

THE INFLUENCE OF ETHICAL AND RESPONSIBLE LEADERSHIP STYLES ON ORGANIZATIONAL IDENTIFICATION AND CITIZENSHIP BEHAVIOR VIA THE MEDIATOR ROLE OF MORAL AWARENESS

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ABSTRACT

The leadership feature can activate organisational citizenship behaviour and organisational identification by making them visible and ensuring their continuity. In this context, the research aimed to examine the effects of ethical leadership and responsible leadership behaviours on organizational identification and organizational citizenship behaviours through moral awareness. For this purpose, with the help of scales whose validity and reliability have been previously approved in the literature, data collection was conducted on healthcare professionals working in healthcare institutions and administrative institutions providing clinical and polyclinic services under the Provincial Health Directorate on the European side of Istanbul. Data was obtained from 639 healthcare professionals. To collect data, surveys were applied through face-to-face interviews, one of the field research methods. For the purpose of the study, fit indices were first checked with confirmatory factor analysis, and the suitability of the data for normal distribution was evaluated with histogram, Q-Q graphs and Shapiro-Wilk test. The homogeneity

of variance was evaluated with the Levene test. In comparisons between groups, an independent two-sample t-test was applied for quantitative variables. One-way analysis of variance was used for comparisons between more than two groups. Tukey and Tamhane's tests were applied for multiple comparisons. The relationship between quantitative data was evaluated with Pearson correlation analysis. Then, correlation and hierarchical regression analyses were conducted to evaluate the hypotheses established for the working model. The mediator effect between the scales was investigated. Data analysis was conducted in R 4.3.2 (www.r-project.org) software. The significance level was accepted as $p < 0.05$. As a result of the analysis, it was determined that ethical leadership and responsible leadership behaviours in healthcare businesses positively affected organizational citizenship behaviour and organizational identification. Additionally, moral awareness has been found to play a mediating role.

Keywords: Ethical Leadership Behavior, Responsible Leadership Behavior, Moral Awareness, Organizational Citizenship Behavior, Organizational Identification

INTRODUCTION

Today, businesses provide more competitive advantage with human resources rather than financial resources. With many parameters such as training employees, increasing and strengthening their motivation, efficiency, productivity and effectiveness can reach maximum levels in healthcare businesses. Thanks to these outputs, healthcare businesses can achieve above-average returns and sustainable competitive advantage. However, this success may not always be possible; therefore, it is expected that efficiency will be achieved and the most optimum level will be reached with factors such as the leadership characteristics of managers, human resources practices and healthcare business culture. The responsible and ethical behaviors of leaders, who are important influencers of this process, in their organizational and individual lives are an even more important concept today. Because, especially in developing countries, a serious problem is that managers use healthcare businesses for their own benefit and, at the same time, hinder organizational success with their irresponsible and wrong practices. After the 2008 global economic crisis, the importance of responsible leadership was emphasized once again by academics and practitioners. This situation came to the fore once again with the COVID-19 pandemic.

The primary duty of ethical leaders who prioritize the ethical dimension within healthcare organizations is to stand against and prevent a wrong situation. Health organizations will not be able to achieve satisfactory and correct results with undesirable practices. Therefore, the ethical leader will protect organizational performance and success by acting as a shield against legal and moral inappropriateness. Ethical leadership behaviors will also be a factor that encourages employees to behave ethically. Especially in the conditions of increasing competition, it is very important for healthcare organizations to adopt responsible and ethical leadership approaches in order to be successful in constantly changing environmental conditions. In this way, employees' commitment to the organization increases and they are provided with services in line with the organization's goals. This study aims to address the responsible and ethical leadership roles of healthcare managers in an environment where responsibility behaviors cannot reach the optimum level and social differences increase, and to determine the relationship between these roles and organizational belonging and organizational citizenship behaviors.

Responsible leadership, one of the recent positive leadership approaches, develops a sense of belonging and organizational citizenship behavior by establishing a trust-based connection with employees. This type of leadership increases the well-being, morale and productivity of employees, reduces employee turnover and supports moral awareness behaviors. This positive mood can lead to prosocial behaviors that increase the performance desired by the business by affecting organizational citizenship behaviors and organizational belonging. While studies on the subject of leadership are generally concentrated in the fields of education-training, banking and business, the number of studies conducted in the field of health is quite low.

This study aims to examine the effects of ethical leadership and responsible leadership behaviors on organizational belonging and organizational citizenship behaviors through moral awareness. It is thought that the study will make significant contributions to both management and health services. The relational screening model, one of the quantitative methods, was used in the study. In order to determine the participants' attitudes, behaviors, opinions and expectations on the subject, data were collected from health workers serving in health institutions affiliated to the Istanbul Provincial Health Directorate through survey questions containing standard scales. Confirmatory factor analysis and regression analyses were conducted to measure the suitability of the model.

In new leadership styles, the spiritual and moral dimensions of the leader gain importance. The goals of leaders to create influence and power are of greater value. In the new world, leaders try to increase their influence by emphasizing that they

exist for all stakeholders and followers. In fact, effective leaders are of great importance in the recognition and development of a city (Yayla et al., 2021).

Due to the matrix structure of the health sector, there are leadership hierarchies at various levels and forms in health institutions (Ünüvar & Demirtaş, 2021).

A leader is a person who integrates the goals of the organization he works for with the individual's own goals, develops, trains and prepares his followers for the future so that they can realize their visions. Even if he loses his legal power, he has the ability to guide his followers (Demirtaş, 2020). Ethical leadership is leaders who care about their work, treat employees fairly and approach their employees in a moral and ethical manner (Baş, 2023). Ethical leadership refers to a balance process in which ethical values and leadership skills are blended and the leader adopts professional ethical values along with existing policies and laws while achieving the organization's goals (Şimşek Ak, 2022).

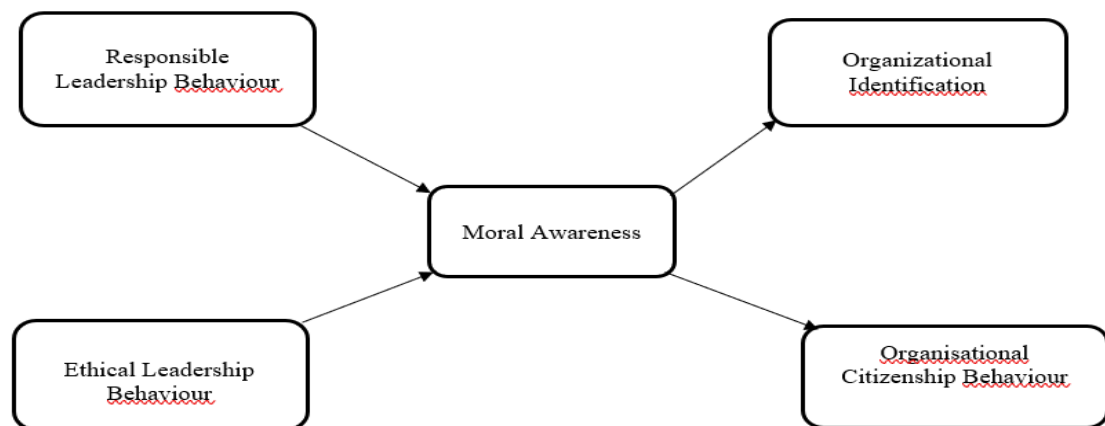
Responsible leaders are those who evaluate the various requests of people in accordance with ethical rules as a result of the interaction with the external and internal environment of organizations that emerge from the combination of leadership with social responsibility. These people are expected to continue with a responsibility beyond traditional leadership by creating reliable and permanent connections in the form of stakeholder-leader relationships through social responsibilities. (Özkan, 2022).

Moral awareness is defined as “the degree to which an individual determines a situation. It has moral content and can be legally evaluated in terms of its moral aspects” (Reynolds, 2006). Furthermore, VanSandt et al. (2006) define moral awareness as “the degree”. It is defined as “the moral harm or wrong to persons, classes of people, or other entities” when a person states the reasonably possible aspects of a situation. Moral awareness is defined as “the degree to which an individual determines a situation. It has moral content and can be legally evaluated in terms of its moral aspects” (Reynolds, 2006). Furthermore, VanSandt et al. (2006) define moral awareness as “the degree”. It is defined as “the moral harm or wrong to persons, classes of people, or other entities” when a person states the reasonably possible aspects of a situation.

Organizational belonging, which has a critical role in achieving the desired goals of all businesses, is defined as employees identifying themselves with the institutions they work for, accepting the goals of the institutions as their individual goals in addition to the rules and norms in the institution, actively participating in the activities to be carried out for the institution, being volunteers and acting in line with the institutional purpose (Tatar and Uzun, 2023; Altunkaya, 2019; Bacızade,

2017). Organizational citizenship behavior is a selfless behavior that includes situations such as effective and extra work, being compatible with colleagues and being able to withstand problems, which are not included in the job description of the employees and without any sanctions or impositions within the framework of the organizational structure (Çelik, 2022).

Theoretical model



Hypothesis Results

Hypothesis	Conclusion
H1: There is a significant and positive effect of responsible leadership behaviour on organizational identification in health enterprises.	ACCEPT
H2: There is a significant and positive effect of responsible leadership behaviour on organisational citizenship behaviour in health enterprises.	ACCEPT
H3: There is a significant and positive effect of responsible leadership behaviour on moral awareness behaviour in health enterprises.	ACCEPT
H4: There is a significant and positive effect of ethical leadership behaviour on organisational identification in health enterprises.	ACCEPT

H5: There is a significant and positive effect of ethical leadership behaviour on organisational citizenship behaviour in health enterprises.	ACCEPT
H6: There is a significant and positive effect of ethical leadership behaviour on moral awareness behaviour in health enterprises.	ACCEPT
H7: There is a significant and positive effect of moral awareness behaviour on organisational citizenship behaviour in health enterprises.	ACCEPT
H8: Moral awareness behaviour has a significant and positive effect on organisational identification in health enterprises.	ACCEPT

CONCLUSION AND RECOMMENDATIONS

As in organizations that produce services and/or goods, it is important for all employees in health care businesses to unite around a specific goal. This unity requires that all employees and management be aware of and implement the norms, values, standards and ethical principles of the business. Recently, encouraging the strong participation of all employees in making businesses successful has become one of the most vital goals of management. In achieving this unity among employees and achieving the organization's goals, the managerial style and approach of the leader are decisive. The function of giving direction is shaped depending on the individual qualities in the leader's hands and these individual skills are strong in their success. Therefore, the process of both being able to pull employees along and making a positive contribution to business outputs is directly related to the characteristics of the leader.

In health institutions, leaders are individuals who ensure that managerial activities are efficiently activated in two-way authority. However, since there are many expert structures in health institutions, both administrative and clinical, there may be difficulties in the coordination of the workflow. In this case, the need for strong leaders at each clinical and other administrative level of health institutions increases. As a result, it is important to adopt the best leadership style in health institutions in order to direct employees in accordance with their abilities and to be strong in their duties. The principles of “maintaining the agenda and responding to change” brought by globalization are also reflected in health systems. Recently, in

the organizational changes experienced in health systems; increasing demand for the use of health services, limited budget rates, and increasing rates of specialization or professionalization, such as activators, are effective (Rowe et al., 2004). Health systems are generally unique as an outcome of complex, non-linear interactions, consisting of many professional groups, specialties and units; various disease areas, multifaceted goals and restrictions related to employees in various disciplines (Al-Sawai, 2013).

Unlike traditional management approaches, the general feature of modern management approaches is that they see the organization as a multidimensional system that must adapt to its environment. The relationships between the leader and followers of this multidimensional system are the driving force in achieving organizational goals, and the responsible leadership they create are important for sustainable success (Tüyen, 2020).

Leadership is the ability to influence and motivate a group of people to work together toward a common goal. It involves setting a vision, providing direction, and inspiring others to take action. Leadership also involves taking responsibility for the success or failure of the group and its members. Good leaders have strong communication and interpersonal skills, as well as strategic thinking and decision-making skills. They can also delegate tasks and provide support and guidance to their teams. Responsible leadership involves setting a good example, being honest and transparent, and taking ownership of the group's successes and failures. It also involves taking responsibility for the well-being of the group and its members, and ensuring that everyone is treated fairly and with respect. Responsible leadership is an important part of any organization. Creating a positive work environment is essential to fostering a culture of trust and respect. Responsible leaders can motivate their teams, create a sense of purpose and belonging, and identify and address potential problems before they become serious issues. Responsible leadership requires a commitment to ethical behavior and the ability to make decisions that are in the best interests of the organization. Leaders must be willing to take risks and make tough decisions when necessary. They must also be able to recognize when their decisions are going wrong and take corrective action.

Responsible leadership is necessary for any organization to be successful. It is the basis for creating and encouraging a positive work environment. In our study, our aim is to raise awareness about the subject of responsible leadership, which has not been studied much in the national literature, and to be a role model for future studies. This research aims to examine the effects of ethical leadership and responsible leadership behaviors on organizational belonging and organizational citizenship behaviors through moral awareness. For this purpose, data collection

was carried out on healthcare professionals working in health institutions and administrative institutions affiliated to the Provincial Health Directorate on the European side of Istanbul, with the help of scales whose validity and reliability have been previously approved in the literature. First of all, the fit indices were checked with confirmatory factor analyses for the purpose of the study, and normality tests were performed. Then, the hypotheses established for the working model were tested with correlation and hierarchical regression analyses.

When the research findings are evaluated in general, it can be stated that the participants are mostly women (71.8%). It is evaluated that this situation arises because the study was conducted especially in the health sector. Most of the health personnel participating in the study are between the ages of 18-30 (61.5%). When we examine their educational background, we see that 42.9% are associate degree graduates.

When we look at the years of service of the employees, we see that more than half of them have between 1-5 years (54.5%).

When we look at the professional groups, it is seen that nurses are the majority (26.1%). When the monthly income status is examined, it is determined that the income distribution is three times the minimum wage (40.8%). The fact that it is three times and above the minimum wage can be expressed that the income level is relatively high.

As a result of the analyses conducted for hypothesis tests, in summary; Our H4 hypothesis has emerged that ethical leadership behavior in health care enterprises has a significant and positive effect on organizational belonging. In parallel with these studies, there are studies in the literature in which organizational belonging plays a mediating role in examining the relationship between ethical leadership and voice behaviors (Yousef, 1999; Kim & Brymer, 2011). The results of these studies show that organizational belonging is effective in the relationship between ethical leadership and performance. In the study conducted by Brett, Cron, and Slocum (1985), organizational belonging has a moderating role in the relationship between ethical leadership and voice behavior. It reveals that the perceived corporate ethics of employees has a positive effect on the employees' relationship with the institution and their sense of belonging, and that the employees' relationship with the institution has a mediating role in the relationship between the perceived organizational ethics of employees and the employees' sense of belonging.

In our H5 hypothesis, it was concluded that ethical leadership behavior in healthcare enterprises has a significant and positive effect on organizational citizenship behavior. We see similar results in the literature. It was found that ethical leadership

has a positive and significant relationship on organizational citizenship behavior (Çelik, 2022). It has been shown that employees who evaluate their managers as ethical leaders identify more strongly with their organizations and this sense of being “one” positively affects organizational citizenship behavior (Alkan and Arikboğa, 2017). It is seen that employees have a positive attitude towards ethical leadership and when these attitudes positively affect each other, it enables them to have job performance and organizational citizenship behaviors, even at low and medium levels (Kaplan, 2020).

It was observed that there was a positive and moderate statistically significant relationship between the ethical leadership scale score and the organizational citizenship behavior, altruism, responsibility, courtesy, sportsmanship and organizational virtue sub-dimensions. When we look at the literature, it was determined that perceived organizational justice had a full mediation effect on the effect of ethical leadership on the altruism and responsibility dimensions of organizational citizenship behavior, and a partial mediation effect on the sportsmanship dimension (Büyükyılmaz and Alper Ay, 2017). Moreover, it was seen that ethical leadership had a positive and significant effect on the dimensions of altruism, responsibility, courtesy and civic virtue, and unlike our study, it did not have a significant effect on the sportsmanship dimension (Karakulle and Aydın, 2022).

Our hypothesis H6 has revealed that ethical leadership behavior in healthcare organizations has a significant and positive effect on moral awareness behavior. We see similar results in the literature. When the studies are examined, it is suggested that there is a significant positive relationship between moral awareness and ethical leadership. The more moral awareness employees have, the more they tend to question the behavior of the managers around them and to be ethical and criticize their managers (Gök et al., 2017). Our hypothesis H2 has revealed that responsible leadership behavior in healthcare organizations has a significant and positive effect on organizational citizenship behavior. When the literature is examined, it is desired that the stakeholders of responsible leaders have high organizational citizenship behavior, job satisfaction, commitment and motivation (Doh and Quigley, 2014).

Like all studies in the academic literature, our research has various limitations. First of all, the research is limited to healthcare professionals working in health institutions and administrative institutions that provide clinic and polyclinic services under the Provincial Health Directorate on the European side of Istanbul. It is important for the generalizability of the study results to be conducted in larger groups, institutions with different organizational cultures, sectors or occupational groups.

Conducting the study quantitatively and qualitatively using mixed methods will further increase the quality of the study.

When the findings section is examined in detail, the relationships between the scales and age groups, education levels, working hours and occupational groups reveal serious results for future studies.

It is possible to say that the studies conducted on responsible leadership and moral awareness are still limited. It is seen that the subject has not been evaluated sufficiently, especially for healthcare enterprises. Indeed, the results that responsible leadership will create in healthcare enterprises are not sufficiently known. It is thought that further studies on this subject in the national literature will contribute to increasing the efficiency, productivity and effectiveness of enterprises.

Limitations of the Research and Contribution to the Literature

The research is limited to healthcare professionals in primary and secondary healthcare institutions and administrative institutions providing clinical and polyclinic services under the Provincial Health Directorate on the European side of Istanbul. It appears that there is no model examining the effects of ethical leadership and responsible leadership behaviour on organizational identification and organizational citizenship behaviour through moral awareness. It is thought that the absence of any study to evaluate these relationships by obtaining data through field research will make a significant contribution to the literature.

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