0.290, β: regression efficiency.

The regression efficiencies were tested through t statistics and organizational decision-making ethics (p<0.001) was found meaningful in the regression model explaining normative commitment. However, Communicative ethics (p=0.497) and behavioral ethics (p=0.545) were not found statistically meaningful in the regression equation explaining communicative commitment. A single-unit increase in climatic ethics approach ethics raises normative commitment 0.174 times. A single-unit increase in organizational decision-making ethics approach ethics raises normative commitment 0.382 times. The multilinear regression analysis revealed the exploratory efficiency of independent variables as (R²) 0.290. The meaningful regression equation is as follows:

Normative commitment=1.210+0.048 (Communicative ethics)+0.174 (Climatic ethics)+0.382 (Organizational decision-making ethics)+0.029 (Behavioral ethics)

The results in Structural Equity Modeling (SEM)

The findings related to the effect of managers’ ethical leadership approaches on employees’ performance and the role of organizational commitment are explained in this part.
There is a mediation role of the managers’ ethical leadership approaches on employee’s performance. The effect of organizational commitment on the relationship between ethical leadership approaches and performance. Therefore, in order to evaluate the concepts reached in factor analysis, mathematical averages of the scores were taken. This enabled obtaining the scores from each participant in Ethical leadership, performance, and Organizational commitment, these were tested through Structural Equity Model and the meditative factor of organizational commitment was tested. The analysis was repeated to determine how the intermediary variable affected the model, in this process, firstly the effect of ethical leadership approaches on employees’ performance without considering the intermediary variable (organizational commitment).

**Table 11. The direct effect of managers’ ethical leadership approaches on employees’ performance**

| Relationships    | Estimate | p. value |
|------------------|----------|----------|
| Performance ← Ethical Leadership | .522 | .000 |

*(p<0.05).

**Source:** Search data.

When the effect of ethical leadership approaches on employees’ is overview without the intermediary variable (Organizational Commitment), it can be observed that the independent variable has a significant effect on the dependent variable (R= 0.522; p<0.000). In order to specify the effect of intermediary variable on the model the analysis was done again with the intermediary variable. The results showed that ethical leadership approaches affected employees’ performance (R= .512; p<0.05). The results are as in Table 12.

**Table 12. The Mediation Role of Organizational Commitment in the Effect of Managers’ Ethical Leadership Approaches On Employees’ Performance**

| Relationships                                                      | Mediator without variable (Direct effect) | Mediator with variable (Total effect) | Indirect effect |
|-------------------------------------------------------------------|------------------------------------------|--------------------------------------|-----------------|
| Performance ← Organizational Commitment ← Ethical Leadership      | .522 (.000)                              | .512 (.000)                          | .01 (.780)      |

*(p<0.05).

**Source:** Search data.

It has been observed that the calculated estimation has fallen from 0.522 to 0.511 and this indicates the organizational commitment as a partial effect on employees’ performance in terms of ethical leadership approaches. The efficiency in the direct effect should be variable, but when it is included in the model, its value should fall or the direct relationship should have no meaning. In order to talk about full or partly effect, it is necessary to examine the β efficiency and p value. When we include the intermediary variable into the model, if the inter variable relationships are not meaningful, it is fully mediating, if the relationship weakens, the effect is partly mediatory. In order to determine the statistical meaningfulness of mediation role, a test was given again and the result obtained was (R=0.01; p>0.05). This indicates a strong intermediary effect of organizational commitment on employees’ performance in terms of ethical leadership approaches.

**DISCUSSION**

Health professionals (managers, doctors, clerks, servants and administrative staff) in private health institutions were the target population of this research. The samplings were composed of 362 health professionals who completed the questionnaires as instructed. %48.8 of the target population were reached, the majority of whom were female (%61.3), between the ages...
The effect of private health institution managers' ethical leadership approach on the organizational commitment of employees.

A correlation analysis to specify the relationship among variables, a multi-regression analysis and method analyses were done to specify interaction. Climatic ethics sub-dimension had the highest correlation value as 0.609. When the relationship between managers' ethical leadership approach dimensions and employees' performance was overviewed, a significant low-level positive difference was noted between communicative ethics, climatic ethics, and organizational decision-making ethics. A relationship between behavioral ethics and performance was not noted. The findings of this research are parallel to the findings by Cummings, Schwab, (1973); Avolio, Bass, (1995); Ferrel, Maignan, Loe, (1999); Zhu, Chew, Spangler, (2005); Piccolo, Breenbaum, Hartog, Folger, (2010); Sikander, (2010); Fulmer, (2004); Aksoy, (2012); Öztürk, (2016); Onan, (2017). In general, it can be said that there is a significant low-level relationship between managers' ethical leadership approaches and employees' performance. This result supports H1.

When the regression results in the effect of managers' ethical leadership approach dimensions on employees' performance are overviewed, it can be noted that communication and climatic ethics have a statistically significant positive effect on employee's performance. A single-unit rise in communicative ethical approach increases organizational commitment 0.201 times. In the regression model explaining organizational commitment in behavioral ethics and organizational decision-making ethics a meaningful difference was not noted. The overall effect of managers' ethical leadership approaches on employees' performance was found around % 27.2. A single-unit rise in ethical leadership approaches causes a 0.653 increase in employees' performance. Thus, managers' ethical leadership approaches on employees' performance has a statistically meaningful and positive effect. This result supports H3.

- When the effects of managers' ethical leadership approach dimensions on organizational commitment are examined it is observed that;
  - Climatic ethics approach has a positive effect on organizational commitment dimensions. A single-unit rise in climatic ethics approaches increases affective commitment 0.465 times. Climatic ethics was not found statistically meaningful in the regression equation expressing ethics and behavioral ethics in organizational decision-making.
  - The regression model explaining communicative ethics and continuous commitment was found statistically meaningful. A single-unit rise in communicative ethics approach increases continuous commitment 0.681 times. Climatic ethics was not found statistically meaningful in regression equation explaining behavioral ethics continuous commitment in organizational decision-making.
  - The regression model explaining ethical normative commitment in climatic ethics and decision-making was found statistically meaningful. In the regression equation explaining communicative ethics and behavioral ethics normative commitment was not found statistically meaningful. A single-unit rise in climatic ethics approach increases normative commitment 0.174 times. A single-unit rise in organizational decision-making increases normative commitment 0.382 times.

In general, the regression equity explaining employees' organizational commitments was found statistically meaningful. The effect of managers' ethical leadership approaches on employees' organizational commitments is around %24.9. A single-unit rise in ethical leadership approaches increases employees' organizational commitments 0.473 times. Managers' ethical leadership approaches have a statistically positive and meaningful effect on organizational commitments. Similar findings were observed in studies by Calson, (2005), Hunt, Wood, Chonco, (1998), and Uğurlu, (2009). This result supports H 4.

In specifying the effect of the intermediary role of organizational commitment in terms of the effect of managers' ethical leadership approaches on performances, the Structural Equity Model (SEM) was used. It has been observed that ethical managerial approaches directly influence employees' performances. When the effects of organizational commitment...
dimensions on employees' performances, an effect at maximum level was noted. Continuous commitment does not have any effect on employees' performances. Despite a low-level effect of normative commitment sub-dimension, it does not significantly affect employees' performances. In the light of this information, it is observed that in terms of the effect of organizational commitment concept on employees' performances only affective commitment sub-dimension has a meaning. When the efficiency is included in the variable model, the direct connection is meaningless. At this point, in order to talk about a total or partly effect, the $p$ meaningfulness value and $\beta$ efficiency was reconsidered. When the mediator is included in the variable model, and the connection between dependent and independent variables is not meaningful a total mediator effect is at stake, if the connection drops, a partly mediator is at stake. In order to examine the mediatory role in statistically meaningfulness, the test was repeated and it was observed that organizational commitment had a total mediatory role in terms of the effect of managers' ethical leadership approaches on employees' performances. This result support H5.

Another important finding in this research, carried out in private healthcare institutions, is that, employee’ continuous and organizational commitments were affected at a high level. Ethical leadership approaches did not have a significant effect on continuous commitment. The reason for this is that workers, for certain reasons, find themselves obliged to be present at the organization. Therefore, the level of relationship among workers is not positive. Ethical leadership approaches has a positive effect on normative commitment, but it is not high as it is in the leadership type. Employees’ in the continuous commitment dimension think that they spend time and effort for their organization and as a result of such a thought they feel obliged to stay in the organization because they have the fear that they may not get a better job when they leave the organization. In terms of normative commitment, they see it a duty to stay with the organization thinking that they were employed when they were hopeless. The results obtained from this research show those managers’ exhibiting ethical leadership approaches affected employees’ commitments and performances. It has been observed that leaders being close to workers, increase their moral and motivation and as a result their commitments to the organization.

Leaders can lead the community, organizations and individuals by being interacted with them. Leaders’ behavioral models may differ from one to the other. Man power, the basic of production, is greatly affected by leaders’ attitude and behaviors. This determines their wish to work and reflects to their organizational commitment positively or negatively. Organizations which do not invest for their staff may face low organizational commitment, non-productivity and low performance.

**CONCLUSION**

In this research it was aimed, mainly in healthcare sectors, to specify the effects of managers’ ethical leadership approaches on employees’ performances and organizational commitments and its mediatory role in this effect. In this regard, a research model, in which for ethical leadership behaviors a dependent variable and for employees’ performances and organizational commitments a dependent variable model was referred to. Following the specification of a connection between perceived ethical leadership behaviors and employees’ performances, an answer to the amount of effect of organizational commitment was seemed. At the end of the analyses done, positive significant relationships were determined between ethical leadership approaches and organizational commitment and employees' performances.

As a result, it was observed that ethical leadership approaches affected employees’ performances and that organizational commitment had an intermediator role in this issue. It has also been observed that these findings match the ones in previous studies done. The research was carried out in a holistic model, including the relationships and effects among variables and it is hoped that it will contribute to the literature. Because the research was limited with the sampling group, utmost care should be given when commenting on it and generalizing. As in every organization, the importance of an ethical leadership model is emphasized to prevent mobbing approaches towards the workers and commercial immorality.
REFERENCES

AKÇAKANAT, T. İnsan kaynakları yönetiminde performans değerlendirmesi: Isparta İl Emniyet Müdürlüğü’nde bir uygulama. *Yayılmamış Yüksek Lisans Tezi*. Isparta: Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü, 2009.

AKSOY, S. Etik liderlik ve örgütsel vatandaşlık davranışlarının örgütsel performansa etkisi üzerine bir araştırma. *Yayılmamış Yüksek Lisans Tezi*. İzmir: Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, 2010.

AKTAŞ, E. Performans Değerlendirme sistemlerinin örgütsel adalet algısı üzerine etkisi. *Yayılmamış Yüksek Lisans Tezi*, İzmir: Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, 2012.

AKŞE, H.; ŞİMŞEK E. Örgütsel sessizlik ile algılanan bireysel performans, örgüt kültür ve demografik değişkenler arasındaki etkileşim. *Akdeniz İ.İ.B.F. Dergisi*, 2014, 28, p. 24-52.

AKYUREK, S.; GUNEY, S. Effects of learning styles and locus of control on the decision-making styles of leader managers. *Eurasia Journal of Mathematics, Science and Technology Education*, 2018, 14 (6), p. 2317-2328.

ALLEN, N.; VE MEYER, J. P. The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 1990, 63(1), p. 123-148.

ALTUN, Y. Çalışanların örgütsel bağlılık düzeylerine yöneticilerin etik liderlik davranışlarının etkisi. *Yayılmamış Yüksek Lisans Tezi*. İstanbul Bahçeşehir Üniversitesi, 2013.

ARSLAN, M.; BERKMAN Ü. Dünya’da ve Türkiye’de iş etiği ve etik yönetimi. İstanbul: USİAD Yayınları, 2009, 15.

ARSLANTAŞ, Ç. C.; DURSUN, M. Etik liderlik davranışının yöneticiyi duyan güven ve psikolojik güçlendirme üzerindeki etkisinde etkileşim adaletinin dolaylı rolü. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 2008, 8 (1), 120.

ATABAY R.; İYIGÜN, Ö.N. Güncel yaklaşımlar ışığında etik. İstanbul: Beta Basım Yayın, 2015.

AVOLIO, B.J.; VE BASS, B.M. Individualised consideration viewed at multiple levels of analysis: a multi-level framework for examining the diffusion of transformational leadership. *Leadership Quarterly*, 1995, 6.

AYDOĞAN, Z.; FERHAN, A.Z. Örgüt kültür ve iklimi. İstanbul: Gazi Üniversitesi Ticaret ve Turizm Eğitim Fakültesi Dergisi, 2004, 2, 203-215.

BARUTÇUGIL, İ. *Stratejik insan kaynakları yönetimi*, İstanbul, Kariyer Yayınları, 2004.

BENNIS, W. *On becoming a leader*. New York: Basic Books, 2009.

BILGEN, A. Çalışanların etik liderlik ve etik iklim algılamalarının örgüt sel bağlılıklarına etkisi: Özel ve kamu sektöründe karşılaştırmalı bir uygulama. *Yayılmamış Yüksek Lisans Tezi*. İstanbul: Bahçeşehir Üniversitesi Sosyal Bilimler Enstitüsü, 2014.

BOSE, S.; OLIVERAS, E.; EDSON W.N. How can self-assessment improve the quality of healthcare. *Quality Assurance Project*, 2001. 2 (4), 1-27.

BROWN, M. E.; TREVIÑO L.K.; HARRISON, D.A. Ethical Leadership: A Social Learning Perspective For Construct Development and Testing. *Organizational Behavior and Human Decision Processes*, 2005, 97, 117-134.

BROWN, M. E.; TREVIÑO, L. K.; HARRISON, D. A. Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 2005, 97, 117- 134.
CARLSON, S.C. Ethical leadership: Influences of ethical climate, perceived organizational support, and perceived leader integrity. Nova Southeastern University, 2005. Unpublished doctorate thesis.

ÇELIK, N. Ortaöğretim kurumları yöneticilerinin etik liderlik anlayışları ile örgüt çalışanlarının örgütsel bağlılıklar arasındaki ilişki (Bursa örneği). Yayınlanmamış Yüksek Lisans Tezi. İstanbul: Okan Üniversitesi Sosyal Bilimler Enstitüsü, 2013.

CHURIN, A. Personel güçlendirme ve bireysel performans ilişkisi üzerine bir araştırma. Yayınlanmamış Doktora Tezi. İstanbul: İstanbul Üniversitesi Sosyal Bilimler Enstitüsü, 2006.

CIULLA, J. B. Ethics and critical thinking in leadership education. The Journal of Leadership Studies, 1996, 3(3), 110-119.

CIULLA, J.B. Ethics, the heart of leadership. California: ABC-CLIO LLC, 2014.

COHEN, A.R. Effective behavior in organizations. USA: Irwin Inc., 1992.

ÇÖL, G. Algılanan güçlendirmenin iş gören performansı üzerine etkileri. Doğuş Üniversitesi Dergisi, 2008, 9 (1), 35-46.

CUMMINGS, L.L.; SCHWAB, D.P. Performance in organizations: Determinants and appraisial. Glenvies Ill: Scott, Foresman,1973.

DEMIR M.; GUNEW S.; AKYUREK S.; UGURAL M.; ASLAN I. Effect of managers’ organizational Justice understanding on the level of employees organizational commitment and job satisfaction: A study in defense Industry”, Revista de Cercerate Interventie Sociala, 2017, 58, 146-165.

DÖKMEN, Ü. İletişim Çatışmaları ve Empati. İstanbul: Sistem Yayıncılık, 2003, s. 19.

DOUGLAS, H. Ethical leadership is not optional: how Ipps can help. International Journal Of Scholarly Academic Intellectual Diversity, 2005, 8 (1), 1-5.

ERDOĞAN, H. İlgili eğitim kurumlarında görev yapan okul müdürlerinin etik liderlik davranışlarının öğretmenlerin görüşleri açısından değerlendirilmesi, Yayınlanmamış Yüksek Lisans Tezi. Van: Yüzüncü Yıl Üniversitesi Eğitim Bilimleri Enstitüsü, 2016.

FERRELL, O.C.; MAIGNAN, I.; LOE, T. A corporate ethics + citizenship = competitive advantage. Successful Business Through Successful Ethics Programs Proceedings, Center for Ethics, University of Tampa, March 19,1999.

FLETCHER, J. Situation ethics: The new morality. Westminster John Knox Press, Louiville Kentucky, 1966.

FREEMAN, R.E.; STEWARD, L. Developing ethical leadership. Business Round table Institute for Corporate Ethics, 2006, p.1-14.

FULMER, R. M. The challenge of ethical leader ship. Organizational Dynamics, 2004, 33(3), 307-317.

FULMER, R.F. The Challenge of EthicalLeadership. Organizational Dynamics, 2005, 33 (3), 307-317.

GÜMÜŞELI, A.I. Çağdaş okul müdürünün liderlik alanları. Kuram ve Uygulamada Eğitim Yönetimi Dergisi, 2001, 28, 531-549.

HARTLINE, M. D.; MAXHAM III, J.G.; MCKEE, D. O. Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees. Journal Of Marketing, 2000, 64 (2), 35-50.
The effect of private health institution managers’ ethical leadership approach on the organizational commitment...
ONAN, G. Etik liderlik, etik iklim, çalışan performansı ve hizmet kalitesi ilişkileri: bankacılık sektörü örneği. Yayınlanmamış Doktora Tezi. İzmir: Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü, 2017.

O’REILLY C.A.; CHATMAN, J. Organizational commitment and psychological attachment: The effects of compliance, Identification, and internalization on prosocial Behavior. *Journal of Applied Psychology*, 1986, 71(3), p. 492-499.

ÖZPEHLIVAN, M. Kültürel farklılıkların işletmelerde örgüt içi iletişim, iş tatmini, bireysel performans ve örgütsel bağlılık kavramları arasındaki ilişkiye etkileri: Türkiye-Rusya örneği. Yayınlanmamış Doktora Tezi. İstanbul: Okan Üniversitesi Sosyal Bilimler Enstitüsü, 2015.

ÖZTÜRK, M. Etik liderlik, liderce güven ve işgören performansı arasındaki karşılıklı ilişkiler üzerine ampirik bir çalışma. Yayınlanmamış Yüksek Lisans Tezi. İstanbul: Bahçeşehir Üniversitesi, 2016.

PICCOLO, R. F.; GREENBAUM, R.H.; HARTOG D.N.; FOLGER, R. The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior*, 2010, 31(2), p. 259-278.

RAZ, J. *Ethics in the public domain*. Oxford: ClarendonPress, 1994.

ROBBINS, S. P. *Organizational behaviour*. 10th edition. U.S.A: PrenticeHall, 2002.

ŞEN, M.L. Kamu görevlileri etik rehberi, T.C. Ankara: Başbakanlık Yayınları, 2012.

SEVIM, E. Teknoloji tabanlı kontrol sistemlerinin personelin bireysel performansı, iş tatmini ve motivasyon üzerindeki etkileri: Taşımacı sektöründe bir uygulama. Yayınlanmamış Yüksek Lisans Tezi. İstanbul: Okan Üniversitesi Sosyal Bilimler Enstitüsü, 2016.

SHIELDS, J. *Managing employee performance and reward concepts, practices and strategies*. New York: Cambridge University Press, 2007.

SIGLER, T. H.; PEARSON, C. M. Creating an empowering culture: Examining the relationship between organizational culture and perceptions of empowerment. *Journal of Quality Management*, 2000, 5 (1), p. 27-52.

SIKANDER, W. Impact of leadership styles on employee’s performance and their health in SME sector. Master Thesis MBA. Punjab, Pakistan: Superior University, 2010. Unpublication.

ŞİMŞEK, Ö. F. Yapısal eşitlik modellemesine giriş: Temel ilkeler ve LISREL uygulamaları. Ankara: Ekinoks, 2007.

TAMER, G. Etik liderlik yaklaşımlarının çalışanların örgütsel bağılılığını ve performansına etkileri: İstanbul ilinin Bahçelievler ilçesinde özel sağlık kuruluşlarında bir araştırma. İstanbul: İstanbul Gelişim Üniversitesi Sosyal Bilimler Enstitüsü, 2017.

TETT, R.P.; MEYER, J.P. Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 1993, 1993, 46 (2), p. 259-293.

TOOR, S.U.R.; OFORI, G. Ethical leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. *Journal of Business Ethics*, 2009, 90 (4), p. 533-547.

TUMA, B. V. Y. Etik liderlik ölçeğinin geçerliliği ve güvenirliği çalışması: Antalya Örneği. Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, 2012, 26 (2), p. 143-155.
The effect of private health institution managers’ ethical leadership approach on the organizational commitment...

UĞURLU, C.T. İlköğretim okulu öğretmenlerinin örgütsel bağlılıklarına yöneticilerin etik liderlik ve örgütsel adalet davranışlarının etkisi. Yayınlanmamış Doktora Tezi. Malatya: Eğitim Bilimleri Anabilim Dalı, İnönü Üniversitesi, 2009.

UĞURLU, C.T. İlköğretim okulu öğretmenlerinin örgütsel bağlılıklarına yöneticilerin etik liderlik ve örgütsel adalet davranışlarının etkisi. Yayınlanmamış Doktora Tezi, Malatya: İnönü Üniversitesi Sosyal Bilimler Enstitüsü, 2009.

VAROL, M. Örgüt kültür ve örgüt iklimi, Ankara Üniversitesi SBF Dergisi, 1989, 44 (1), p.195-222.

VELASQUEZ, M.G. Business ethics: Concepts and cases. 111. NJ.: Prentice Hall, Upper Saddle River, 2002.

WALLACE, J.A. Organizational and Professional Commitment in Professional and nonprofessional organizations. Administrative Science Quarterly, 1995, 40, p. 228-256.

WASTI, S. A. Meyer ve Allen üç boyutlu örgütsel bağlılık ölçeğinin geçerlilik ve güvenirlik analizi. 8. Ulusal Yönetim ve Organizasyon Kongresi Bildirileri, 2000, p. 401-410.

WATSON, T. Leader ethics and organizational commitment. In Mid-Atlantic Leadership Scholars Forum, 2010, 3, (1), p. 16-26.

YILDIZ, B. Mesleki ve teknik anadolu lisesi okul müdürlerinin etik liderlik davranışları ile örgütsel bağlılık düzeylerinin analizi (Bursa ili Gemlik ilçesi örneği), Yayınlanmamış Yüksek Lisans Tezi, İstanbul: Yeditepe Üniversitesi Eğitim Bilimleri Enstitüsü, 2016.

YILMAZ, E. Etik ve liderlik. Öğretmenin dünyası Odunpazarı Belediyesi Yayınları Eğitim Dizisi-3, Ankara: Mikro Yayıncılık, 2005.

YILMAZ, M. Spor Genel Müdürlüğü ve taşra teşkilatı çalışanlarının yöneticilerine ilişkin etik liderlik davranışlarının örgütsel bağlılık düzeylerini etkilediği incelenmesi. Yayınlanmamış Yüksek Lisans Tezi, Sakarya: Sakarya Üniversitesi Eğitim Bilimleri Enstitüsü, 2014.

ZHU, W.; CHEW, I.; SPANGLER, W. CEO Transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resources management. The Leadership Quarterly, 2005, 16.

ZHU, W.; MAY, D. M.; AVOLIO, B. J. The impact of ethical leadership behavior on employee outcomes: the roles of psychological empowerment and authenticity. Journal of Leadership & Organizational Studies, 2004, 11 (1), 16-28.
The effect of private health institution managers’ ethical leadership approach on the organizational commitment and performance of the employees

O efeito da abordagem ética dos gestores privados de saúde sobre o comprometimento organizacional e o desempenho dos colaboradores

El efecto del enfoque de liderazgo ético de los gerentes de instituciones de salud privadas en el compromiso organizacional y el desempeño de los empleados

Resumo
Esta pesquisa, basicamente com foco no setor saúde, procurou especificar o efeito da abordagem ética dos gestores sobre os compromissos organizacionais, desempenhos e o papel dos compromissos organizacionais nesse sentido. A amostragem foi composta por 362 profissionais de saúde. Neste estudo de campo transversal, foi praticado um modelo variável independente para as abordagens de liderança ética e um modelo variável dependente para o desempenho e compromissos dos colaboradores com suas organizações. Os dados foram coletados por meio de liderança ética, compromisso organizacional e escalas de desempenho individual. Os dados coletados foram analisados por meio de programas de pacotes SPSS e AMOS. Os resultados das análises mostraram relação significativa positiva entre abordagens de liderança ética e comprometimento organizacional e desempenho dos colaboradores. Observou-se também que as abordagens de liderança ética tiveram um efeito positivo e significativo sobre o comprometimento afetivo, contínuo e normativo, as subdimensões do compromisso organizacional, bem como o desempenho dos colaboradores.

Palavras-chave: Gerente. Ético. Empregado. Liderança. Desempenho.

Abstract
This research, basically focusing on the health sector, tried to specify the effect of the managers’ ethical approach on employees’ organizational commitments, performances, and the role of organizational commitments in this effect. The sampling was composed of 362 healthcare professionals. In this cross-sectional field study, an independent variable model for the ethical leadership approaches and a dependent variable model for the employees’ performances and commitments to their organizations were practiced. Data were collected through Ethical leadership, Organizational Commitment, and Individual Performance Scales. The data collected were analyzed through SPSS and AMOS package programs. The results of the analyses showed positive significant relationship between ethical leadership approaches and organizational commitment and employee’s performances. It was also observed that ethical leadership approaches had a positive and meaningful effect on affective, continuous and normative commitment, the sub-dimensions of organizational commitment, as well as the employees’ performances.

Keywords: Manager. Ethical. Employee. Leadership. Performance.

Resumen
Esta investigación, centrada básicamente en el sector salud, intentó precisar el efecto del enfoque ético de los gerentes en los compromisos organizacionales de los empleados, el desempeño y el papel de los compromisos organizacionales en este efecto. El muestreo estuvo compuesto por 362 profesionales de la salud. En este estudio de campo transversal, se practicó un modelo de variable independiente para los enfoques de liderazgo ético y un modelo de variable dependiente para el desempeño de los empleados y los compromisos con sus organizaciones. Los datos fueron recolectados a través del liderazgo ético, el compromiso organizacional y las escalas de desempeño individual. Los datos recolectados fueron analizados a través de los programas de paquetes SPSS y AMOS. Los resultados de los análisis mostraron una relación significativa positiva entre los enfoques de liderazgo ético y el compromiso organizacional y el desempeño de los empleados. También se observó que los enfoques de liderazgo ético tuvieron un efecto positivo y significativo en el compromiso afectivo, contínuo y normativo, las sub-dimensiones del compromiso organizacional, así como el desempeño de los empleados.

Palabras-clave: Director. Ético. Empleado. Liderazgo. Rendimiento.