Ethical Climate's Mediating Role Between Leadership Styles and Counterproductive Work Behaviors in the Field of Education

Mehmet Sami Divleli, Ercan Ergün

Introduction

Leaders hold their organizations together and are the most important elements in achieving corporate success (Drucker, 2012). By using leadership effectively, an organization's culture can also be transformed into one that encourages ethical behavior (Van Aswegen & Engelbrecht, 2009).

This study claims that the CWBs employees' exhibits can be decreased based on the perspective of social exchange theory, which is based on the principle of reciprocity and is defined as the emergence of one good behavior in return for another from one party to another (Blau, 1964).

In this context, the research will contribute practically to the literature on the relationships among leadership styles, ethical climate, and CWBs by providing a new perspective to those in the education sector. In addition, the research will be useful in the theoretical sense as it will contribute to explaining CWBs, being the dependent variable of the research.

@ Doktora Öğrencisi, Gebze Teknik Üniversitesi

ID 0000-0002-5182-9041

@ Doçent Dr., Gebze Teknik Üniversitesi

ID 0000-0002-9168-7340

Theoretical Background and Hypotheses

The Relationship Between Leadership Styles and CWBs

Transformational leaders endeavor to raise awareness about ideals as well as about moral values such as justice, equality, and peace (Altun, 2002). In order to realize their vision, leaders must have the ability to empower employees by transforming the delegated authority into a unity of action (Bass, 1985). The positive effects transformational leadership has on employees are seen to be improvements to the indicators of job satisfaction, development of organizational commitment and justice, readiness for change, and task performance (Medley & Larochelle, 1995; Pillai et al., 1999; Asgari et al., 2008).

Transactional leadership is a style of leadership that aims to have employees obey the rules and the leader by giving out rewards (Eren & Titizoğlu, 2014). It involves having fewer innovative and developmental aspects (Eren, 2003).

In the most general explanation, CWBs involve employees' deliberate actions that harm their organization and include behaviors such as destruction and abuse of corporate property, failure to notify superiors about wrongdoing or mistakes (Spector et al., 2006, p. 30; Martinko et al., 2002, p. 37).

Kayani and Alasan's (2021) study revealed increases in employees' levels of perceived transformational leadership, ethical leadership, and participatory leadership to also increase their organizational commitment, whereas CWBs may result in more negative growth. Sharma and Nair (2020) revealed transformational leadership styles to negatively correlate to followers' CWBs. Liu and Sun (2014) showed transactional leadership styles to be able to effectively reduce employees' CWBs, with leader-member interactions being a partial mediating variable in this relationship. As a result, this study presents the following hypotheses:

H1: A significant relationship exists between leadership styles and CWBs.

H1a: A significant relationship exists between transformational leadership styles and CWBs.

H1b: A significant relationship exists between transactional leadership styles and CWBs.

The Relationship Between Ethical Climate and CWBs from the Perspective of Ethical Climate Theory

The reason why ethical behaviors are needed in an organization is so that employees can view the organization they work for as a legitimate source of right and wrong in the business environment. (Lu & Lin, 2014). Ethical climate influences member behaviors by shaping which ethical issues are addressed and what kind of ethical reasoning is used (Arnaud & Schminke, 2012). Ethical climate involves all the perceptions that are developed within the scope of the organization's members regarding whether behavior in the organization falls within the context of ethical values (Victor & Cullen, 1988). Ethical climate has been stated as being one of the determinants of CWBs within an organization (Lau et al., 2003; Kanten & Ülker, 2013).

Wimbush and Shepard (1994) stated the dominant ethical climate in an organization serves as a premise not only for negative behaviors but also for CWBs. Gerçek's (2017) research determined ethical climate and trust to have a significantly negative relationship with CWBs. These results are like those from Elçi et al.'s (2013) study, which suggested ethical climate to be able to lower CWB levels. As such the following hypothesis has also been formed:

H2: A significant relationship exists between ethical climate and CWBs.

The Relationship Between Leadership Styles and Ethical Climate

Ethics lay at the heart of leadership (Ciulla, 1995). Studies are found to indicate leadership styles to have a positive relationship with ethical climate (Demirtaş & Akdoğan, 2015; Mayer et al., 2010; Shin et al., 2015). Burton and Peachey (2017) showed servant leadership to be directly related to trust in leadership and perceptions of ethical climate. Sağnak (2010) found the transformational leadership styles of school principals to positively affect schools' ethical climate atmosphere. Therefore, the following hypotheses have also been formed:

H3: A significant relationship exists between leadership styles and ethical climate.

H3a: A significant relationship exists between transformational leadership styles and ethical climate.

H3b: A significant relationship exists between transactional leadership styles and ethical climate.

Ethical Climate's Mediating Role in the Effect of Leadership Styles on CWBs

Social exchange theory describes a rational decision-making process that emerges with the benefit-cost evaluations that individuals make on their own in line with their expectations from their climate (Emerson,1976; Yıldız & Develi, 2018). Individuals change their behaviors based on their perceptions and attitudes regarding events or climate (Blau, 1964). Leadership styles are predicted to be able to impact CWBs in an ethical environment (Aryati et al.,2018). As such, the main hypothesis (H4) of this current research is as follows and tests this relationship again over a different sample:

H4: Ethical climate has a mediating role in the relationship between leadership styles and CWBs.

H4a: Ethical climate has a mediating role in the relationship between transformational leadership styles and CWBs.

H4b: Ethical climate has a mediating role in the relationship between transactional leadership styles and CWBs.

Method and Application

The research uses a quantitative approach and a screening design. The screening design aims to determine people's characteristics regarding certain subjects with the help of questionnaires (Gürbüz & Şahin, 2016, p. 107).

Measurement Tools and Sampling

This study uses the transformational leadership subscale and transactional leadership subscale from the Multifactor Leadership Questionnaire created by Avolio and Bass (1995). The Turkish version of the transformational subscale and transactional subscale are taken from Gökçe Parsehyan's (2014) research. The transactional leadership scale consists of a total of 16 items and 4 dimensions. The dimensions of the scale are as follows: Conditional Reward 4 items, Active Management by Exceptions 4 items, Passive Management by Exceptions 4 items, Passive/Avoid Leadership 4 items. The Transformational Leadership Scale consists of 5 dimensions and 20 items. The dimensions of the scale are as follows: Idealized Impact (Behavioral) consists of 4 items, Idealized Impact (Qualitative) consists of 4 items, Inspirational Motivation 4 items, Intellectual Stimulation 4 items, Individual Support 4 items.

This study uses the Ethical Climate Questionnaire created by Victor and Cullen (1987). The Turkish version of the scale was used as in the Savran (2007) research.

Mehmet Sami Divleli, Ercan Ergün

Ethical Climate's Mediating Role Between Leadership Styles and Counterproductive Work Behaviors in the Field of Education

The scale consists of a total of 12 items and 3 dimensions. The dimensions of the scale are as follows: Egoist Climate consists of 4 items, Benevolent Climate consists of 4 items, and Principled Climate consists of 4 items. The study obtained data for the dependent variable of counterproductive work behaviors using the Scale of Organizational Deviance created by Bennet and Robinson (2000). The Turkish version of the scale was used as it was in Özüren (2017) research. The scale consists of 19 items and 2 dimensions in total. The research was conducted over a total of 437 respondents, while 383 participants are required for the research according to Kortlik and Higgins (2001).

Data Analysis

This part of the study conducted a frequency analysis. Next, exploratory factor analyses and reliability tests for the scales were performed, followed by correlation analysis. A regression analysis was performed to test the hypotheses.

Results

The Participants' Demographic Data

The demographic characteristics of the participants participating in the research, such as gender, age, educational status, marital status, experience in the institution, and total work experience, were examined. When the participants are examined in terms of their gender, it is seen that 30.7% (134) are female and 69.3% (303) are male. When the educational status of the participants is examined, it is seen that 75.8% (331) of them are undergraduate graduates. Considering the level of experience of the participants in the institution where they are actively working, 43.5% (190) have 0-5 years, 24.9% (109) 6-10 years, 11.4% (50) 11-15 years, 20.2% (88) of them have been working in the same institution for 16 years or more.

Exploratory Factor Analysis and Scale Reliability

Exploratory factor analysis was performed to determine the validity and reliability of the scales used to examine the relationship between research variables.

Exploratory Factor Analysis

Exploratory factor analysis is used to identify variables and to express many variables through fewer variables as factors of the larger group of variables (Gürbüz & Şahin, 2014, p. 311). To explain how many dimensions of the transformational leadership subscale the participants perceived, Varimax rotation was applied in the

principal components analysis. Considering the sample size, the analysis took the lower limit of the factor loadings for each item as 0.5 (Hair et al., 2010).

To determine whether the transactional leadership scale is suitable for factor analysis, the Kaiser-Meyer-Olkin (KMO) sample adequacy test and the Bartlett sphericity test were performed. As a result of these tests, the KMO value of 0.968 was above the desired level of 0.50 and the tail probability of the Bartlett test was found to be significant at a 0.001 significance level. Therefore, the dataset was revealed to be suitable for factor analysis (Field, 2009). Considering the sample size, the analysis took the lower limit of the factor loadings for each item also as being 0.5 (Hair et al., 2010).As a result, it has been observed that the ethical climate scale is distributed in the factor structure as theoretically predicted as "CWB Against Employees" and "CWB Against the Organization".

Reliability Values

The structural validity values of the scales were calculated using exploratory factor analysis, while the consistency values of the scales were calculated using reliability analysis (Gürbüz & Şahin, 2014, p. 323).

In this study, reliability was calculated with the Cronbach Alpha value, and an Alpha coefficient above 0.7 is accepted as a psychometrically reliable result of the scale (Hair et al. 2010; Field, 2009). Reliability analyses were conducted for the transformational leadership subscale, the Transactional Leadership, the Ethical Climate Questionnaire, and the Scale of Organizational Deviance.

Correlation Analysis

The correlation coefficient was first formulated and discovered by Karl Pearson in 1896 (Hauke & Kossowski, 2011). However, correlation coefficients closer to zero indicate weaker relationships between variables (Field, 2009). In addition, the condition required to test the research hypotheses (i.e., to examine the effect of the independent variables on the dependent variables) is to have no statistically significant relationships among the variables (Gürbüz & Şahin, 2014). According to the research, transactional leadership has a statistically significant and positive effect on ethical climate (F=29.019; p=0.00001 < 0.05 and β=0.351). Also, transactional leadership, which was described as an independent variable, explained the dependent variable, anti-productive work behaviors, in a statistically significant and negative way (F=10.386; p=0.0014 < 0.05 and β= -0.271).

Regression Analysis

The procedures set forth by Baron and Kenny (1986) were used to test the research model. Looking at the lower and upper confidence intervals instead of the *p*-values is recommended for testing whether the indirect effect of transactional leadership on CWBs is statistically significant (Preacher & Hayes, 2008). Transactional leadership is seen to have no direct effect on CWBs when an ethical climate is introduced.

Looking at the lower and upper confidence intervals instead of the *p*-value is also recommended for testing whether the indirect effect of transformational leadership on counterproductive work behavior is statistically significant (Preacher & Hayes, 2008). A partial decrease is observed in the effect transformational leadership has on CWBs once an ethical climate is introduced.

Discussion and Conclusion

The research first tested hypotheses H1a and H1b, and these hypotheses were seen to be supported. Also hypotheses H2 were tested and seen to be supported, thus indicating a significant effect to exist between ethical climate and CWBs. One of the biggest problems CWBs cause is a decrease in employees' organizational commitment. Thus, employees with CWBs exhibit behaviors contrary to organizational values and norms and hold their self-interests above organizational interests (Gültaç & Erigüç, 2019, p. 64). For this reason, creating an ethical climate is a strategy that will help employees know how the organization expects them to behave while at the same time reducing their desire to engage in negative behaviors (Schwepker et al., 2019, p. 617). Moorthy et Moorthy, Seetharaman, Jaffar, and Foong (2015) state that based on the needs, opportunities and personal characteristics of the employees, they are inclined to steal in the workplace. Whereas, at the organizational level, employees tend to steal because of low income, injustice and ethical climate at a low level.

Aryati et al. (2018) found ethical leadership to be able to affect the formation of an ethical climate in an organization, which in turn negatively affects deviant behaviors in the workplace.

Hypothesis H3 in the research involves the presence of a significant relationship between leadership styles and ethical climate and was tested and shown to be supported through hypotheses H3a and H3b. One study that revealed transformational leadership to have a positive effect on the dimensions of ethical climate stated the effective use of transformational leadership to allow an organization to

able to transform its culture into one that encourages ethical behavior (Van Aswegen & Engelbrecht, 2009). Another study similarly demonstrated transformational leadership positively affect ethical climate (Engelbrecht et.al., 2005). Another study stated that, while the interactionist leadership style affects organizational citizenship behavior positively, the ethical climate has a mediating effect on this relationship (Shapira-Lishchinsky & Raftar-Ozery, 2018). Hypotheses H4a and H4b involve ethical climate's mediating effect on the relationship between leadership styles (i.e., transformational and transcendental) and CWBs and was tested as the final main question of this study. While ethical climate was found to have a partial mediating effect on the relationship between transformational leadership and CWBs, it was found to have a full mediating effect on the relationship between transactional leadership and CWBs. Both leadership styles have been argued to possess different strengths and weaknesses, and therefore more empirical studies are needed (Odumeru & Ogbonna, 2013). According to Avolio and Bass (1993), transactional leaders are more committed to traditions and the past, while transformational leaders are more committed to innovation, the future, and change.

Social exchange theory forms the theoretical basis of this research and is a theory frequently used in management literature to explain employees' attitudes and behaviors towards their job and the organization, as well as to explain employer-employee relations (Seçkin, 2020). Employees exchange their labor, gratitude, trust, and loyalty for the benefits provided by their organizations in a way that may result in both economic and social consequences (Ateş, 2017). Within the framework of this research, the importance of the ethical environment in which the administrators of the education sector are, along with the leadership style they will put forward in dealing with the problem of CWB, has also been revealed. According to Corley and Gioia's (2011) point of view, research in this direction demonstrates both practical and scientific usefulness along with developing originality. The main contribution of the current research should also be considered in this context. From this point of view, practical outputs are presented to educate managers on what types of leadership should be exhibited in order to minimize CWB and what kind of climate should be created.

Kaynakça | References

Altun, S. (2003). İlköğretim okulu müdürlerinin dönüşümcü liderliğe verdikleri önem ve uygulama düzeyleri. *İlköğretim Online*, *2*(1), 10–17. http://www.ilkogretim-online.org.tr adresinden alındı.

Anik Herminingsih, & Widienti Supardi. (2017). The effects of work ethics, transformational and transactional leadership on work performance of teachers. *Management Studies*, *5*(3), 250–261. https://doi.org/10.17265/2328-2185/2017.03.009

Appelbaum, S. H., Deguire, K. J., & Lay, M. (2005a). The relationship of ethical climate to deviant workplace behaviour. *Corporate Governance: The International Journal of Business in Society*, *5*(4), 43–55. https://doi.org/10.1108/14720700510616587

Appelbaum, S. H., Deguire, K. J., & Lay, M. (2005b). The relationship of ethical climate to deviant workplace behaviour. *Corporate Governance: The International Journal of Business in Society*, *5*(4), 43–55. https://doi.org/10.1108/14720700510616587

Arnaud, A., & Schminke, M. (2012). The ethical climate and context of organizations: A comprehensive model. *Organization Science*, *23*(6), 1767–1780. https://doi.org/10.1287/orsc.1110.0698

Aryati, A. S., Sudiro, A., Hadiwidjaja, D., & Noermijati, N. (2018). The influence of ethical leadership to deviant workplace behavior mediated by ethical climate and organizational commitment. *International Journal of Law and Management*, *60*(2), 233–249. https://doi.org/10.1108/ijlma-03-2017-0053

Asgari, A., Silong, A. D., Ahmad, A., & Samah, B. A. (2008). The relationship between transformational leadership behaviors, organizational justice, leader-member exchange, perceived organizational support, trust in management and organizational citizenship behaviors. *European Journal of Scientific Research*, *23*(2), 227–242.

Avcı, A. (2015). Öğretmen algılarına göre okul müdürlerinin liderlik stilleri. *Hasan Ali Yücel Eğitim Fakültesi Dergisi*, *12*(2), 161–189.

Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, *6*(2), 199–218. https://doi.org/10.1016/1048-9843(95)90035-7

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173–1182. https://doi.org/10.1037/0022-3514.51.6.1173

Bartlett, J. E., Kortlik, J. W., & Higgins, C. C. (2001). Organizational research: determining appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, *19*, 43–50.

Bass, B. M., & Avolio, B. J. (1994). Transformational leadership and organizational culture. *International Journal of Public Administration*, *17*(3–4), 541–554. https://doi.org/10.1080/01900699408524907

Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, *85*(3), 349–360. https://doi.org/10.1037/0021-9010.85.3.349

Blau, P. M. (1964). *Exchange and Power in Social Life*. John Wiley & Sons, Inc.

Bogler, R. (2001). The ınfluence of leadership style on teacher job satisfaction. *Educational Administration Quarterly*, *37*(5), 662–683. https://doi.org/10.1177/00131610121969460

Burton, L. J., Welty Peachey, J., & Wells, J. E. (2017). The role of servant leadership in developing an ethical climate in sport organizations. *Journal of Sport Management*, *31*(3), 229–240. https://doi.org/10.1123/jsm.2016-0047

Cheng, M. Y., & Wang, L. (2014). The mediating effect of ethical climate on the relationship between paternalistic leadership and team identification: A team-level analysis in the Chinese context. *Journal of Business Ethics*, *129*(3), 639–654. https://doi.org/10.1007/s10551-014-2189-5

Chernyak-Hai, L., & Tziner, A. (2014). Relationships between counterproductive work behavior, perceived justice and climate, occupational status, and leader-member exchange. *Revista de Psicología Del Trabajo y de Las Organizaciones*, *30*(1), 1–12. https://doi.org/10.5093/tr2014a1

Ciulla, J. B. (1995). Leadership ethics: Mapping the territory. *Business Ethics Quarterly*, *5*(1), 5–28. https://doi.org/10.2307/3857269

Corley, K. G., & Gioia, D. A. (2011). Building theory about theory building: What constitutes a theoretical contribution? *Academy of Management Review*, *36*(1), 12–32. https://doi.org/10.5465/amr.2009.0486

Demirtas, O., & Akdogan, A. A. (2014a). The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics*, *130*(1), 59–67. https://doi.org/10.1007/s10551-014-2196-6

Demirtas, O., & Akdogan, A. A. (2014b). The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics*, *130*(1), 59–67. https://doi.org/10.1007/s10551-014-2196-6

Drucker, P. (2015). *Managing in Turbulent Times*. Abingdon, United Kingdom: Routledge.

Dumdum, U.R., Lowe, K.B. and Avolio, B.J. (2013), A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: an update and extension, Avolio, B.J. and Yammarino, F.J. (Eds), *Transformational and Charismatic Leadership: The Road Ahead, Elsevier Science* içinde (ss. 35-66), Oxford: Emerald.

Eigenstetter, M., Dobiasch, S., & Trimpop, R. (2007). Commitment and counterproductive work behavior as correlates of ethical climate in organizations. *Monatsschrift Für Kriminologie Und Strafrechtsreform*, *90*(2–3), 224–244. https://doi.org/10.1515/mks-2007-902-312

Elçi, M., Şener, R., & Alpkan, L. (2013). The ımpacts of ethical leadership on the antisocial behavior of employees: The mediating role of ethical climate. *Journal of Global Strategic Management*, *2*(7), 57-57. https://doi.org/10.20460/jgsm.2013715667

Engelbrecht, A. S., Van Aswegen, A. S., & Theron, C. C. (2005a). The effect of ethical values on transformational leadership and ethical climate in organisations. *South African Journal of Business Management*, *36*(2), 19–26. https://doi.org/10.4102/sajbm.v36i2.624

Engelbrecht, A. S., Van Aswegen, A. S., & Theron, C. C. (2005b). The effect of ethical values on transformational leadership and ethical climate in organisations. *South African Journal of Business Management*, *36*(2), 19–26. https://doi.org/10.4102/sajbm.v36i2.624

Erçetin, Ş. (2000). *Lider Sarmalında Vizyon*. Ankara: Nobel Yayın Dağıtım.

Eren, E. (2022). *Yönetim ve Organizasyon*. İstanbul: Beta Başım Yayın.

Eren, M. U., & Titizoğlu, Z. A. (2014). Dönüşümcü ve etkileşimci liderlik tarzlarının örgütsel özdeşleşme ve iş tatmini üzerindeki etkileri. *Sosyal Ekonomik Araştırmalar Dergisi*, *14*(27), 275–303. https://doi.org/10.30976/susead.302228

Field, A. (2009). *Discovering Statistics Using SPSS*. Thousand Oaks, Canada: SAGE Publications.

Fox, S., & Spector, P. E. (2005). *Counterproductive Work Behavior*. Washington DC: American Psychological Association.

Gerçek, M. (2017). Etik iklim ve örgütsel güvenin üretkenlik karşıtı davranışlar üzerindeki etkisinin incelenmesi. *Journal of International Social Research*, *10*(51), 952–963. https://doi.org/10.17719/jisr.2017.1829

Gürbüz, S., & ŞAhin, F. (2015). *Sosyal bilimlerde araştırma yöntemleri*. Seçkin Yayıncılık.

Haşıloğlu, S. B., Baran, T., & Aydın, O. (2015). A study on the potential problems in marketing research: Convenience sampling and scale items with adverbs of frequency. *Pamukkale Journal of Business and Information Management*, *2*(1), 19–28. https://doi.org/10.5505/pibyd.2015.47966

Hauke, J., & Kossowski, T. (2011). Comparison of values of pearson's and spearman's correlation coefficients on the same sets of data. *QUAGEO*, *30*(2), 87–93. https://doi.org/10.2478/v10117-011-0021-1

Holtz, B. C., & Harold, C. M. (2012). Effects of leadership consideration and structure on employee perceptions of justice and counterproductive work behavior. *Journal of Organizational Behavior*, *34*(4), 492–519. https://doi.org/10.1002/job.1825

Howladar, M. H. R., Rahman, S., & Uddin, A. (2018). deviant workplace behavior and job performance: The moderating effect of transformational leadership. *Iranian Journal of Management Studies (IJMS)*, *11*(1), 147–183.

Huang, S. Y. B., Li, M. W., & Chang, T. W. (2021). transformational leadership, ethical leadership, and participative leadership in predicting counterproductive work behaviors: Evidence from financial technology firms. *Frontiers in Psychology*, *12*. https://doi.org/10.3389/fpsyg.2021.658727

Huerta, S. R. (2008). Mission and hospital ethical climate as perceived by nurses. (Doktora Tezi, *Loyola University: Chicago*), *https://www.proquest.com/openview/c4c972b15d16e0c698e1d-28c2e8839fb/1?pq-origsite=gscholar&cbl=18750 adresinden alındı*

Jr, J. H. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2009). *Multivariate Data Analysis (7th Edition)* (7th ed.). Pearson.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692–724. https://doi.org/10.5465/256287

Kanten, P., & Ulker, F. E. (2013). The effect of organizational climate on counterproductive behaviors: An empirical study on the employees of manufacturing enterprises. *The Macrotheme Review*, *2*(4), 144–160.

Kanten, P., & Ulker, F. E. (2014). Yönetim tarzının üretkenlik karşıtı iş davranışlarına etkisinde işe yabancılaşmanın aracılık rolü. *Mugla Sitki Kocman University Journal of Social Sciences*, *32*, 16–40.

Kayani, M. B., & Alasan, I. I. (2021). İmpact of toxic leadership on counterproductive work behavior with the mediating role of psychological contract breach and moderating role of proactive personality. *Studies of Applied Economics*, *39*(4). https://doi.org/10.25115/eea.v39i4.4879

Keçecioğlu, T. (1998). *Liderlik ve Liderler ; Değişim Yolunda İyi Bir Öğrenci ve İyi Bir Öğretmen*. İstanbul, Türkiye: Kalder Yayınları.

Lan, T., Chen, M., Zeng, X., & Liu, T. (2020). The influence of job and individual resources on work engagement among Chinese police officers: A moderated mediation model. *Frontiers in Psychology*, *11*. https://doi.org/10.3389/fpsyg.2020.00497

Lau, V. C. S., Au, W. T., & Ho, J. M. C. (2003). A qualitative and quantitative review of antecedents of counterproductive behavior in organizations. *Journal of Business and Psychology*, *18*(1), 73–99. https://doi.org/10.1023/a:1025035004930

Lee, C. J., & Huang, S. Y. (2019). Double-edged effects of ethical leadership in the development of Greater China salespeople's emotional exhaustion and long-term customer relationships. *Chinese Management Studies*, *14*(1), 29–49. https://doi.org/10.1108/cms-06-2018-0579

Lu, C. S., & Lin, C. C. (2013). The effects of ethical leadership and ethical climate on employee ethical behavior in the international port context. *Journal of Business Ethics*, *124*(2), 209–223. https://doi.org/10.1007/s10551-013-1868-y

Martinko, M. J., Gundlach, M. J., & Douglas, S. C. (2002). Toward an integrative theory of counterproductive workplace behavior: A causal reasoning perspective. *International Journal of Selection and Assessment*, *10*(1 & 2), 36–50. https://doi.org/10.1111/1468-2389.00192

Mathur, G., Banerjee, R., Sharma, K., & Kaur, H. (2018). Relationship between ethical climate and deviant workplace behavior. *Productivity*, *59*(2), 101–110. https://doi.org/10.32381/prod.2018.59.02.1

Matis, G., Birbilis, T., & Kontogianidis, K. (2009). Glasgow coma scale and APACHE II system data--are they normally distributed? *Chirurgia (Bucharest, Romania : 1990)*, *104*(1), 73–78.

Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010a). Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. *journal of Business Ethics*, *95*(S1), 7–16. https://doi.org/10.1007/s10551-011-0794-0

Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010b). Examining the link between ethical leadership and employee misconduct: The mediating role of ethical climate. *Journal of Business Ethics*, *95*(S1), 7–16. https://doi.org/10.1007/s10551-011-0794-0

McCall, M. W. (1986). Leadership and performance beyond expectations, Kitap Kritiği]*Leadership and performance beyond expectations*, by Bernard M. Bass. New York, 1985]. *Human Resource Management*, *25*(3), 481–484. https://doi.org/10.1002/hrm.3930250310

Milli Eğitim İstatistikleri Örgün Eğitim 2019-2020
https://sgb.meb.gov.tr/meb_iys_dosyalar/2020_09/04144812_meb_istatistikleri_orgun_egitim_2019_2020.pdf

Medley, F., & Larochelle, D. R. (1995). Transformational leadership and job satisfaction. *Nursing Management (Springhouse)*, *26*(9), 64JJ. https://doi.org/10.1097/00006247-199509000-00017

Odumeru, J. A., & Ogbonna, I. G. (2013). Transformational vs. transactional leadership theories: Evidence in literature. *International Review of Management and Business Research*, *2*(2), 355.

Özbek, M. F. (2011). Örgüt içerisindeki güven ve işe yabancılaşma ilişkisinde örgüte uyum sağlamanın aracı rolü. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, *16*(1), 231–248.

Özden, D., Arslan, G. G., Ertuğrul, B., & Karakaya, S. (2017). The effect of nurses' ethical leadership and ethical climate perceptions on job satisfaction. *Nursing Ethics*, *26*(4), 1211–1225. https://doi.org/10.1177/0969733017736924

Özdoğru, M., & Aydın, B. (2012). İlköğretim okulu öğretmenlerinin karara katılma durumları ve istekleri ile motivasyon düzeyleri arasındaki ilişki. *Abant İzzet Baysal Üniversitesi Eğitim Fakültesi Dergisi*, *12*(2), 357–367.

Özen, Ş. (2002). Türkiye'deki örgütler/yönetim araştırmalarında törensel görgülcülük sorunu. *Yönetim Araştırmaları Dergisi*, *2*(2), 5–31.

Özüren, Ü. (2017). Tekstil işletmelerinde nepotizm uygulamalarına bağlı olarak üretkenlik karşıtı davranışlar ve sonuçları. *Doctoral Dissertation, İstanbul Kültür Üniversitesi/Sosyal Bilimler Enstitüsü/İşletme Anabilim Dalı/İşletme Bilim Dalı.*

Parsehyan, B. G. (2014). *Etkileşimci ve dönüşümcü liderlik davranışları ile örgütsel bağlılık ilişkisinde örgüt kültürünün rolü: Sağlık kuruluşunda bir uygulama* (Yayınlanmamış Doktora Tezi), İstanbul Aydın Üniversitesi, İstanbul.

Paulsen, N., Callan, V. J., Ayoko, O., & Saunders, D. (2013). Transformational leadership and innovation in R&D organization experiencing major change. *Journal of Organizational Change Management*, *26*(3), 595–610. https://doi.org/10.1108/09534811311328597

Peterson, D. K. (2002). Deviant workplace behavior and the organization's ethical climate. *Journal of Business and Psychology*, *17*(1), 47–61.

Pillai, R., Schriesheim, C. A., & Williams, E. S. (1999). Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of Management*, *25*(6), 897–933. https://doi.org/10.1177/014920639902500606

Sagnak, M. (2010). The relationship between transformational school leadership and ethical climate. *Educational Sciences: Theory and Practice*, *10*(2), 1135–1152.

Sagnak, M. (2014). Relation between secondary school administrators' transformational and transactional leadership style and skills to diversity management in the school. *Educational Sciences: Theory & Practice*, *10*(2), 1135–1152. https://doi.org/10.12738/estp.2014.6.2128

Sayın, Z. S. E. (2022). *Lider Sarmalında Vizyon*. Ankara, Türkiye: Nobel Akademik Yayıncılık.

Seçkin, E. N. (2020). Algılanan sosyal mübadele, işe yabancılaşma ve sanal kaytarma davranışlarını etkiler mi? Mübadele ideolojisinin düzenleyici rolü. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 1207–1227. https://doi.org/10.16951/atauniiibd.541310

Şengüllendi, M. F., Şehitoğlu, Y., & Kurt, E. (2020). Toksik liderlik ve üretkenlik karşıtı iş davranışları ilişkisinde kariyerizmin aracı etkisi. *Kafkas Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, *11*(22), 743–765. https://doi.org/10.36543/kauiibfd.2020.032

Shapira-Lishchinsky, O., & Raftar-Ozery, T. (2016). Leadership, absenteeism acceptance, and ethical climate as predictors of teachers' absence and citizenship behaviors. *Educational Management Administration & Leadership*, *46*(3), 491–510. https://doi.org/10.1177/1741143216665841

Sharma, S., & Nair, M. (2020). Transformational leadership style and subordinates' counterproductive work behaviour: A study on public and private sector banks in india. *NMIMS Journal of Economics and Public Policy*, *V*(1), 25–36.

Shin, Y. (2012a). CEO ethical leadership, ethical climate, climate strength, and collective organizational citizenship behavior. *Journal of Business Ethics*, *108*(3), 299–312. https://doi.org/10.1007/s10551-011-1091-7

Shin, Y. (2012b). CEO ethical leadership, ethical climate, climate strength, and collective organizational citizenship behavior. *Journal of Business Ethics*, *108*(3), 299–312. https://doi.org/10.1007/s10551-011-1091-7

Şişman, M. (2002). *Öğretmenliğe Giriş*. İstanbul, Türkiye: Pegem A Yayıncılık.

Staff, I., & Lan, H. (2014). *Effect of transactional leadership style on the new generation employees counterproductive work behavior*. Shenyang, China: International Conference on Management Science & Engineering 21th Annual Conference Proceedings, 1078–1083.

Sulu, S., Ceylan, A., & Kaynak, R. (2010). Work alienation as a mediator of the relationship between organizational injustice and organizational commitment: implications for healthcare professionals. *International Journal of Business and Management*, *5*(8), 27. https://doi.org/10.5539/ijbm.v5n8p27

Thau, S., Bennett, R. J., Mitchell, M. S., & Marrs, M. B. (2009). How management style moderates the relationship between abusive supervision and workplace deviance: An uncertainty management theory perspective. *Organizational Behavior and Human Decision Processes*, *108*(1), 79–92. https://doi.org/10.1016/j.obhdp.2008.06.003

Tütüncü, Ö., & Savran, G. (2007). Etik iklim ve tükenmişlik sendromunun kalite yönetim sistemi üzerine etkileri: Bir laboratuvar araştırması. *Dokuz Eylül Üniversitesi, Sosyal Bilimler Enstitüsü Dergisi*, *9*(4), 177–218.

Van Aswegen, A. S., & Engelbrecht, A. S. (2009). The relationship between transformational leadership, integrity and an ethical climate in organisations. *SA Journal of Human Resource Management*, 7(1), 1–9. https://doi.org/10.4102/sajhrm.v7i1.175

Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates. *Administrative Science Quarterly*, *33*(1), 101. https://doi.org/10.2307/2392857

Wimbush, J. C., & Shepard, J. M. (1994). Toward an understanding of ethical climate: Its relationship to ethical behavior and supervisory influence. *Journal of Business Ethics*, *13*(8), 637–647. https://doi.org/10.1007/bf00871811

Yıldız, H., & Develi, A. (2018). Çalışanların yalan söyleme eğiliminin bir öncülü olarak örgütsel dışlanma. *Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi*, 141–148. https://doi.org/10.18506/anemon.452575

Yogasari, I. A. M., & Budiasih, I. G. A. N. (2019). Impact of organizational justice perceptions and transformational leadership role on counter productive work behavior. *International Research Journal of Management, IT and Social Sciences*, *6*(6), 239–243. https://doi.org/10.21744/irjmis.v6n6.800

Turanç, Ö., & Turgut, H. (2017). *Yönetim ve Strateji 101 Teori ve Yaklaşım*. Siyasal Kitabevi.