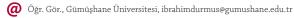# The Mediating Role of Employee Sacrifice in the Effect of Managerial Morality on Employees' Perspectives on Their Colleagues

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The behaviors of employees in different environments in today's organizational structures can shape their perspective towards each other and their self-sacrificing behavior in moral terms. Morality is an important factor that regulates the relationships of individuals working in the work environment with each other. Because there may be defects in organizational structures that do not rely on a moral basis. For this reason, managers in organizations may need to consider both their moral values and the moral expectations of their employees. In this respect, the ethical behavior of managers in organizations can affect the perspective of employees towards both managers and other employees. Besides, the moral nature of managers can also affect employees' sacrifice. In this respect, the moral behavior of managers in the work environment, the point of view of the employees towards their colleagues, and the measurement of the sacrifice of the employees can help to fill an important gap in the literature.

The harmony between personal and corporate values becomes better as the organizational corporate develops. This situation encourages the beliefs of organizations in moral stances (Posner and Schmidt, 1987) and business morality (Berg and Kalish, 1997). In this respect, creating a moral business environment will increase trust in the organization (Lim and Chan, 2001). For this, managers should prioritize eliminating situations that prevent them from achieving the best results in the workplace and create a moral work environment in the workplace (Porter and Jersey 2004).

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Structures that promote and facilitate individual arrangements in organizations can strengthen the relationships between individual differences and outcomes (Hirst et al., 2009). In this case, as an advantage of the individual perspective, it can allow the examination of the interactions between predictions among individuals on environmental behaviors (Bissing-Olson et al., 2012). Also, cultural differences in organizations can lead to life experiences and insights that can provide the most successful information about work and alternatives (Ely and Thomas, 2001). In this respect, the perspective of the employees working in organizations with similar or different cultural potential towards other employees may be enriched with these differences. This can also lead to new and different experiences for employees.

Sacrifice is to give up whatever the cost. In other words, the degree of sacrifice or quality is important, resources are limited and the use of alternatives implies giving up some things (Firth, 1963). Besides, the previous studies made in theory, sacrifice; it is described as an exemplary and inspiring example of behavior that is essential for effective organizational performance in the commitment of the organizational environment (Choi and Mai-Dalton, 1998). In this respect, self-sacrifice can be an integral part of working in organizations (Arnold and Loughlin, 2010). In general, self-sacrifice in organizations triggers a change in the spiritual structure of self-sacrifice to ensure the renewal or intensification of moral qualities (Firth, 1963).

The most valuable resource of an organization is human resources (Kao and Lee, 1998). The main reason why a person who works in a workplace is economic in general (Larmer, 1992). In this respect, although the employees in today's organizations are working with priority for economic reasons, the subordinate-parent relations in the working environment and the relations of subordinates with each other; the importance of concepts such as morality, point of view, and self-sacrifice is increasing day by day. When the main reasons for this situation are examined, it is understood that individual and environmental factors can have great effects. This research, it was tried to determine the rate of influence of the managers' moral behaviors and their perspectives and sacrifices. Also, the mediator effect of employees' self-sacrifice was investigated in the effect of managers' moral behaviors on employees' perspectives.

The hypothesis and model of the research were taken into consideration by the models used in Sparks and Hunt (1998), Chen et al. (2011), and Chiang and Hsieh (2012). While expressing the hypotheses of the research, the hypotheses created

within the framework of the researches stated in the theoretical framework and the purpose of the research are expressed as follows.

H1: Morality behaviors of managers at workplaces positively and significantly affect the attitude of employees towards their colleagues.

H1a: Employees' sacrifices towards their jobs have a mediating effect on the effect of morality behaviors of managers on the attitude of employees towards their colleagues.

H1b: Morality behaviors of managers in their workplaces positively and significantly affect the sacrifice of employees.

H1c: Employees' sacrifices at the workplace affect their attitude towards their colleagues positively and significantly.

In the study, it is aimed to determine whether the sacrifices of the employees have a mediating effect on the effects of the morality behaviors of the managers working in the organizations on the attitude of the employees towards their colleagues and whether there are significant relationships between the relevant variables. In other words, do the moral behaviors of the managers affect the attitude and sacrifice of the employees towards their colleagues? Does the sacrifice of employees have an impact on their perspective of their colleagues? Is there a mediating effect of employee sacrifice (mediator variable) in the effect of managers 'moral behavior (independent variable) on employees' perspective of their colleagues (dependent variable)? Answers to these questions are sought concerning previous research.

## Research Methodology

The sample of the research consists of employees working in different areas in Gümüşhane, Rize, and Trabzon provinces of TR90 Region. The research was conducted in 2019 in the private sector and the public sector. In the research, the electronic survey method was used to provide easy access to employees due to technological developments and a return was obtained from 382 out of 1000 identified employees. Questionnaires directed to employees were used in different researches before and their validity and reliability were tested with related analyzes. It was observed that the study variables showed valid and reliable results. Also, in the exploratory factor analysis results used in the study, it was seen that the scales had significant levels. When the reliability of the scales taken from the related variables is taken into consideration, it is observed that the results are close to the results of the study. In particular, employees' perspectives and executive morality scales showed

very close results to the research scales. These results show that the scales used generally explain the factors that they belong to at an acceptable level. Besides, the fact that the scales were adapted to Turkish and showed similar results with the original showed that the scales were consistent.

In the study, confirmatory factor analysis was applied to the variables examined in three dimensions and it was observed that the standardized regression loads generally had values higher than 0.50. With this analysis, the goodness of fit of the research scale was examined and it was observed that the scale had valid values. In addition, the results of the confirmatory factor analysis and the results of model 1 ($\chi$2/sd=3.511, RMSEA=.072, RMR=.082, TLI=.954, IFI=.974, GFI=.965, CFI=.974) and model 2 ($\chi$2/sd=3.878, RMSEA=.077, RMR=.089, TLI=.911, IFI=.936, GFI=.930, CFI=.936) structural equation modeling were found to have acceptable value ranges in the literature. The contribution of the research model scales to the total variance was %67,318. These results show that the research is feasible.

## Conclusion and Discussion

When the results obtained in the study were evaluated in general, all of the research hypotheses were accepted. In this context, the moral behaviors of managers have positively and significantly affected the perspectives of employees towards their colleagues. The moral behavior of managers positively and significantly affected the sacrifices of employees. Employees' sacrifices also positively and significantly affected the attitude of employees towards their colleagues. Besides, employees 'sacrifices had a full mediating effect on the effect of managers' moral behavior on their attitude towards their colleagues. In the literature, there are very limited studies on the morality of the manager, the perspective of the employee towards his / her colleagues, and employee sacrifice. Considering these limitations, the direct or indirect contributions of the sources accessed to the research results can be expressed as follows.

When the previous researches are examined; Firth (1963) stated in his research that sacrifice is equivalent to giving up. Lim and Chan (2001) stated that creating a moral work environment will increase trust in the organization. Parker and Axtell (2001) emphasized that there are many individual and occupational positive results in creating empathy towards the target and revealing the positive qualities of the target related to behavior. Hart and Thompson (2007) stated that it is a moral obligation for employees to sacrifice their own interests to maintain their loyalty

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goals. Hoogervorst et al. (2012) emphasized that collaborative behaviors within the organization can create a sense of power in self-sacrifice behavior. Bissing-Olson et al. (2012) emphasized that individual perspective has an advantage that enables to examinetion of the interplay of predictions among individuals on environmental behaviors. In his research, Gebhardt (2016) emphasized that moral considerations are general and emphasize that an individual's basic skills, professional compassion, and directing skills can be examined and examined. Wang et al. (2019), on the other hand, concluded that employees with a high moral identity weaken the positive relationship between social change and unethical organizational behavior. These studies support the results of the research. Because of the positive reflections of the morality behaviors of the manager on the employee's self-sacrifice and point of view provide positive contributions to the organizational structure.

As a result, besides the morality of the manager within the organization, the perspectives of the employees towards each other and their jobs shape altruistic behaviors. These results reveal that although the research application area has been carried out in different business environments, employees generally observe moral behavior from their managers, and this situation has significant effects on both their sacrifice and their attitude towards their colleagues. Besides, it is understood that the employees behave quite altruistically in organizations and as a result, their perspective towards the employees is positively affected. This situation makes it possible to investigate the effects of altruism behavior on employee motivation or performance in future studies.

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