



EVALUATION OF CORRELATION BETWEEN ETHICAL LEADERSHIP AND WELLNESS OF EMPLOYEES: THE SAMPLE OF HEALTH CARE EMPLOYEES

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ABSTRACT

Nowadays, as it appears in all organizations, the matters of technological development, market expansion, consumer-producer relation cause a vague and complex ground for activity in medical services. To overcome this situation, organizations use strategy-based dynamic and versatile plans as well as new methods in organizational behaviour and approach. It is assumed that a fair organization especially in which authority is shared between subordinates, capabilities can be easily improved, initiatives can be used and cardinal ethical principles are adhered have positive effects on the employees, and their thoughts about their job and organization. By these informations, in this cross-sectional and descriptive research, a leader's ethical behaviour's effect on medical employees' wellness is elaborated. For this purpose, the samples had been taken from a University Hospital from Istanbul, and a University and 2 Training and Research Hospitals from Ankara, which consist of 225 employees' reports. In research, the samples' size was not determined but criterion number is approved for validity and reliability. In the results of the research, a positive but weak correlation between ethical leadership and wellness of employees was established in terms of statistics ($p < 0,05$).

Keywords:- Ethical leadership, wellness, hospital management.

1. INTRODUCTION

ETHICAL LEADERSHIP

Ethics, as one of the main branches of axiology, derives from the term 'ethos' which means custom/custometude and it is considered as moral philosophy or moral science, and it focuses on discerning the distinction and relation between good and bad, right and wrong [1]–[2].

In organizations, it is widely considered indispensable to increase awareness about ethical matters and problems between leaders and employees, to analyze contradictory values, to disclose ethical truths and falsities. The mutual values also have a straight effect on organizations' politics and objectives in terms of mission which means mutual values and course of the organization since ethics mainly focuses on "how to act" and "how to live"[3]–[4]. With regards to these, Earle states the 3 traits that a good leader must have. These are; [5]

- Honesty and Respectability
- Listening and Perceiving
- Taking Responsibility and Resolving

Thus, while inspiring some principles and values to their employees, leaders become a trustworthy and honest role model by establishing their characters and showing these values by their respectability and honesty [6].

Generally speaking, ethical leadership means promoting the behaviours which improves the right behaviour among employees, behaving in most appropriate and normative manner in inter-individual relations and encouraging these kind of behaviours in decisions and relations of the organization [7]–[8].

Harvey (2004) has stated ten basic principles of ethical leadership by results of their researchs about ethical leadership.

- Ethical leaders systematicly state mutual values, ethical standarts and ensure that these are understood and maintained.



- Ethical leaders give responsibilities to people. These leaders make themselves and others hold responsibility for behaving in ethical values.
- Ethical leaders have the right to expect others to be honest too as examplars.
- These leaders never neglect followers and leading principles in decisions. In every action, they maintain their ethical values.
- Ethical leaders ensure that their politics and practices are coherent. 6. Ethical leaders always spare time and resource to supporting people for gaining necessary trust and abilities, in terms of converting people's right beliefs into good behaviours.
- Ethical leaders care about the feelings, opinions and reactions of people in their fields.
- Ethical leaders make vast and many improvements in many areas, since orienting into ethical principles and values requires accumulation and long time.
- In deciding personnel recruitment and promoting, ethical leaders take heed of their missions, visions and values as criterion for this decisions.
Instead of blaming others or waiting responsibility from others, ethical leaders motivate others for ethical leading [9].

Brown and Trevino (2006) have made some statements and analyses about ethical leadership, follower behaviours and organizational conditions.

- Being a ethical role model has a positive effect on ethical leadership.
- An ethics supporting environment has a positive effect on ethical leadership.
- Moral power improves the relation between ethical environment and leadership.
- Intelligibility has a positive effect on ethical leadership.
- Conscientiousness has a positive effect on ethical leadership.
- Anger, fear and delusion have a negative effect on ethical leadership.
- Power to help improves the relation between power need and ethical leadership.
- Oppression has a negative effect on ethical leadership.
- Leader's moral understanding level has a positive effect on ethical leadership.
- Leader's moral evaluation on decisions improves the relation between moral understanding and ethical leadership.
- Leader who use inner control mechanism show better ethical leadership traits than who use outer control mechanism.
- Self judgment improves the relation between social coherence and ethical leadership.
- Followers' ethical decisions has a positive effect on ethical leadership.
- Social behaviours have a positive effect on ethical leadership.
- Followers' anti-social behaviours have a negative effect on ethical leadership.
- Followers' working content, motivation and organizational devotion have a positive effect on ethical leadership [10].

Table 1: Criterion of evaluation of ethical leadership

Criterion	Ethical Leadership	Inethical Leadership
Leader's power usage and influence	Serves to organization and employees	Ensures personnel's personal intentions and satisfaction
Evaluation of caring multiple stakeholders	Operating in coherence and integrity as long as it is maintained	Creates a coalition of highest personal profit
Vision improving for organization	Improves the vision according to employees' needs	Creates a unilateral and personal vision
Verity of leaders' behaviour	Operates within variously supported ideas	Shows profiteer behaviours according to their personal intentions
Leaders' decision making styles of practices and decisions	Willing to take personal risk to succeed in mission	Shuns responsibility in times of need for a leader
Contacting relevant persons for the organizations' crucial informations	Explicates the occurrences, problems and practices promptly and perfectly	Behaves in a biased way and tries to deceive and distort employees



Responding to contradictory and criticising ideas	Encourages employees to find solutions in critical circumstances	Oppresses and discourages other ideas
Improving employees' self esteem and abilities	Educates and guides employees for their personal improvement	Make employees more dependent on leader and impairs their personal improvement

Source: Yukl, 2002, s. 406; Revised: Tuna and Yeşiltaş, 2013[11].

MATERIAL AND METHOD

Research was devised in a cross sectional, descriptive way and establishes the correlation between ethical leadership and wellness of employees. For this reason, the samples used had been taken from a University Hospital from Istanbul, and a University and 2 Training and Research Hospitals from Ankara, which consist of reports of the 225 employees from 4 hospitals.

In research, the samples' size was not determined but criterion number is approved for validity and reliability.

In research, the method used to gather data is questionnaire method. There are questions about ethical leadership and measuring wellness of employees as well as demographic and vocational informations in the survey. To measure the ethical leadership, a survey consists of 10 questions is used which was developed by Brown and the others (2005) and translated into Turkish by Tuna, Bircan and Yeşiltaş (2012) [11]. To measure the wellness of the employees, a survey consists of 11 questions is used which was developed by Van Warr (1990) and Sevastos (1996), translated and integrated into Turkish by Duyan (2012) et al. [12].

Interviewing is the method of measurement of the research. To increase the credibility of the polls, the questionnaire was given in envelopes and the demographic information swas held at minimum levels in the questions. The employees who are off-duty, sick and refusing to participate was excluded from the research. In research, all of the hospital employees was included into research, without any distinction. Also, they were asked to think about the closest manager in their organization when answering the questions.

The results of the research was transferred into computers and analyzed in SPSS 11.5 Program. The datas' coherence with the normal distribution, central and generality criterion, was tested with histograms and One-Sample Kolmogorow-Smirnow test and approved. For this reason, parametric significance tests are used in the research. In analyses and assessments, frequency charts, central and generality criterions and Pearson Correlation Analysis and linear regression analyses are used.

Criteria of ethical leadership was analysed for validity and reliability. For the reliability analysis, internal consistency analysis was done and Cronbach Alpha Value was assessed as 0.95. No negative effect on criterion's reliability was monitored. Thus, criterion has the internal consistency. For it's validity, explanatory factor analysis is used.

Analysis results are below. In results of KMO sample proficiency test, 0,94 coefficient is attained. Hence, the sample's value is rated as "very good". In results of Bartlett sphericity value of $p < 0,05$ is calculated. In results of factor analysis, mono factored form is emerged and the factor explicates the %68 of the total variance.

Table 2: Kaiser-Meyer-Olkin and Bartlett test results for Ethical Leadership Criterion.

KMO Measure of Sampling Adequacy		,941
Bartlett's Test of Sphericity	Chi-Square	1864,161
	df	45
	P	,000

In results of employees' wellness criterion's internal consistency test, Cronbach Alpha Value is calculated as 0,84 and no negative effects were determined.

In explanatory factor analysis, bifactored form is emerged but because of the first factor's explanation of more than %30 of total variance, it is treated as a monofactored form.

Table 3: Kaiser-Meyer-Olkin and Bartlett test results for Employee's Wellness Criterion.

KMO Measure of Sampling Adequacy		,833
Bartlett's Test of Sphericity	Chi-Square	943,243
	df	55
	P	,000

FINDINGS

Table 4: Socio-Demographic and Vocational informations about the participants.

Particulars	Categories	n	%
Age	18-25	52	23,1
	26-33	84	37,3
	34-41	59	26,2
	42-49	24	10,7
	50 and above	6	2,7
Sex	Female	134	59,6
	Male	90	40,0
	Missing	1	0,4
Marital Status	Married	136	60,4
	Not Married	89	39,6
Education	High School	63	28,0
	Assoc. Degree	63	28,0
	Baccalaureate	66	29,3
	Master and Above	33	14,7
Title	Doctor of Medicine	16	7,1
	Nurse	30	13,3
	Medical Technician	19	8,4
	Administrative Unit Worker	100	44,4
	Support Services Worker	13	5,8
	Other	47	20,9
Unit	Medical Units	73	32,4
	Administrative Units	116	51,6
	Support Units	36	16,0
Employment Time	Less than 1 year	46	20,4
	1-5 years	77	34,2
	6-10 years	63	28,0
	11-15 years	20	8,9
	16 years and above	19	8,4
Total		225	100,0

The participants are: %59,6 are female, %37,3 are between ages of 26-33, %60,4 are married, %29,3 have bachelor's degree, %44,4 are administrative unit workers, %51,6 are working in administrative units, %34,2 have been employed for 1-5 years.

Table 5: Participants' central and generality criteria of ethical leadership and employee's wellness.

		Ethical leadership	Wellness
Mean		3,27	3,61
Median		3,20	3,54
Standard Deviation		1,14	0,85
Minimum Value		1,00	1,00
Maximum Value		6,00	6,00
Quarters	1.	2,30	3,18
	3.	4,10	4,04

Participants' ethical leadership average is calculated as $3,27 \pm (1,14)$, wellness point average is calculated as $3,61 \pm (0,85)$.

Table 6: Participants' correlation of ethical leadership and wellness (Pearson correlation test is used).

		Ethical leadership	Wellness
Ethical leadership	r	1	,359
	p	.	,000
	n	225	225
Wellness	r	,359	1
	p	,000	.
	n	225	225

In the results of the research, a positive but weak correlation between ethical leadership and wellness of employees was established in terms of statistics ($p < 0,05$).

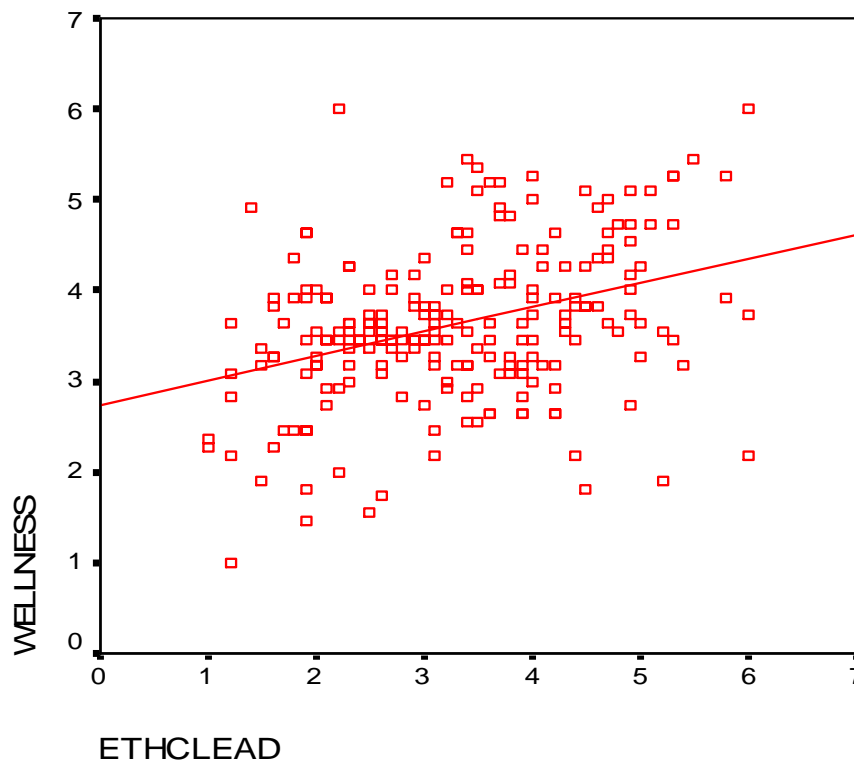


Figure 1. Scatter gram and line of regression between ethical leadership and wellness.

Table 7: Regression analysis results of ethical leadership and wellness.

Model	R ²	Adjusted R ²	B	Constant	Beta	F	p
1	,129	,125	,268	2,738	,359	33,023	,000

*Dependent variable: Wellness.

In analysing the regression analysis between ethical leadership and wellness, it is confirmed that ethical leadership explicates the %13 of wellness of employees. And the regression model is, $y=2,738+0,268x$, in other words, $Wellness=2,738+0,268x$ Ethical Leadership.

CONCLUSION

In the research, a Teaching Hospital from Istanbul, and a University and 2 Training and Research Hospitals from Ankara had participated. This forms the boundedness of the research. Because not classifying any of the hospital or vocation group displays the general situation, and puts away the detailed situation. By this point of view, it is important to generalize the symptom and results.

In the results of the research, a positive but weak correlation between ethical leadership and wellness of employees was established in terms of statistics ($p<0,05$). In analysing the regression analysis between ethical leadership and wellness, it is confirmed that ethical leadership explicates the %13 of wellness of employees.

Hospitals are labour-intensive establishments in a complex and vague ground. Thus, it is crucial to keep up the employees' morale and motivation in order to subsist and meet the goals of the organization. As it is apparent from the results of the research, ethical leadership is an important factor to the employees' wellness. Yet ethical leadership's explication of %13 of the wellness of employees is an important sign of necessity of improvements in explication. Also, with the improvements that will be done in certain vocation groups and hospital branches, employees' wellness will be more explicable in future.

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