

Economics and Administration, Tourism and Tourism Management, History, Culture, Religion, Psychology, Sociology, Fine Arts, Engineering, Architecture, Language, Literature, Educational Sciences, Pedagogy & Other Disciplines in Social Sciences

Vol:4, Issue:21
sssjournal.com

pp.3326-3337
ISSN:2587-1587

2018
sssjournal.info@gmail.com

Article Arrival Date (Makale Geliş Tarihi) 05/06/2018 | The Published Rel. Date (Makale Yayın Kabul Tarihi) 20/08/2018
Published Date (Makale Yayın Tarihi) 20.08.2018

INVESTIGATION OF THE EFFECTS OF ETHICAL LEADERSHIP PERCEPTION AND ORGANIZATIONAL IDENTIFICATION ON ORGANIZATIONAL CHANGE TENDENCY

Dr. Bülent DEMİR

T. C. İstanbul Arel University, demirbtr@gmail.com

Dr. Gülbeniz AKDUMAN

Fatih Sultan Mehmet Vakıf University, gulbeniz@akduman.com

Dr. Zeynep HATİPOĞLU

Nişantaşı University, zynhatipoglu@gmail.com

ABSTRACT

The main purpose of this study is to investigate the effect of the perception of ethical leadership and organizational identification on organizational change susceptibility. Sampling is included in all of the survey forms that are applied to 306 white-collar workers who are easily accessed by sampling online. A questionnaire consisting of four parts was used as data collection tool in the research. The first part of the data collection tool is a personal information form. In the second part of the questionnaire, the Ethical Leadership Scale developed by De Hoogh and Den Hartog (2008) and adapted to Turkish by Alkan (2015) and the reliability and validity studies were done. In this study, the Cronbach Alpha coefficient of the scale is 0.95; the Cronbach Alpha coefficients of the sub-dimensions were calculated as 0,90 - 0,95 - 0,90, respectively. In the third part of the questionnaire, Organizational Identity Scale developed by Cheney (1984) and adapted to Turkish by Fidan (2012) and reliability and validity studies are done. In this study, "Identification" sub-dimension was used from 6 items. In this study, the Cronbach Alpha coefficient of the scale was calculated as 0.86. In the fourth part of the questionnaire, the Variation Susceptibility Scale developed by Seren (2005) is included. In this study, the Cronbach Alpha coefficient of the scale was calculated as 0,93. The data were analyzed using the Statistical Package Program for Social Science (SPSS) 21.0 program. As a result of the research, positive and significant relationship between ethical leadership perception and organizational identification and change tendency were found. Employees with high levels of ethical leadership perception and organizational identification tend to have organizational change tendencies.

Keywords: Ethical Leadership Perception, Organizational Identification, Organizational Change Tendency

1. CONCEPTUAL FRAMEWORK

1.1. Ethical Leadership

There are effective and two-way interaction between the leader and employee who (Özkalp and Kirel, 2011). Employees who believe their leader, and they feel the need to trust (Schultz and Schultz, 2010). Ethical and unethical behavior are failing to make a leader (Aaamodt, 2010).

Along with the rapid increase of unethical incidents in organizations, parallel to the issue of ethics, many definitions have been made in the related field about the concept and its scope (Solmuş, 2007):

- ✓ Ethical leaders are conscientious, trustworthy and self-fulfilling people until the end (Kets de Vries, 2007).
- ✓ Ethical leadership is a style of leadership that demonstrates ethical behavior in strengthening interaction by increasing communication in individual and individual activities.

- ✓ The ethical leader is the person who constitutes ethical values within the organization, chooses and develops appropriate occupations according to these values, makes a career in all executive decisions and demonstrates ethical behavior in administrative practices (Akdoğan and Demirtas, 2015).
- ✓ The ethical leader is the person who acts ethically and is sensitive to their emotional and thought needs (Sezgül, 2010).
- ✓ The ethical leader is the person who is honest, trustworthy, and acting in both private and business life (Brown, Trevino, 2006).
- ✓ The Ethical Leader is one who works in harmony with the common interests and uses all his power for this purpose to reach the best possible (Yeşiltaş et al., 2012).

Ethical leaders are those who work in order to achieve fair, honest and ethical behavior while obeying the law and assessing the effects and consequences of each behavior in a multidimensional way. Evaluate the decisions taken in terms of both the stakeholders that it affects itself and the organization (Sezgül, 2010). Ethical leadership features and behaviors are listed below (Yılmaz, 2006; Tuna and Yeşiltaş, 2013):

- ✓ Serves both employees and organization.
- ✓ Works in harmony with employees and organization.
- ✓ Creates a vision based on the core values and needs of employees and the organization.
- ✓ Does not hesitate to take risks in the direction of common mission and target.
- ✓ Makes a complete statement without delay when necessary.
- ✓ Encourages employees.
- ✓ Mentoring and coaching for employees' personal development.
- ✓ Becomes an example to other people through ethical behavior.
- ✓ They question their decisions ethically.
- ✓ Employees prioritizing ethical behavior in assignments.
- ✓ Ethical violations are not tolerated.

1.2. Organizational Identification

Freud (1922) first introduced the concept of organizational identification to the literature as the definition of emotional attachment to other people. It was later developed by Lasswel (1965) and used for massive identifications such as nationalism. Patchen (1970) was the first to use the concept as organizational identification (Özler, 2010). Organizational identification is a psychological concept that describes the relationship between an occupation and an organization (Edwards, 2005).

There are different definitions of organizational identification in related field studies;

- ✓ Organizational identification is a self-describing reaction established by a specific relationship between the employee and the organization (Brown, 1969).
- ✓ Organizational identification is the increasing integration of the employee with the organization over time (Hall et al., 1970).
- ✓ Organizational identification is the process of harmonization of employee and organizational goals (Hall et al., 1970).
- ✓ Organizational identification is the relationship between employee and organization, both development and product (Bullis and Bach, 1991).
- ✓ Where employees see themselves equal to their organizational characteristics, they are called "organizational identification" (Dutton et al., 1994).
- ✓ Organizational identification is the level of self-organization with the employee's identity (Dutton et al., 1994).
- ✓ Organizational identification is a psychological condition in which the employee considers himself / herself an individual part of the organization (Rousseau, 1998).
- ✓ The behavior of linking employees and organizations is called "organizational identification" (Kreiner and Ashforth, 2004).
- ✓ Organizational identification is the only way for employees to work in a coordinated manner, with a high sense of belonging and with the desired performance (Shamir and Kark, 2004).
- ✓ Employees see their goals and goals as their own personal goals and goals (Edwards, 2005).
- ✓ Organizational identification is a power that drives employees to behave according to organizational procedures and processes (Tüzün and Çağlar, 2008).
- ✓ Organizational identification is the acceptance or acceptance of an employee's value, purpose and targets as their own individual values, goals and targets (Polat et al., 2010).

The commonness of the definitions in the related field studies is the cognitive, emotional and behavioral dimensions of the organizational identification (Tüzün and Çağlar, 2008). At the basis of the organizational identification, three basic processes are included as an employee to be accepted as a member of the organization, to participate in common social activities, and as a final phase to take on organizational values, goals and objectives (Polat and Meydan, 2010). Organizational identification can take place in two different strategic dimensions as merging and division. The union represents the situation in which the organization and the employee are in harmony, and the common values are shared and created. A combination of the threats from outside the organization and the threat of collective defense and taking measures to defend the stratification strategy (Cheney, 1983).

Organizations are composed of many different parts. Employees work in groups belonging to different departments. Identification with the departments where the employees are working is called intra-group identification (Tokgöz, 2012). Organizational identification increases interaction and motivation by creating synergy among employees (Albert et al., 2000; Edwards, 2005). When working with self-employed employees, the rate of organizational identification increases (Polat, 2009).

In this area according to the organizational identification with a total of 35 282 participants performed a meta-analysis of 68 studies and concluded that employee satisfaction has a positive relationship between (the Kinic and Kreiter, 2006). As the number of employees in the group and the competition between them decrease, organizational identification decreases (Liponnen et al., 2005; Knippenberg and Schie, 2000). As the working time of the employees in the same organization increases, their seniority increases both the organization and the identification rate with the organization. As a result, the intention to leave the work is also decreasing (Mael and Ashforth, 1992).

1.3. Organizational Change Tendency

The change in many definitions in the literature generally transitions from old to new (Wolff, 2005). Change is a process that is sustainable at the operational and strategic levels for organizations (Todnem, 2005). Organizational change and change adaptation are a necessity that an organization can sustain its existence in a competitive environment, but effective organizational change is rarely encountered. Current research shows that only one third of the organizational change efforts are considered successful by the leaders (Pieterse, Caniels and Homan, 2012).

This failure to change efforts can have many different reasons. The difficulties encountered when managing the change compared to the human resource leaders of the nine hundred companies surveyed by Ken Blanchard Companies; (Bateman, et al., 2016), to engage and motivate employees, to keep the change process alive, to focus on leadership development to support the process, to make everyone think the same way, and to change quickly and effectively. There is a change resistance factor at the root of the failure of change. Before discussing the causes of resistance, it is necessary to explain at what stages the change is addressed. There are various definitions in the literature regarding the classification of change. Table 1 shows these classifications and definitions.

Table 1: Classification of Change

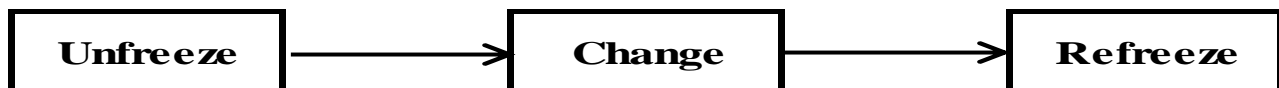
Classification	Description	Referance
Change in Subsystems	System and structure change adaptation. Change in a subsystem of an organization or in all subsystems. Gradual change.	Burnes 2004; Carnall 2007; Watzlawicz, Weakland and Fisch 1974
Change in Organization	Transformational change. Change in basic organizational paradigms. Organizational change. Change of whole system.	Burnes 2004; Carnall 2007; Watzlawicz, Weakland and Fisch 1974; Van de Ven and Poole 1995
Change in the Sector	Change in definition of work done. Cross organizational change. Change in the boundaries of the organization. Change that is happening across the industry or in most of the organizations.	Tsoukas and Papoulias 2005; Gratton 2005

Reference: Kuipers, et al., 2014, "The Management of Change in Public Organisations: A Literature Review", p.6

These classifications also show resistance points of change at the same time. However, the causes of change in resistance within the organization can be listed as follows (Bateman, et al., 2016):

- **Inertia:** It can be uncomfortable for people to do things outside of their old ways.
- ✓ **Timing:** In a bad time, the change causes resistance. Efforts put forward for change at a time when managers or employees are very intense and stressful will be inconclusive.
- ✓ **Sudden change (surprise):** If the change is sudden, unexpected and excessive, there may be a reaction. Therefore, change leaders should give other people time to think and prepare for change.
- ✓ **Peer pressure:** Individuals are looking at change positively, but if there is a team that is connected to each other and the other members are showing resistance, they may also tend to show the same resistance.

To motivate employees to change and manage change issues, Kurt Lewin's Three-Stage Change Model is suggested:



Reference: Cummings,S., Bridgman, T. And Brown, K.G. (2016), “Unfreezing Change as Three Steps: Rethinking Kurt Lewin’s Legacy for Change Management”, Human Relations 2016, Vol. 69(1), p.34

The first step is to give up the old way of doing business. Change takes place in the second step, and finally re-freezes with support to ensure that the change is successful. Rewarding the re-freezing phase will certainly reward those who support the change, and appreciate it in a way that other employees will recognize will make this change permanent. Therefore, the management should follow the change and not support it continuously.

2. RESEARCH

2.1. The Purpose and Importance of Research

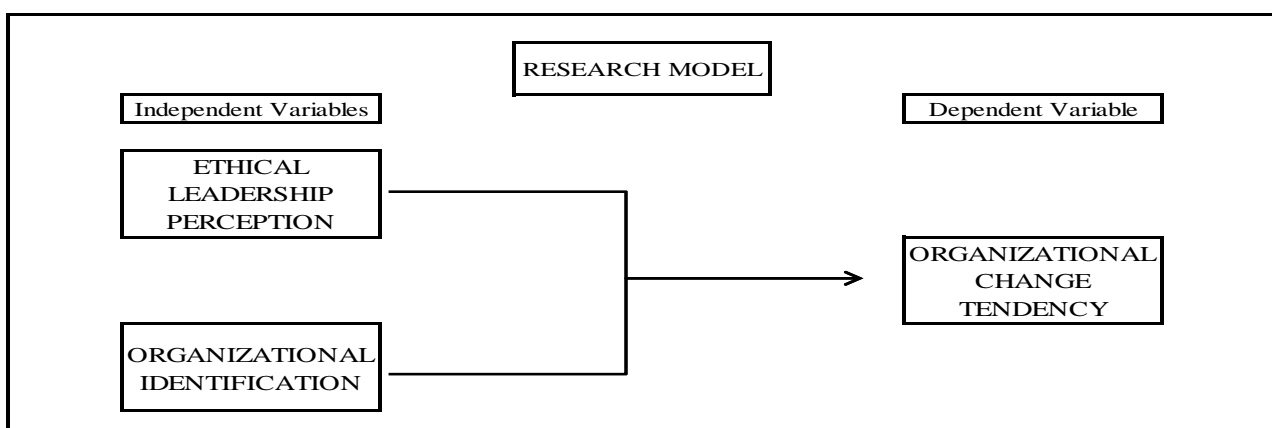
The main purpose of this study is to investigate the effects of ethical leadership and organizational identification on organizational change tendency. The research is expected to contribute to the theoretical and practical aspects of the literature. The theoretical contribution of the research is that the effects of ethical leadership and organizational identification on organizational change tendency are examined in a holistic model and filling the gap in this area. The contribution of the research in practice is that the effects of ethical leadership and organizational identification on organizational change tendency are tested.

2.2. Variables and Model of Reserach and Hypohteses

In this research, the effects of ethical leadership and organizational identification on organizational change tendency will be examined and our hypotheses with variables will be explained. In the research, ethical leadership and organizational identification are considered as independent variables and organizational change tendency as an dependent variable.

H1: Ethical Leadership Has a Positive and Significant Effect on Organizational Change Tendency.

H2: Organizational Identification Has a Positive and Significant Effect on Organizational Change Tendency.



2.3. Scope of Research, Data Collection Technique

A questionnaire consisting of four parts was used as data collection tool in the research. Participants in the first part of the data collection tool include information form consisting of gender, age, marital status, duration of the period in the department, working status, settlement place, and place where a large majority of life passes.

In the second part of the questionnaire, the Ethical Leadership Scale developed by De Hoogh and Den Hartog (2008) and adapted to Turkish by Alkan (2015) and the reliability and validity studies were done. The scale consists of 17 items and 3 dimensions. The choices on the scale are in the form of a 5-point likert (1-strictly disagree, 5-strictly agree) and dividing the total score by the number of items in the dimension. In the scale, two items (m3 and m14) are reverse encoded. High scores indicate that the leader of the organization is positive about ethical leadership behavior. In this study, the Cronbach Alpha coefficient of the scale is 0.95; the Cronbach Alpha coefficients of the sub-dimensions were calculated as 0,90 - 0,95 - 0,90, respectively.

In the third part of the questionnaire, Organizational Identity Scale developed by Cheney (1984) and adapted to Turkish by Fidan (2012) and reliability and validity studies are done. In this study, "Identification" sub-dimension was used from 6 items. The choices in the scale are in the form of a 5-point likert (1-strongly disagree, 5-strictly agree) and the scale score is obtained by dividing the total score by the number of items. The high score indicates that the organizational identification attitude is at a high level. In this study, the Cronbach Alpha coefficient of the scale was calculated as 0.86.

In the fourth part of the questionnaire, the Variation Susceptibility Scale developed by Seren (2005) is included. There are 13 negatives, 7 positive expressions, 20 items and one dimension on the scale, with a scale of 5 likert (1-definitely not agree, 5-strictly agree). The numbers of the negative expressions are 1, 2, 3, 5, 8, 9, 10, 12, 14, 16, 18, 19 and 20. Positive items are 4, 6, 7, 11, 13, 15 and 17. It is understood that as the points increase, the tendency of change increases. In other words, if there is a change in the organization, it can be said that occupations can exhibit a positive attitude (Tokat, Kara and Karaa, 2013). In this study, the Cronbach Alpha coefficient of the scale was calculated as 0,93.

The data were analyzed using the Statistical Package Program for Social Science (SPSS) 21.0 program. The demographic information of the students is shown as frequency and percentage table. The skewness coefficient was used in the normality test of the scale scores. It can be interpreted that the scores within ± 1 of the skewness coefficient used in the normal distribution feature of constantly varying scores do not show a significant deviation from the normal distribution (Büyüköztürk, 2011: 40). Since it was determined that the scale scores were normally distributed in the normality test, two independent sample t tests were used to compare the scale and subscale scores according to gender, marital status and education level variables. one-way analysis of variance (ANOVA) was used in comparison of the number of children, birth date (girth) and total study duration. The LSD post hoc test was used to determine the difference between the two groups when significant differences were found in the ANOVA test. Pearson correlation analysis for relationship analysis between variables; multiple regression analysis was used to determine the impact of ethical leadership perception on organizational identification and change bias. The confidence interval in the analyzes was 95% ($p < 0.05$).

2.4. Demographic Characteristics of Main Mass

306 employees working in various sectors participated in the research. 39.2% of the participants were women and 60.8% were men. 36.9% of participants were single and 63.1% were married. 48.7% of the participants have no children, 25.2% have 1 child and 26.1% have 2 or more children. 5.6% of participants were baby boomer (1946-1964), 36.9% were X generation (1965-1979) and 57.5% were Y generation (1980-1999). 44.4% of the participants were undergraduates and 55,6% were trained at the graduate level. 11.1% of participants have a total working time of 2 years or less, 18.6% of 3-5 years, 21.9% of 6-10 years, 48.4% of 11 years or more.

3. FINDINGS

3.1. Descriptive Statistics for Scales

Participants' ethical leadership perception (3.06 ± 0.84) was found at "moderate" level. Ethics and justice ($3,00 \pm 0,90$) and "power sharing" ($2,95 \pm 0,92$) were found as the subscale scores of ethical leadership

perception scale, respectively. (Table 3). Participants' organizational identification scale score ($3,74 \pm 0,42$) and changeability score ($3,81 \pm 0,46$) scale scores were found to be "high" (Table 3).

Table 2: Descriptive Statistics for Scales

Scale	Sun Dimension	n	\bar{X}	SS	Skewness
Ethical Leadership Perception	Ethics and Justice	306	3,00	0,90	-0,24
	Opposition to Roles	306	3,22	0,96	-0,49
	Power Sharing	306	2,95	0,92	-0,20
	Total	306	3,06	0,84	-0,28
Organizational Identification		306	3,74	0,42	-0,01
Organizational Change Tendency		306	3,81	0,46	0,04

3.2. T Test Results by Gender Rating Scales

Ethical leadership perception scale and subscale scores did not differ significantly by gender ($p > 0,05$). It was determined that organizational identification scale scores did not show any significant difference according to gender ($p > 0,05$). It was determined that the scores of variability were not significantly different according to gender ($p > 0,05$) (Table 4).

Table 3: t Test Results by Gender Rating Scale

Sub Dimension	Gender	n	\bar{X}	SS	t	p
Ethics and Justice	Female	120	2,98	0,88	-0,19	0,848
	Male	186	3,00	0,91		
Opposition to Roles	Female	120	3,23	0,97	0,15	0,879
	Male	186	3,21	0,95		
Power Sharing	Female	120	3,02	0,94	1,09	0,279
	Male	186	2,91	0,91		
Ethical Leadership Perception	Female	120	3,08	0,85	0,38	0,701
	Male	186	3,04	0,84		
Organizational Identification	Female	120	3,74	0,39	0,16	0,874
	Male	186	3,74	0,44		
Organizational Change Tendency	Female	120	3,82	0,40	0,14	0,887
	Male	186	3,81	0,50		

3.3. T Test Results of Scale Scores According to Marital Status

Ethical leadership perception scale and subscale scores did not differ significantly by gender ($p > 0,05$). It was found that organizational identification scale scores showed significant differences according to marital status ($t = -2,95$, $p < 0,05$). The organizational identification of married participants is significantly higher than the score of single participants. It was found that the scores of the variability tendency were significantly different according to marital status ($t = -2,25$, $p < 0,05$). Married participants' tendency to change is significantly higher than that of single participants (Table 5).

Table 4: t Test Results of Scale Scores According to Marital Status

Sub Dimension	Marital Status	n	\bar{X}	SS	t	p
Ethics and Justice	Single	113	3,07	0,93	1,05	0,292
	Married	193	2,95	0,88		
Opposition to Roles	Single	113	3,32	1,00	1,46	0,146
	Married	193	3,16	0,93		
Power Sharing	Single	113	3,01	0,91	0,88	0,378
	Married	193	2,92	0,92		
Ethical Leadership Perception	Single	113	3,13	0,88	1,25	0,211
	Married	193	3,01	0,81		
Organizational Identification	Single	113	3,65	0,48	-2,95	0,003
	Married	193	3,79	0,38		
Organizational Change Tendency	Single	113	3,74	0,49	-2,25	0,025
	Married	193	3,86	0,44		

3.4. ANOVA Test Results of the Comparison of Scale Scores According to the Number of Children

Ethical leadership perception scale and subscale scores were not significantly different according to the number of children ($p > 0,05$). It was found that organizational identification scale scores were significantly different according to the number of children ($F = 3,21$; $p < 0,05$). According to the results of the LSD post

hoc test to determine the difference between the groups, the organizational identification score of 1 child-entrants is significantly higher than the score of non-child non-participants. It was found that the scores of variance tendency were significantly different according to the number of children ($F = 3,21$; $p < 0,05$). According to the results of the LSD post hoc test to determine the difference between the groups, the susceptibility score of 1 child-bearing participants is significantly higher than the score of non-child-bearing participants (Table 6).

Table 5 ANOVA Test Results According to the Number of Children in Scale Scores

Sub Dimension	Number of Children	n	\bar{X}	SS	F	p	Significant Difference
Ethics and Justice	No	149	3,09	0,89	1,67	0,189	
	1 Child	77	2,87	0,86			
	2 and more	80	2,94	0,93			
Opposition to Roles	No	149	3,34	0,96	2,19	0,113	
	1 Child	77	3,10	0,92			
	2 and more	80	3,11	0,98			
Power Sharing	No	149	3,07	0,89	2,59	0,077	
	1 Child	77	2,80	0,95			
	2 and more	80	2,88	0,93			
Ethical Leadership Perception	No	149	3,17	0,84	2,57	0,078	
	1 Child	77	2,92	0,81			
	2 and more	80	2,98	0,86			
Organizational Identification	A-No	149	3,68	0,46	3,21	0,042	B>A
	B-1 Child	77	3,83	0,39			
	C-2 and More	80	3,77	0,37			
Organizational Change Tendency	A-No	149	3,74	0,48	4,67	0,010	B>A
	B-1 Child	77	3,94	0,47			
	C-2 and More	80	3,82	0,38			

3.5. ANOVA Test Results of Comparison of Scale Scores by Birth Date (Generation)

It was found that the scores of ethical leadership perception scale and subscale were not significantly different according to birth date ($p > 0,05$). It was determined that organizational identification scale scores did not show any significant difference according to birth date ($p > 0,05$). It was found that the variability tendency scale scores were not significantly different from the birth date ($p > 0,05$) (Table 7).

Table 6 ANOVA Test Results of Comparison of Scale Scores by Birth Date (Generation)

Sub Dimension	Birth Date (Generation)	n	\bar{X}	SS	F	p
Ethics and Justice	Baby Boomer	17	2,73	0,81	1,81	0,165
	X Generation	113	2,92	0,89		
	Y Generation	176	3,07	0,91		
Opposition to Roles	Baby Boomer	17	3,08	1,07	1,91	0,150
	X Generation	113	3,10	0,89		
	Y Generation	176	3,31	0,99		
Power Sharing	Baby Boomer	17	2,60	1,03	3,02	0,050
	X Generation	113	2,85	0,90		
	Y Generation	176	3,05	0,91		
Ethical Leadership Perception	Baby Boomer	17	2,80	0,89	2,60	0,076
	X Generation	113	2,96	0,83		
	Y Generation	176	3,14	0,83		
Organizational Identification	Baby Boomer	17	3,74	0,37	1,16	0,316
	X Generation	113	3,79	0,35		
	Y Generation	176	3,71	0,47		
Organizational Change Tendency	Baby Boomer	17	3,86	0,31	0,86	0,425
	X Generation	113	3,85	0,40		
	Y Generation	176	3,78	0,51		

3.6 Test Results According to Level of Education Scale Scores

It was determined that the scale and subscale scores of the ethical leadership perception did not show any significant difference according to the education level ($p > 0,05$). It was determined that organizational identification scale scores did not show any significant difference according to education level ($p > 0,05$). It

was determined that the scores of the variability likelihood scale did not show any significant difference according to the education level ($p > 0,05$) (Table 8).

Table 7 Test Results According to Level of Education Scale Scores

Sub Dimension	Level of Education	n	\bar{X}	SS	t	p
Ethics and Justice	Undergraduate	136	2,98	0,87	-0,31	0,758
	Graduate	170	3,01	0,92		
Opposition to Roles	Undergraduate	136	3,26	0,90	0,69	0,492
	Graduate	170	3,19	1,00		
Power Sharing	Undergraduate	136	2,90	0,93	-0,86	0,390
	Graduate	170	2,99	0,91		
Ethical Leadership Perception	Undergraduate	136	3,05	0,81	-0,16	0,871
	Graduate	170	3,06	0,87		
Organizational Identification	Undergraduate	136	3,72	0,37	-0,77	0,441
	Graduate	170	3,76	0,46		
Organizational Change Tendency	Undergraduate	136	3,77	0,42	-1,49	0,138
	Graduate	170	3,85	0,49		

3.7 ANOVA Test Results According to Total Work Time of Scale Scores

Ethical leadership perception subscale scores were not significantly different from the total study duration ($p > 0,05$). Ethical leadership perception scale scores were found to be significantly different from the total study duration ($F = 2.69$, $p < 0.05$). According to the LSD post hoc test results to determine the difference between the groups, the participants with a total study duration of 2 years or less were significantly higher than the ethical leadership perception score, the total study duration was 6-10 years, and the participants with 11 years and over were significantly higher. Organizational identification scale scores were found to be significantly different from the total study duration ($F = 7.92$, $p < 0.05$). According to the results of the LSD post hoc test conducted to determine the difference between the groups, the total duration of the study was significantly higher than the participants who were 2 years or less, 6-10 years and 11 years, and the organizational identification score of the participants was 3-5 years higher. It was found that there was a significant difference in the variability tendency scale scores compared to the total study duration ($F = 5.92$, $p < 0.05$). According to the results of the LSD post hoc test conducted to determine the difference between the groups, the participants with a total study duration of 2 years and less, 6-10 years and 11 years and above were significantly more likely to have a tendency to change than the participants with a total study duration of 3-5 years (Table 9).

Table 8 ANOVA Test Results According to Total Work Time of Scale Scores

Sub Dimension	Total Work Time	n	\bar{X}	SS	F	p	Significant Difference
Ethics and Justice	2 and Less	34	3,34	0,84	2,48	0,061	
	3-5 Years	57	3,09	0,83			
	6-10 Years	67	2,95	0,90			
	11 and More	148	2,90	0,92			
Opposition to Roles	2 and Less	34	3,60	0,90	2,53	0,058	
	3-5 Years	57	3,25	0,92			
	6-10 Years	67	3,24	1,00			
	11 and More	148	3,11	0,95			
Power Sharing	2 and Less	34	3,22	0,90	2,03	0,110	
	3-5 Years	57	3,10	0,79			
	6-10 Years	67	2,87	0,99			
	11 and More	148	2,87	0,93			
Ethical Leadership Perception	A-2 and Less	34	3,39	0,77	2,69	0,046	A>C,D
	B-3-5 Years	57	3,15	0,77			
	C-6-10 Years	67	3,02	0,89			
	D-11 and More	148	2,96	0,84			
Organizational Identification	A-2 and Less	34	3,75	0,46	7,92	0,000	A,C,D>B
	B-3-5 Years	57	3,51	0,43			
	C-6-10 Years	67	3,74	0,46			
	D-11 and More	148	3,82	0,36			
Organizational Change	A-2 and Less	34	3,80	0,55	5,92	0,001	A,C,D>B

Tendency	B-3-5 Years	57	3,59	0,49
	C-6-10 Years	67	3,85	0,49
	D-11 and More	148	3,88	0,39

3.8 Findings of Relationship Between Variables

Positive and significant relationship was found between ethical leadership perception and organizational identification ($r = 0.24$, $p < 0.05$) and change tendency ($r = 0.12$, $p < 0.05$). Employees with a high sense of ethical leadership have high organizational identification and change tendencies. Positive and significant relationship was found between organizational identification and change tendency ($r = 0,87$; $p < 0,05$). Employees with a high level of organizational identification tend to be more likely to change (Table 10).

Table 9 Correlation Analysis Results Between Variables

Variables	2	3	4	5	6
1- Ethics and Justice	0,77**	0,75**	0,92**	0,24**	0,12*
2- Opposition to Roles	1	0,69**	0,90**	0,27**	0,14*
3- Power Sharing		1	0,89**	0,23**	0,10
4- Ethical Leadership Perception			1	0,27**	0,13*
5- Organizational Identification				1	0,87**
6- Organizational Change Tendency					1

* $p < 0,05$ ** $p < 0,01$

The model showing the relationship between organizational identification and organizational change tendency is appropriate ($F(1; 304) = 23,87$; $p < 0,05$). The organizational identification accounts for about 7% of the change in organizational change tendency ($\Delta R^2 = 0.070$). According to the results of t test on regression coefficients and meaningfulness, it was found that organizational identification has a positive and significant effect on organizational change tendency ($\beta = 0,27$; $t = 4,89$; $p < 0,05$). According to the findings, high organizational identification leads to an increase in organizational change tendency (Table 11). According to the results of regression analysis, the mathematical model of the effect of organizational identification on organizational change tendency is as follows:

Organizational change tendency = $3,32 + 0,27 * \text{Organizational Identification}$

Table 10 Results of Regression Analysis on the Effect of Organizational Identification on Organizational Change Tendency

Independent Variables	B	SH _B	β	t	p
Constant	3,324	0,088		37,728	0,000
Organizational Identification	0,136	0,028	0,270	4,886	0,000
$R^2=0,073$ $\Delta R^2=0,070$					
$F_{(1;304)}=23,874$ $p=0,000$					

The model showing the relationship between ethical leadership perception and organizational change tendency seems appropriate ($F(1; 304) = 5.44$, $p < 0.05$). The ethical leadership perception accounts for about 1% of the change in change likelihood ($\Delta R^2 = 0.014$).

According to the results of t test on regression coefficients and significance, it was found that ethical leadership perception has a positive and significant effect on organizational change tendency ($\beta = 0,13$; $t = 2,33$; $p < 0,05$) (Table 12). According to the findings obtained, high ethical leadership perception leads to an increase in the variability.

According to the results of regression analysis, the mathematical model of the effect of ethical leadership perception on organizational change tendency is as follows:

Organizational change tendency = $3,59 + 0,13 * \text{Ethical leadership perception}$

Table 11 Results of Regression Analysis of the Effect of Ethical Leadership Perception on Organizational Change Tendency

Independent Variables	B	SH _B	β	t	p
Constant	3,591	0,099		36,262	0,000
Ethical Leadership Perception	0,073	0,031	0,133	2,332	0,020
$R^2=0,018$ $\Delta R^2=0,014$					
$F_{(1;304)}=5,438$ $p=0,020$					

H1 (Accepted): Ethical Leadership Has a Positive and Significant Effect on Organizational Change Tendency.

H2 (Accepted): Organizational Identification Has a Positive and Significant Effect on Organizational Change Tendency.

4. RESULTS and DISCUSSIONS

In today's business world, employees prefer to work in organizations they value, understand, and have the opportunity to realize themselves. They are leaders who behave fairly, honestly and ethically to present their work environment to their employees (Yılmaz, 2006: 28). Due to the intense competition and rapid changes in the business world, the performance that organizations expect from their employees is rapidly increasing day by day. In order for employees to perform well, they first need to identify with their organizations' beliefs, feelings and institutions (Polat et al., 2010: 6). The fast-paced digital change and transformation that every self-perception has changed the way employees shape their work, as well as their emotions, thoughts and behaviors. While the ethical and ethical thinking and the problems of acting in this are increasing, the number of employees who adopt the organization they are working for and who are working for its development is decreasing.

Today, companies are not in a stable environment. Even those with a high market share need to make radical changes at times. Successful organizations are those who can rapidly rise on their feet, rapidly develop new products and have the ability to rapidly market them (Robbins, et al., 2016). Employees who are identified with the organization they are in charge of and who are prone to change have a positive effect on the success of the organization. In this context, a positive and significant relationship was found between ethical leadership perception and organizational identification and change tendency in order to measure the effect of ethical leadership perception and organizational identification on organizational change tendency. Employees with a high sense of ethical leadership have high organizational identification and change tendencies. Positive and significant relationship between organizational identification and change tendency was found. Employees with high levels of organizational identification tend to be more likely to change. Employees who think leaders are ethical are more identified with their organizations that are fair, moral, and ethical, and trigger change for organizational development. In this context, the achievements of the ethical and fair governance of the organizational leaders are critical.

The research survey is limited to the participating participants and the scales used, thus preventing the results from being generalizable. Increasing the number of people involved in the research and analyzing the relationship with concepts such as organizational commitment, commitment, satisfaction and organizational performance that are thought to be of interest to them will lead to more comprehensive results.

REFERENCES

- Aaamodt, M. G. (2010). *Industrial/Organizational Psychology*. 6th Edition, Wadsworth, United States of America.
- Akdoğan, A., Demirtaş, Ö. (2015). The Effect of Ethical Leadership Behavior on Ethical Climate, Turnover Intention, and Affective Commitment. *Journal of Business Ethics* 130 (1), 59-67.
- Albert, S. Ashforth, B., E. and Dutton, J., E., (2000). Organizational Identity and Identification: Charting New Waters and Building New Bridges. *Academy of Management Journal*, 25(1), 13-17.
- Bateman, S.T., Snell, A.S. (2016). *Management*. Çeviri Editörü: Besler, S., Erbil, C., 3. Baskıdan çeviri, Nobel Yayınları, İstanbul.
- Brown, M. E. (1969). Identification and Some Condition of Organizational Involvement. *Administrative Science Quarterly*, 14(3), 346-355.
- Brown, M. E, Treviño L. K, Harrison D. A. (2005). Ethical Leadership: A Social Learning Perspective For Construct Development and Testing. *Organizational Behavior and Human Decision Processes* 97(2), 117-134.
- Bullis, C., Bach, B. W. (1991). An Explication and Test of Communication Network Content and Multiplexity as Predictors of Organizational Identification. *Western Journal Of Communication (Includes Communication Reports)* 55(2), 180-197.
- Büyüköztürk, Ş. (2011). *Sosyal Bilimler İçin Veri Analizi El Kitabı* (14. Baskı), PEGEM Akademi, Ankara.

- Cheney, G. (1983). On The Various And Changing Meaning Of Organizational Membership: A Field Study Of Organizational Identification. *Communication Monographs*, 50(4), 342-362.
- Cummings, S., Bridgman, T., Brown, K.G. (2016). Unfreezing Change as Three Steps: Rethinking Kurt Lewin's Legacy for Change Management. *Human Relations*, 69(1), 33 –60.
- Dutton J. E., Dukerich, J. M. and Harquail, C.V. (1994). Organizational Images And Membership Commitment. *Administrative Science Quarterly*, 34, 239-263.
- Edwards, M. R. (2005). Organizational Identification: A Conceptual and Operational Review. *International Journal of Management Reviews*, 7(4), 207-230.
- Hall, D.T., Schneider, B., Nygren, H. T. (1970) Personal Factors in Organizational Identification. *Administrative Science Quarterly* 15(2): 176-190.
- İşcan, Ö. F. (2006). Dönüştürücü/Etkileşimci Liderlik Algısı ve Örgütsel Özdeşleşme İlişkisinde Bireysel Farklılıkların Rolü. *Akdeniz İ.İ.B.F. Dergisi*, 11, 160-177.
- Kets de Vries, M. (2007). Liderliğin Gizemi. Çeviren: Zülfü Dicleli, MESS Yayınları, İstanbul.
- Kinicki, A., Kreitner, R. (2006). *Organizational Behavior*. 2nd Edition, Mc Graw- Hill, New York.
- Knippenberg, V. D., Schie, E. C. M. V. (2000). Foci Correlates of Organizational Identification. *Journal of Occupational and Organizational Psychology*, 73(2), 137-147.
- Kreiner, G. E, Ashforth, B. E. (2004). Evidence Toward an Expanded Model of Organizational Identification. *Journal of Organizational Behavior* 25(1), 1-27.
- Kuipers, B., Higgs, M, Kickert, W., Tummers, L, Grandia, J., Voet,J.V. (2014). The Management of Change in Public Organisations: A Literature Review. *Public Administration*, 92(1), 1–20.
- Mael, F., Ashforth, B. E. (1992). Alumni and Their Alma Mater: A partial Test of The Reformulated Model of Organizational Identification. *Journal of Organizational Behavior* 13(2), 103-123.
- Özkalp, E., Kirel, Ç. (2011). *Örgütsel Davranış*. 5. Baskı, Ekin Basım Yayın Dağıtım, Bursa.
- Özler, E. (2010). *Örgütsel Davranışta Güncel Konular*. Ekin Basım Yayın Dağıtım, Bursa.
- Pieterse, H. J., Caniels, C. J., Homan, T. (2012). Professional Discourses and Resistance to Change. *Journal of Organizational Change Management*, 25(6), 798 – 818.
- Polat, M. (2009). *Örgütsel Özdeşleşmenin Öncülleri ve Ardılları Üzerine Bir Saha Çalışması*. Yayınlanmamış Doktora Tezi, Uludağ Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme Anabilim Dalı, Bursa.
- Polat, M., Meydan, C. H. (2010). *Örgütsel Özdeşleşmenin Sinizm ve İşten Ayrılma Niyeti İle İlişkisi Üzerine Bir Araştırma*. Kara Harp Okulu Dekanlığı Sistem Bilimleri Bölümü, 145-172.
- Robbins, P. S., Decenzo, D. A., Coulter, M. (2016). *Yönetimin Esasları- Temel Kavramlar ve Uygulamalar* Çeviri Editörü: Öğüt, A, 8.Baskıdan Çeviri, Nobel Yayınları, İstanbul.
- Rousseau, D. M. (1998). Why Workers Still Identify With Organizations. *Journal of Organizational Behavior* 19, 217-233.
- Shamir, B., Kark, R. (2004). A Single-Item Graphic Scale For The Measurement Of Organizational Identification. *Journal of Occupational and Organizational Psychology*, 77(1), 115–123.
- Schultz, D, Schultz, S. E. (2010). *Psychology and Work Today*. Tenth Edition, Pearson, United States of America.
- Sezgül, İ. (2010) Liderlik ve Etik: Geleneksel, Modern ve Post-Modern Liderlik Tanımları Bağlamında Bir Değerlendirme. *Toplum Bilimleri Dergisi* 4(7), 239-251.
- Solmuş, T. (2007). *Endüstriyel Klinik Psikoloji ve İnsan Kaynakları Yönetimi*. Beta Yayınevi, İstanbul.
- Todnem, R. (2005). Organisational Change Management: A Critical Review. *Journal of Change Management*, 5(4), 369–380.
- Tokgöz, E. (2012) *Örgütsel Güven, Örgütsel Özdeşleşme ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişki*. Yayınlanmamış Yüksek Lisans Tezi, Balıkesir Üniversitesi, Sosyal Bilimler Enstitüsü, Balıkesir.

- Tuna, M., Yeşiltaş, M. (2013) Liderliğin Etik Boyutu: Etik Liderliğin Otel İşletmelerindeki İşgörenler Tarafından Algılanması. İşletme Araştırmaları Dergisi, 5(3): 184-209.
- Tüzün, İ. K, Çağlar, İ. (2008). Örgütsel Özdeşleşme Kavramı ve İletişim Etkinliği İlişkisi. Journal of Yaşar University, 3(9), 1011-1027.
- Wolff, A. (2005). Organizasyonel Değişmede Eğitim Teknolojilerin Rolü ve Önemi. The Turkish Online Journal of Educational Technology (TOJET), 4(1), 146-150.
- Yeşiltaş M, Çeken H, Sormaz, Ü. (2012) Etik Liderlik ve Örgütsel Adaletin Örgütsel Sapma Davranışları Üzerindeki Etkisi. Muğla Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 28, 18-39.
- Yılmaz, E. (2006). Okullardaki Örgütsel Güven Düzeyinin Okul Yöneticilerinin Etik Liderlik Özellikleri ve Bazı Değişkenler Açısından İncelenmesi. Yayınlanmamış Doktora Tezi, Selçuk Üniversitesi, Sosyal Bilimler Enstitüsü, Konya.