

## EFFECTS OF MORAL AND SOCIAL INTERACTION ON ACTION COORDINATION FOR EXECUTIVES: A RESEARCH AROUND İZMİR PROVINCE

Yöneticilerde Ahlak ve Sosyal Etkileşimin Eylem Koordinasyonuna Etkisi: İzmir İlinde Bir Araştırma

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### ABSTRACT

The main goal of this research is to determine the effects of moral and social interaction on action coordination for executives. Within this scope, the survey form prepared towards the research is applied between the dates 14/01/2019-15/02/2019 around İzmir province within 683 educational institution and received feedback from 412 (110 directresses, 302 directors) executives. Following the research it is determined that vocational stress perception of executives is at high level, in type A personality %56,6 of the executives (n=233) are "hustly, politic, anxious and powerful", %34,9 of the executives (n=384) are intuitional, %25,8 of them (n=284) are abrupt, %22,7 of them (n=250) are depended, %9,9 of them (n=109) are avoidant, %6,7 of them (n=74) are decision makers. Moreover, it is also determined that moral of executives have effect on; religious-executive dimensions and on social coordination in dimension of tendency, and on action coordination in purposeful, affective and reactional dimensions.

**Key Words:** Executive, Moral, Social Interaction, Action Coordination

### ÖZET

Bu çalışmanın temel amacı, yöneticilerde ahlak ve sosyal etkileşimin eylem koordinasyonuna etkisinin belirlenmesidir. Bu kapsamda, araştırmaya yönelik olarak hazırlanan anket formu 14/01/2019-15/02/2019 tarihleri arasında İzmir ilinde 6 büyük ilçede eğitim veren 683 eğitim kurumu kapsamında uygulanmış ve 412 (110 kadın yönetici, 302 erkek yönetici) yöneticiden geri dönüş alınmıştır. Araştırma sonucunda, eğitim kurumlarında yer alan yöneticilerde ahlak; dini-felsefi-yönetimsel boyutlarda ve sosyal etkileşimin koordinasyon-yönelim boyutlarında eylem koordinasyonuna amaçsal, etkisel ve tepkisel boyutlarda etkisi olduğu belirlenmiştir. Yöneticiler koşullara göre sırasıyla en yüksekte en aza doğru rasyonel, sezgisel, ani, bağımlı ve kaçınmacı karar verme şekillerini tercih etmektedir. Ayrıca, yöneticilerin mesleki stres algısı yüksek düzeyde olduğu, yöneticilerin (%56,6/n=233) A tipi kişilikte "aceleci, politik, endişeli, güçlü", yöneticilerin rasyonel %34,9'unun (n=384), sezgisel %25,8'inin (n=284), ani %22,7'sinin (n=250), bağımlı %9,9'unun (n=109) ve kaçınmacı %6,7'sinin (n=74) karar verme tarzında oldukları saptanmıştır.

**Anahtar Kelimeler:** Yönetim, Ahlak, Sosyal Etkileşim, Eylem Koordinasyonu

### 1. INTRODUCTION

It has importance to understand the changes which cause development of the key features of "Modernism" and a postmodern society. Within the scope of the research, in individual, behavioral expositions for social problems action arguments that reflect to moral and social interaction content are tried to be formed especially with management and executive dimension. It is aimed to determine effects of moral and social interaction on activity coordination for executives. Correspondingly, activity coordination related to moral and social interaction for executives: to turn into structural and hypothetic transmission biologically, rational and normative justifications, social reintegrativeness power, authority standards, exercising of power, collaborative perspective transmission, to determine the activity coordination problematics based upon basic, functional and individual executive skills redound on practice take place among the goals.

Habermas (2015: 126) expresses that pragmatic reasons mooted for moral attitudes and activities are "unnatural virtues" and also someone's seeing something as rational is standard of the authorized ones.

When considered functionally, it will be gained currency only if they examined that the ones hold to moral and social interaction can solve the activity coordination problematic, moral awareness and biological awareness of moral, authority emerges in rational impressions, accepting interiorized norms and sentimental approaches as valid. While Hume (1751) defines moral norms as rhetoric influence process, he finds communication conditions, language, egalitarian and unconstrained interaction in normative discussion. At this point, survival instinct can be founded in the account of advantage and disadvantage around an moral activity and implementation of moral responsibilities with prior reasons of someone. Hume (1751: 25) expresses the social behavior dimension of ethic as; typical excitements of the third persons who judge approval and disapproval indicators of moral behaviours with a kindly distance and lapse into a virtuous person quality. But this virtuous person description gains sympathy by some parts whereas it will be reflected to other parts as boredom and unhappiness. Kant (1996: 64) defines each person as a topic of moral law and a respected law. He points out that reason of being will gain actuality only for moral activities, and the necessity of acting towards human not as a tool but as a sacred being.

Izraeli (1988: 127) expresses the necessity of the moral values and behaviours to turn into action within the frame of social norms. He defines that executives display some activities like accepting the unmoral behaviours as moral behaviours with a reasonable cause, their personal interests, requests of legalising personal beliefs, uncomformity between what they believe and they do, conflicting activities (according to circumstance while displaying less moral attitudes, they display more moral attitudes in some conditions for example: bribery, favour, violations etc).

Boatright (1988: 309), who points out that most of the executives' decisions are subjective and personal tendencies are effective, objective decisions are hardly impossible, decisions have been taken under these conditions may have social, environmental, economic and politic results, upholds that it does not have to obey the norms and standards, at the same time the necessity of forming moral attitudes and values for employees.

Threatenings and weaknesses like gaining advantage from psycho-social, environmental and cultural dynamics related to ethic and social interaction for executives, deriving economic/political profit, time problematic, abusing the power-authority and taking pleasure, passion of rapid growth, wandering from the bound, bribery-illegality, defaming the opponent, cronyism, spying- collecting confidential information and intimidation have been expressed by descriptive method in domestic and foreign references. Its importance will be seen in administration and organization field and for transferring moral and social interaction concepts into action in taxonomy dimension. Moreover, data obtained by empirical study is analysed, when it is considered that topic title problematic has not been discussed before with findings, comment and suggestions, bringing it in literature is thought to have importance with its contribution in management domain containing psycho-social behavioural dimensions. Since a multifaceted research in integration of moral, social interaction and activity coordination has not been met, importance of the study can be shown.

## 2. LITERATURE REVIEW

### 2.1. Moral, Executive Dimensions and Executive Moral

According to Çalışlar (1983: 10), a social awareness, behaviour and ideologic relation type is; the whole of moral idea, values, norms, principles, relations and behaviour types which are intrinsic to a social foundation, class, category, historical and determined perceptibly and rule their attitudes to a particular society, class, state or whole society.

Benson (2001: 175) indicates that ancient ages show themselves as "honor public" in early sources related with their warrior cultures historically although they still find themselves pallidly in modern world.

According to Frankena (1973: 17) moral is not an idioculture or something what people are but it is a concept that human or community have. Also moral is a protective system includes an evaluator judgements on judging human actions considering effects of actions, motives, characters etc. more or less consciously. With reference to this point of view when the literature examined from early age civilizations to today, it is observed that reviews in philosophy of moral platform are performed to comprehend rising and collapsing both the states and emperors and emperors and kings especially in dimension.

Machiavelli (1532, 2014: 9) expresses that classical state theory which goes from Aristoteles to Thomas Aquina and to Renaissance includes the perception that human not only guarantee his own

existence in a political community but also can perform his moral duty affectingly as a citizen among other citizens. He also defends the opinion that providing more moral life is the ultimate aim of the state. Moreover, Savanarola espoused the medieval thought in this direction, he tried to establish a management that is oriented moral and religious norms but his attempt failed. This failure forms the starting points of Machiavelli's theoretical thoughts. Charrier (2000: 89) defines Freud's analysis as he approaches to a sociology of religion which is responsible for designing codes to the authority of divine necessity as he asserts that social and moral instability oriented from industrial civilization crisis in Europe caught Freud's eye. He finds the signals of the collapse seem to disappoint the achievements of the civilization in West society.

Korsgaard (1996: 275) mentions that moral apart from an individual effort or just a group interest it means a wider morality and social conscience focusing on the sentence of Janzekovic (2006: 47) that says on the first stage of the moral things we do together shine out not things you or me do. According to Janzekovic, a "civil society" is more than the total of its institutions or management activity. A civil and moral society is a society that meets the citizens' comfort financially, but at the same time it is a society that shows tenderness, tolerance and empathise. Examining the studies and researches towards historical sample based power policy, relation of moral concept with law, social and communal, political, political and economy attracts attention.

While it is a philosophical or theological concept, it is a dynamic, static meaning and/or a fact in situational conditions that are the decision mechanism in political, legal, economical, social, executive, social and psychological fields and responsible for the process. The concept of moral includes determining better or proper thing when it comes up against decisions which are interested in other organisms. For example; Russell (1994: 78) defends the idea that moral dilemmas (good-bad, right-wrong) assume mentality which is not stuck into shadeless contextlessness of neatness, sophists' relativity and far from social dictate dimension. It is a significant justice in terms of the results about the individual's objective freedom.

One of the most important perceptives towards institutional culture within context is the idea that new tendencies in moral can be monitored till the systematic deviations. Diaristic features of institutional moral have a clearer appearance in contrast with previous work moral system (Mills, 1956: 343).

A significant feature of structure in terms of moral is hierarchical nature of institutional authority. As Robert Jackall (1988: 17) observed, executives confirm and find themselves in a faithfulness relation network between superiors and inferiors, it concretizes in the perceptions of similar relations between superior and inferior executives and their relations with close bosses. The structure of the career development strengthens the organization scheme as a guide for moral (Anteby and Anderson, 2014: 9).

Jackall (1988: 6) transfers the words from a former vice president of a big firm as; "the right thing in a company is what the superior want from you. This is the moral in a firm." Observers serve the various analysis of public discourse of institutional ethic. According to Anteby and Anderson (2014: 9) main sense of Mills, Whyte, Riesman, Dalton et.al is like that there is a paradigm shift from market's operational moral to and organizational moral for commercial moral and rising of the multi-side institution; the lesson taken by the successors in 1980s and 2000s is that in organizational context and other situational factors, fine tunes are related with the significant differences in institutional normative orders. And social responsibility is nothing but hiding high voiced protests and a deeper moral emptiness.

Concordantly, discussing moral and executive moral under the topic of executive dimension of moral on the basis of religion, philosophy and management is a common manifestation of the moral that complies with the perception shared between abstract morals and tangible individuals. It can be expressed that it carries importance to examine the contextuality, contingency of moral, to discuss it in historical strip or simultaneously, to understand a leader executive and/or leader who acts comply with a religious, philosophical or executive paradigm, on the other hand followers and/or colleagues, to examine an affection, an action, social/communal psychology and social/behavioural sciences components and to examine with untheoretical standards.

### 2.1.1. Moral and Executive Moral Based on Religions

According to Benson (2001: 60), religions have always been significant moral sources. Their huge driver narrations can be followed for God or Gods or favor, peace and interdependence. These narrations define cautionary order of universe and its place in the individuality. People who think this is a moral source for



them, comply with requests of narration willingly and choose their own power to follow the moral way revealed by religion. This may mean to join the applications designed to get rid of imaginary reality of individualism. It is observed that religious perspectives developed very early in evolution of human culture and today continue being primary moral sources for millions of people. In the western World social power of dominant religions of christianity less than before. Secular moral sources are powerful characteristics of western societies and churches became less powerful as moral sources. Puritan tradition of Protestantism has played a central role for everymen to establish their families and work life as ideals of “full life.” Puritan writer Joseph Hall (1574-1656) expressing on importance for Puritan faith, uses the sentence “I care about how best it is not about how well it is.” He sees moral as an evolved process.

It is known that throughout history people never continue their life without faith or religion. In other words, humanity and religion and faith have always been within each other in every age as today. Since human have been shown up on the earth, various beliefs get involved in the process of explaining some topics that are difficult to explain, following that various religious strands as systematic religious rules have been dealed. Prophets and and holly boks of Middle East originated religions based on a holly book and still continue existence are as follows: Prophet David and his book Psalm, Prophet Musa and his book Torah, Prophet Jesus and his book Bible, Prophet Muhammed and his book Koran. Hence, in Torah being wise, thoughtful and experienced are listed especially in moral dimensions among some of the basic qualifications of the person who will be a leader. Both in Psalm and Torah especially human, communication between people and relations, relations with creative power, rules for community management are explained in relation to wishes and requests of creative power. Christianity is one of the common religions which has a holly book and a faith system adopted by millions of people today’s world (Fındıkcı, 2012: 112).

Tan (1981: 31) mentions that sustainability of religion as a socially protective power provides people to assemble in the frame of a common purpose, values and attitudes as a collective power. What is that religion wants to continue? Within the frame of social science this is a certain life order, a certain rights and responsibilities system and authority patterns that aim to provide sustainability of existence and culture of a society. In spite of the basic continuity property, religions are seen to be changed and renovated. Sociologists have always researched the relation between religious beliefs and moral judgement by developing modern social-economic institutions. M. Weber’s “Protestant Moral and Capitalism Spirit” and R.H. Tawney’s “Birth of Religion and Capitalism” are some of these surveys. On the other hand Giddens (1979: 457) defines that secularization thesis is closely associated with the idea that modernism disallows religious beliefs.

During the past decade the people can be seen to find a connection between their jobs and religious/mental personalities. Management training acts in introducing the doctrines gained from religious traditions to work ethic and other lessons. Thus, business ventures are expected to consider the possibility that mentality and religious faithfulness are essential pieces of a consistent life. perspective can be defined to be an important fact of religion. Scientific studies are observed on examining religion and work moral in behavioural dimension in organizations in management field (Agle-Van Buren, 1999: 78). Besides, insights can be defined on moral leadership theories, effects of values and thought on executive and leader behaviours.

On the other hand, there is a positive relation between religion and moral standards (judgement, value, attitudes and behaviours). For example, while Terpstra, Rozell and Robinson (1993: 376) are examining the moral attitudes of business management students, determine that religious beliefs are important determinors of moral attitudes. Smith and Oakley (1997: 40) also determined that religious beliefs of business management students are very important on moral attitudes. While reacting against hypothetical work scenarios it is concluded that religion establish more powerful moral standards. Conroy and Emerson (2004: 388) reach the finding in vignettes of students attend church continuously that they are less tolerated against unmoral behaviours.

In a study performed on business s Longenecker, McKinney and Moore (2004: 372) reveal that people who believe religion is important at high or mid level show a higher moral judgement level. Thanks to the personal interviews in China and Hong Kong it is determined that the people who think religion is has little or no importance are more proper for high moral standards in Shi Cristianity.

When pre-islamic Turkish States examined, Scythians, Europe and Asia Huns (Tungus Clan), Avars (Europe Avars, Turkish States first accepted Christianity), Gokturks (Gokturk/Kutluk States), Uighur, Bulgarians, Khazars (Turkish state first adopted Judaism), Turgesh, Uz, Pechenegs, Kipchaks, Oghuzs, Karluks (first muslim Turkish clan), Hungarians, Kyrgyz, Kimaks, Bashkirs are observed to continue their lives with clan, tribe, state system and religion and beliefs like Tengrism, Shamanism, Manichism. It is known that in sense the leader is named as Khan, Kagan, Ilteber. Turkish moral, virtues, traditions, beliefs and behaviours are transferred via written or narrative sources epitaphes, legends, sagas and stories for example; in Oghuz epic one of the ancient literature type of Turks, Oghuz Khan's heroic personality, exemplary character, establishing a strong Turkish State can be seen. In Chinese history books he is dealt as Mete Khan/Tuman (Terzioğlu, 2005: 2).

Yusuf Has Hacip (1069/1991: 191), known for writing a great work that influences executives and leaders from the point of both Turkish and East communities and the World history, has been well-known and read for centuries. As well as Kutadgu Bilig is the first mesnevi consists of 6645 couplets, it is also important as the first political treatise. Yusuf Has Hacip wants the executives and leaders to think the life after death as well as this World and also wants them to be winner in both areas. According to Yusuf Has Hacip (1991: 191) the executive has to perceive the current world with mind power and has to be an important actor of the current world. But also has to separate the energy into basic values like kindness and justice which provide to win the other world to be reached by heart.

Some of the basic characteristics of a leader are; a leader is the one who obeys customs and laws, truthful, well-behaved and fair and also he should add the absolute knowledge beside intelligence power. Being patient, calm, humble, modest, and finally must not go into factiousness and obstinacy swirl (Yusuf Has Hacip, 1991: 191).

Turkish Islamic Philosophy sense is a system of thought revealed by Turkish-Muslim philosophers under the guidance of Prophet Muhammed Islamic ethic system result from belief to only God as the creator and continuator of the universe. Islam accepts human race as a piece of the God's creating and its topics. When examined from an Islamic perspective, aim of human life is to continue this secular life in accordance with divine will and therefore, pray to God obtaining peace in this world and success in the future world. Muslims maintain traditions of Prophet and Koran as their moral guides. 177th versicle of Baccarat sura from Koran says that "turning your faces to the east or West is not virtue." The real virtue person is the one who believe in God, judgement day, angels of God, holy book and prophets, spend his wealth for relatives and orphans, people in need, poor people, stranded people and people ask for help, people lost freedom, performs the namaz and gives alms. These people keep their promises and they are patient in shortness, illness and war. These are the right things and these are the ones who have godliness (Koran Way Commentary C.1: 263-264).

This verse expresses the islam belief that says accuracy and religiousness is firstly based on a sincere belief. The key of virtue and good behaviours includes a strong relation with God everywhere and everywhere. It knows the secrets of the hearts and intentions behind all activities. Therefore, Islam likes moral behaviours in every conditions. God is aware of everything even there is nobody else. It is possible to trick the world but not God. Love and awareness of God and Judgement day provides human to be moral with sacrifice and loyalty. A muslim is expected not only to be virtuous but also to love virtue. They should not satisfy with keeping away from badness, they also should effort to ask other people to run away from badness. In another saying, it is not enough to be healthy morally, at the same time they should contribute moral health of the community (Haneef, 2005: 94; Hashi, 2011: 123; Zaroug, 1999: 46).

### 2.1.2. Moral and Executive Moral on the Basis of Philosophy

It is observed that there is no certain categorization on administration approaches in literature, during history process it is discussed under administrative science discipline on the exterior of moral context with periodical approaches (classical management, Neo-classical Management, Modern Management and Post Modern Management) and it is also examined in various theory/ hypothesis/ approach, methods (Eren, 2014: 24-26). It can be told that to discuss the concept of moral or executive moral with philosophical paradigms, to examine various approaches and comments about meaning of activities, behaviours of moral applications will advantage today's executive discipline.

Since Sokrates (İ.Ö.399-469), who flashes on today about administration and executive moral with his discourses, doctrines and approaches, the problem of philosophy is to combine morality of power that creates the World phenomenon and determines its nature and character and naturally to establish a mental world

order as the basis of the real world (Fromm, 1981: 39).

History of philosophy has to be understood as a range of serious intellectual and moral claims about major issues. For example, looking for the answers by some questions like “does having a faith necessitate self sacrifice with all alternatives?” Human is a social existence in point of its nature. He has to live in community not only to satisfy direct and undeniable needs but because it is not possible to actualize his fate and to reach a final perfection is not possible. Philosophically, Farabi (2015: 96)’s social moral sense what “real aim” and “real happiness” let human and society gain the adjective of “virtuous” carries importance. The question “which is the best basic law and management style?” is known to be answered by Aristoteles (B.C.384-322, 2011: 10-18) as “Who must manage?” He asserts that executive’s behaviors can be four different types in the dimension of behavioral moral: Practical ability; in the widest sense they are effort and methods proper for producing things for example writing, cooking, drawing or other activities necessitate talent. Scientific research: methods to be benefited to examine and monitor objects analytically by the aim of revealing truth about anything. Activity: activities neither produce nor analyse something, their purpose lays inside, for example walking. Selection: determining the target to reach and the way to follow for this deciding according to topic knowledge and reasonably. Aristoteles searches the relations and presents four kind of reason similar to a constructional project. Reason of material: construction products like stone, cement and cable are reasons for constitution of a house. Reason of effect effectiveness of a construction foreman, his job and behaviours are effect reasons of construction of the building. Formal reason: the plan in foreman’s mind that determines the form of the building is formal reason. Reason of Purpose: will of the foreman to create something proper for heart of construction material and useful for others is the reason of purpose. Aristoteles says that this purpose always serve for a higher value target more than the one which can be estimated at first sight. His advice for a virtuous executive and administrator identify with this structure. Every condition that necessitates an attitude, a behaviour or a decision have to be dealt according to these four points (Aristoteles, 2011: 10-18).

Schopenhauer (1788-1860) (2009: 23) expresses that some philosophers and thinkers take place in societies like Turks, Chinese, Persian and Russian and others contribute developments about human and administration making extensions comply with their own traditions and life styles. Drucker (2014: 12) mentions that moral is not a discover of recent times. While moral authorities are approaching to the topic what underlines morality, it also includes discussable dimensions about being divine, human nature or needs of society. Within this frame the only valid moral rule in religious and philosophical approaches (approaches of people like Kant, Kierkegaard, Spinoza, F. H. Bradley or Edmond Chan etc.) is that the rules are the same for everybody (Adalet Bakanlıđı, EDB, 2021).

Philosophically, discussing these theories are insufficient to help understanding how to solve moral dilemmas and if it is interested in enhancing moral in Professional organizations or administrations is dealt. This result is shared not only by the psychologists and behavioral decision scientists but also by philosophers who use experimental approach to examine moral (Drucker, 2014: 12).

### 2.1.3. Moral and Executive Moral on the basis of Management

The principal condition of increasing effectiveness is to actuate human power factor in the direction of objectives (Eren, 1993: 81). Moral is fundamental thoughts most of the people run after, they desire their dreams come true. Moral allows you separate good from bad, right from wrong in everyday environment or life crossroads. They direct the thoughts and actions in all areas of life. According to Anteby and Anderson (2014: 2) is there an executive/institutional moral? If yes, is it developed with a common sense? Moreover, is it a common sense and line organizations/businesses (especially the executives) and employees share widely? What is executive moral? What is institutional moral? Since the first half of the executive revolution, works away from characterization with organising are thought to be uncomfortable because proportionateness. The suggestion of joining accidentally of the business is equally troubled: in a business, “management” (Chandler, 1977; Dalton, 1959; Gouldner, 1955; Mintzberg, 1973) and professionals who are in search of profit share this opinion. As sociologists assert, if moral result from collective organising

(Hitlin Vaisey, 2010; Lamont, 2000; Vaisey, 2009; Wuthnow, 1987; Zelizer, 1979), could the work be the most moral area?

When a sociological approach is used as a term rather than a normative perspective morally to define thing a specific community approve, an administrator who ridicules or humiliates the employees he is labeled in employee community (Van Maanen, 1973: 407). Although content of the executive moral is objected sometimes, in the context of coherent and rich behavior rules it may not be followed that volume and intensity of executive moral eases separating them.

On the other hand, one of the determinant characteristics of executive moral in institutional dimension having difficult and unspoken qualities. Big private organizations are disposed to be quite closed worlds. Organizational executives generally hope to examine unmoral ones mistrustingly and this may be reluctant about access permission for the researchers. Because of these access problems and mostly unclear executive moral researchers have focused on certification effort of behavioral appearing of moral: moral current rules, direct behaviours in organizations (Jackall, 1988: 5); rules of the game (Morrill, 1995: 190) or clues that direct the organization members to the right behaviour style (Anteby, 2013: 13), especially it can confirm the recent researches. On the contrary of normative moral which consists of specific opinions about what kind of activities are virtuous or what kind of institutional executive arrangements are fair, includes meta moral and structure of moral nature. It is asserted that understanding the executives morally is a meta-ethic commitment based on pluralism or relativity (Jackall, 1988: 5).

Concordantly, it is thought to insist on some concepts like executive, executive moral, executive levels, quantitative and qualitative characteristics, work and business moral, moral, attitudes, judgement, value etc. and ethics and executive's role.

## 2.2. Social Interaction and Justification

Social interaction is a range of dynamic and social activities between individuals or groups that change their actions and reactions upon interaction partners. In another saying, events in which people give meaning to a situation, comment others' meanings and answer accordingly. Social interaction can be separated as: accidentally (it is known as social contact), unplanned and probably repeated. For example, asking for a stranger for instructions or asking for the owner about existence of a product etc., these are unplanned/repeated actions and have to be actualized at times. For example to meet a neighbour accidentally while walking on the Street; regular-unplanned, but very common, they may ask questions when they need answers. To meet a doorman or security staff every work day in work place etc. planned with an arranged law and regulation and organized, answers of the questions can certainly be found. Interaction in a workplace (coming to work, personnel meetings etc.). Same processes are valid in family system. Social interaction in sociological hierarchy is at a higher level more than social contact that follows the concepts of behavior, activity, social behavior, social activity and social relation. In other words, social interaction consists of social activities underlie the social relations. At the same time, in social hierarchy social interaction is more advanced than behaviour, action, social behavior, social activity and social contact and this is followed by more advanced relation concept. In other saying, social interaction consists of social activities underlie social relations (Marmefelt, 2009: 22).

Goffman (1963: 146), about social interaction rules complicatedly explains that individuals try to manage the impressions how they are perceived in social world. It underlies how some information about certain interaction is obtained showing the clues of both interaction arrangement and the behaviors in individual's and others' declares. On this condition, given clues are intended symbols of the person's own communication given clues are the meanings.

It is accepted in social cognition researches that an important change is being lived towards objectified and participant sides of social sense and far from focusing on individual intelligence. But at the same time, empirical results mean that social cognition can not be reduced to individual cognitional mechanisms works. To recreate this interactive turn, it is important to recognize the functional definition of social interaction and the contextual, effective and structure various explanatory roles it can act in social cognition. Interactive processes must be shown to be more than contexts for social cognition. Because they can complete even change individual mechanisms. This new explanatory power of social interaction can extend the explanation opportunities beyond the individual and push forward the area (Jeager, Gallager and Paulo, 2010: 442).

It is observed that the researches are limited about effect of social interaction on social cognition which includes technical information allows to continue interactivity, making relations, understanding each other and moving together. The most empirical researches in the field of psychology and neurology focus on the individual mechanisms lacking interaction (for example, productive imaging study searches passive differential sense of social actuators typically)

(Van Overwalle, 2009: 829). According to Jaeger, Gallager and Di Paulo (2010: 443), another reason of searching the role of social interaction is lack of definition about it. Mostly it is an indisputable fact that does not express nothing much more than dominance of one individual. Social interaction is a complicated fact that includes various dimensions of verbal and nonverbal behaviours, variable context, number of participants and frequently technologic mediation. They apply hard timing requests, include mutual common actions, exhibit the mixture of discrete and continuous events in various time periods and stand up external breakups. Including an agreement for interaction is among the essential factors. Concept of agreement means to catch qualified side of social interaction when started "takeover" and gather own momentum. However, it also reflects Daily expression style of this experience (Reddy and Morris, 2004: 647).

De Jaeger, Gallager and Di Paulo (2010: 442) deal social interaction methods under the topics of imaging studies, natural researches, dynamic system tools and synthetic modelling. They express that imaging studies are in tendency to be limited because of low time resolution. However, via the games that simulate participation or different reactions to communicative or uncommunicative stimuluses, examining self participation can be seen as a hopeful way to research conditional stimulation. Natural researches can be applied from technic, speaking and gesture (body language) analysis and can measure coordination degrees to test the hypothesis about cognitively and affectively.

Transactional psychology emphasizes a continuous and multifaceted interaction among person and situation characteristics. This perspective shows that behavioural researchers focus on personal factors that can be expected to mediate effects of state factors and reverse is necessary. Also, pureness, differential validity, overlapping main effects encourage commending an interaction that means to gain cognitive sense experience and mutual effect (Terborg, 1981: 1).

Social interaction seems to form a frame comply with life long development of permanent relations integrating symbolic-interactionist approach. Life-long progressive variations allow to be incorporated into analysis of relations. It allows to consider permanent relations in theormoral analysis of developmental vector like changing role id inference hierarchy with addition of age. This perspective also avoids other important deficiencies of exchange theory, so it can be called as implicit hypothesis of justice assumption in social relations which progress as an economical computer. When organizational and executive social interaction question examined, it is observed to be dealt as form-focusedly. Personal structures do not take place independent of each other and discursively in individual's mind. Individuals constitute structural systems to form a hierarchy between structures to ease predict events (Kelly, 1955: 56).

Existance of a particular order between structures causes evaluating events differently and composing various expectations. Structure of the organizations; it means arranging positions of an organization, power and responsibility relations between positions. This means it consists of people possess certain positions and certain roles in every organizations. Therefore, organizational structure is determined by mutual relations between responsibilities of various positions and roles (Riggio, 2014: 403). Organizational design; it is a frame that forms organization's behaviours at the poles of communication, co-operation, control and autonomy. Construction of this frame is possible by modelling the relations among each three poles (Ercil, 2014: 637). Mintzberg names structural dimensions as design parameters and contextual dimensions as contingency factors (Mintzberg, 2014: 14). Structural dimensions form from following factors (Daft, 2015: 15; Louche, 2007: 233; Mintzberg, 2014: 85): 1. Formalization (figuration activity) degree 2. Standardization (to confirm suitability for norm and monotype action) 3. Accomodation degree 4. Authority hierarchy 5. Centralization degree 6. Professionalization 7. Staff rates 8. Classification 9. Unit size 10. Unity of command 11. Planning and control.

Communication which is the main factor of organizational structure and design is also an affiliation tool of all units. Important factors about communication and communication process one of the main paradigms of interaction are listed as source, sender, channel, receiver, target, message, feedback and content. But other three important factors are: Entropy, Redundancy and Noise. Entropy is a measure of uncertainty amount



in the message/content. Excess goes into communication process knowingly or unknowingly. If it is intentional, it serves the purpose of repeating the message. Otherwise, repeatability is an undesirable factor. Noise is actually an irrelevant, undesirable and accordingly a disturbance/enterprise for an effective transfer. Noise is any situation that breaks or blocks effective communication process. Noise can be physical, psychological or lexical may disturb communication process at any point and can be associated to any element in the system (Miller, 2005: 198).

Environment of an organization has a large authority on process of the organization. According to Tannenbaum and Bruno, it serves opportunities beside limitations and pressures which affect environment structure. To understand the relation between environment and organization interaction between them in some primary areas must be observed. Organization and its environment exchange information between each other. In this direction variants in the environment are analyzed. Moreover, information produced by this analysis helps to solve the uncertainty and complication problems in the work environment. Therefore, it tries to collect information about market conditions of firms, economical activities, technological developments, demographic factors, socio-political changes, competition activities etc. Besides, the organization transmits this information to outer institutions. It does it intentionally or unintentionally. Thus, effective communication and social interaction are interactions that underlie the relation between organization and environment (Tannenbaum and Bruno, 1994: 172).

When perceptual and expectational interaction process analyzed, it is observed that psychological research of human behaviours have begun with perception study by Wilhelm Wundt in Germany in 1879. Since then, it has become important to understand human behaviours. It is experiencing and commending conditions, feelings or own feelings of two people experiencing these feelings at the same way. As blinking lights are perceived as movement, human also use audio visual reasons to commend environment and to react their close environment. In addition to external effects, people also react to internal feelings based on past experiences, expectations and other personal experiences they have. Perception is a magnificent and hard piece of human behaviour (Adler, 1997: 93).

According to Goldsmith (2002: 57), executives have to understand that all individuals have various perceptions. People do not always be successful trying to serve their own values. People do not always be successful trying to serve their values. In point of fact that they do not do things serve their values. They do things that they think to serve their values. First, this means that there is a gap between the observation of a behaviour by the brain and behaviour itself. The second, the operation happens during this process is the thing can be named as perception. It gets more and more difficult employees and employers' reaching to meaningful targets like quality, quantity, program etc. At this point, perception management skills of the executor must be developed.

According to Horney (1993: 334), there are two kinds of illusion result from physical and cognitive processes. Physical illusions and cognitive processes result from deformation of physical conditions end up with too many illusions, but they are more common image illusions mostly result in annoying consequences. In this illusion, a line disappears behind a figure, on the other side the one that seems in wrong position appears again. An administrator's being misperceived may cause severe problems for personnel. This situation is observed at nervous executives because they can not succeed and behave accordingly. They develop bad working relations, behave over authoritative and sometimes they conflict with senior management. Therefore, to perceive or understand through sense or intelligence is a powerful and effective side of life. It can direct activities and thoughts.

Perceptual and expectational processes of executive in social interaction affect from reflections based on a range of paradigms like "Normality and Anormality Problem", "Complex Obligation Problem" and "Anti-democratic Structural Problem." Normality and abnormality concepts shape according to social standards substantially and may have deep social results. Psychological disorder is the characterized situation with abnormal thoughts, feelings and behaviours. But to describe "Normality" and "Abnormality" is quite conflict and a polemical topic. "Normal" is a subjective and also a formless sense; normal one is not clearer than the abnormal one. But simply society perceive and mark "normal" as good and "abnormal" as bad. By this reason being marked as normal or abnormal may cause deep effects for an individual like ostracisation, stigmatize or being marginalized (Habermas, 1990: 168).

According to Pennington and McLoughlin (2008: 459) some conflicts that surround classification of normal and abnormal process act an effective part. Most of this difficulty result from discrimination between

normal reaction to stressful life and individual function disorder, they are symptoms beyond a normal or expected reaction or stress reactions. An irregular situation result from social stresses and continues. Consequently, to carry out the diagnostic criterias of a mental disorder it has to be accepted as appearing of individual's behavioral, psychological and biological malfunction whatever the real reason is. It must not be an expected or culturally approved respond to a certain event. for example, death of a beloved person. In short, if a response individual gives to a certain situation causes a deterioration in more than one areas of his/her life (work, home, social environment or relations), it can be accepted as an indicator of an abnormal or psychological disorder. whatever its ethimology is (Pennington and Mcloughlin,2008: 459).

Complex obligation problem, according to Uhl-Bien and Morion (2009: 632) when sensitive agents (people in an organization) interact with each other, effects of relations change because behaviours free from each other and subgroups of agents that hook eachother on each other show up. The structures arise out of these complicated interactions, dynamic behaviors and patterns become unrecognizable when they perceived as linear combinations of the first actors. These interactive behaviours and results cause effects originated in cause reasons of effects and large effect chains constituting feedback cycles. At this point, consequently, the leadership theory should focus on how leaders most of whom are in the middle of official and hierarchical organizational structures direct others to expected targets better. The topics in such leadership paradigm have been rendered to motivate the employees about assignments and targets, productive and efficient production is provided and encourages commitments and alignments. "Multicultural Clinical Interaction" reveals itself as a dilemma for mental health provider (Uhl-Bien and Morion,2009: 632).

When executives face with making changes in the organizational structure at anti-democratic structural problem point because of a rough and unforeseen environment, change efforts generally are not much successful. Since the executives are the part of change context, it can be remarked that they have to act different from administrators' traditional roles. According to Blomme (2012: 17), organizational change can be defined as the change shows up in complicated adaptive systems and based on self-organizing principles. An important tractive quides the process of apperance is equality. It is important to explain the equalitarianism concept which is the main tractive of emergent change and how the executives use this tractive to let the change successful. The concept of leadership sounds simple but the main story is that being an effective and a real leader is extremely complicated and this complication gives us a range of people who can be called "leader." Today's leaders are expected to be partners who look for different perspectives, extinguish the traditional inoperative obstacles, are active, flexible, invenstment return oriented, democratic, social concious and relation oriented, open minded and supportive. Basically, hard leadership skills (management information, technical fund of knowledge) are not strong enough to make him a great leader and the individual's values, beliefs and psychology are needed to examine to understand why some behaviours appear. Depth psychology of the executive determines his/her behaviours (this largely informs executive's success). Traditional hierarchical structure of the organizations fall behind the new ideas and applications and restricts mobility of the organization. Therefore, vertical hierarchical structure and horizontal network; traditional functions and inter-functional teams; interdependent units and free strategical businesses; well-trained job elements and innovative and creative experts begin to be replaced. While these developments corrode the hierarchical structure, decrease the distance between subordinate and superior and bring more situational structures rather than precisely determined rules (Bartlett et.al., 1992: 124).

Organizational democracy means a regime that not only executives or shareholders but also all people dominate in. The term democracy has been derived from the word "demokratya" from Greek bringing the word demos (people) and cratein (dominate) together. In institutional democracy to include the employees intimately are of vital importance. They have to share responsibilities during organization in harmony with an encouragement award structure proper for capital and effort. Accordingly, definition of organizational democracy; it is an administrative system that includes co-decision and assertion of the members lapsed into a supportive organizational structure together with decision making rules (Van Witteloostuijn and de Jong, 2007: 247). It applies a regime with various organization types and various control styles. Decision making process of an organization is rarely full democratic.

Interactionist management model emphasises on perceiver, empathetic and sympathetic and interactive executive characteristics. A strong and credible personality for interaction with employees and all other shareholders positions the executive a special administrator.

### 2.3. Action Coordination in Management and Scientific Application Methodology

The basis of today's world is a range of regularly coordinated social actions. When people oriented approach is exhibited, management science that contains philosophy is focus of a methodological and practise actions reaches to society and the masses from individual. Contribute to science philosophy is aimed with theory, approach, various perspectives, scientific, experimental and clinical applications. When the concept of "action" examined at individual and social degree; according to self classification theory, the approach of individual needs, standards, beliefs and motifs primarily determine behaviours at which personal identification is prominent and in consequence it determines the action, according to the result when social identity of people is activated, they perceive themselves changeable patterns from unique personalities, and targets, and standards ste priority and reveal individual actions (Turner, 1984: 98).

Aristoteles (İ.Ö.384-322, 1997: 16) defends that action can be four different types: Practical skill: in the widest sense, efforts and techniques towards producing something for example, writing, cooking, drawing pictures or other actions need talent. Scientific research: methods benefitted for examining and searching the objects analytically to bring out the truth about something. Action: neither analysis nor produces things, its aim is just activities lie inside of own, for example walking. Select: To determine which target is desired to be reached and way to be followed deciding based on topic information and mind. Concordantly, Aristoteles searches the relations and presents four kind of reason similar to a constructional project. Reason of material: construction products like stone, cement and cable are reasons for constitution of a house. Reason of effect effectiveness of a construction foreman, his job and behaviours are effect reasons of construction of the building. Formal reason: the plan in foreman's mind that determines the form of the building is formal reason. Reson of Purpose: wii of the foreman to create something proper for heart of construction material and useful for others is the reason of purpose. Aristoteles says that this purpose always serve for a higher value target more than the one which can be estimated at first sight. His advice for a virtuous executive and administrator identify with this structure. Every condition that necessiates an attitude, a behaviour or a decision have to be dealt according to these four points.

At this point Bruner (1996: 167) expresses that human activities can not be understood completely, unless learning the biological historic roots and also understanding how it restructured. According to Geertz (2000: 86), information and action are always local and take part in a certain network. Through this network example; Benson (2001: 24) expresses that through this network example; Benson (2001: 24) expresses that the concept of "duality" is the perceived one (objective) and the perceiver one (subjective), and fundamentally the uniqueness that may occur with "mine" or "other" perspective create suspicion. This suspicion is characterized by people so it is the psychological difference between "meaning of something" and "meaning of something for me". At this point, "location, place and time" relation is important. This relation fundamentally is a product of social interaction action perception.

Barry, Posner and Schmidt (1992: 78) emphasize that an administrator should have social networks. Because internet largely increases practicality and adaptness of demography as a demography tool for a connection of a big data and artificial intelligence, marketing and job strategy. Demography is collecting and examining data related to general characteristics of certain masses. It is frequently used as a work marketing tool to determine the best way of reaching to customer and evaluating their behaviours. Departmentalization of a population using demographic data provides determining the dimension of a potential market. Using demographic information helps firms to determine if their products and services target the most important customers of the organization. Most of the big companies carry out demographic researches to determine how to market their products and services to target group. It is valuable to know the current customer and also to know where the potential customer come from. Demographic trends are also important, because dimension of various demographic groups changes in time due to economical, cultural and political conditions. This information helps to decide how much the company will budget for production and advertising. Therefore, executive has to be open to information technologies and communication. Ozmutaf (2019)'s definition "*modern qualifications that an executive has to have are his distinctiveness*", form a frame in cognitive and behavioural sense and includes integration of executive and organizational processes.

Pareto (1916: 68) parts human behavior, human activities and works into two type and he argues that these are logical and non-logical behaviours. According to Pareto actions and works based on logical rudiments of thought are logical behaviours. And actions and works cannot be based on these rudiments are non-

logical behaviours. Pareto mentions that a great majority of actions are non-logical types. This is why non-logical works and actions are accustomed situation of a sociable life. Freyer (2015: 153) remarks that a problem shows up against this condition automatically such as: how they are being directed when they are not leaded by mental thought. Pareto, to answer this problematic as needed develops the famous residues theory. According to Pareto, motives/reasons of the non-logical actions are tendencies of people. Here, this idiom is being offended in widest sense. So, tendencies may be the reasons of actions and behaviours due to feeling, tenderness and causing excitement. Human tendencies are too various to be monitored one by one and classified completely. Pareto names these relative unchangeable tendencies “residues”. In the topic he opened, Pareto remarks those more or less: when the motives take people to any action and behaviour as usual, some accidental and individual evets and suchlike supplementations people assert to deceive oneself and then to prove and defend actions and behaviours are left, real administrator and determinative motives/reasons remain as; these are residues. Residues are generally observed as relative unchangeable and nothing but being motivated (Freyer, 2015: 153).

On the other hand, actions can be misleading while they are weak. For example, an executive argues with another executive silently in order not employees hear. At this point, interactions can be characterized with whether they are organized or not, in another word whether manged by laws that define the group or not. Totally, social interactions show various feature combinations in terminology or modalities. They may turn into actions in different processes like; they may be strong, intensive but may be narrow, short and unorginized; or intensive, extensive, strong, unfriendly and organized; or intensive, narrow, short, organized and antagonistic. Therefore, in the methodology of scientific approach to activity coordination and application on management executive moral dimension social interaction and simulated sensor data can be served.

In the lights of scientific instructions confessed, presenting effect of moral and social interactions within the context of activity coordination; have importance in the sophisticated frame in terms of organizations, executives, employees and other shareholders. From this point of view, it can be indicated that integrated contribution for literature will be provided within the multi-directional frame (executive, belief-related, philosophical, affective coordination, purposeful etc).

### 3. RESEARCH

#### 3.1. The Purpose of the Research

The main purpose of this research is to determine the effects of moral and social interaction on activity coordination for executives. Concordantly, in the study it is discussed resizing within the frame of executive, moral and social interaction.

#### 3.2. Data Collection Tools

In the study the survey method is used as data collection tool. 38 suggestions take place on the purpose of determining the effects of moral and social interaction on activity coordination for executives. These 38 suggestions are adapted benefiting from different measurement tools. Therefore, data collection tool form from total 9 questions and 38 suggestions. The survey form prepared for the research consists of five main sections. In the first section the arguments like age, gender, educational level, term of employment and term of management are discussed. In the second section professional stress perception, personality structure and decision style take place. Equivalentents of the answers according to Likert scale are as follows; 1-Strongly disagree, 2-Disagree, 3-Neither Agree nor Disagree, 4-Agree, 5-Certainly Agree. 38 suggestions factor analysis results are collected under 6 factors.

Within this frame, the major researches rank as follows: Non-functional Attitude Scale developed by Weissman and Beck (1978) (Dysfunctional Attitude Scale “DAS”). It is adapted into Turkish by Şahin and Şahin (1992). The scale aims to measure attitudes individuals assert or believe at times. Sociotropy-Autonomy Scale (Sociotropi-Autonomy Scale “SAS”) developed by Beck et.al (1983) is a scale that qualitatively depended on people, consist of 30 items towards determining autonomous personality characteristics and adapted into Turkish by Ulusoy and Şahin (1993). Rosenbaum’s Learned Resourcefulness Scale (Rosenbaum’s Learned Resourcefulness Scale “RLRS”) developed by Rosenbaum (1980) is a measurement tool which measures to what extend the individual use the cognitive strategies for overcoming the stress and skills of self-assessment. The scale is adapted into Turkish by Siva and Dağ (1991). Rotter’s Internal- External Locus of Contol Scale suggest that whether or not people believe a

situation or event is under their own control will influence their reward expectancy and behavior. Scale is adapted into Turkish by Dağ (1991). Submissive Acts Scale (Submissive Acts Scale "SAS") is the scale developed by Gibert and Allan (1994) adapted into Turkish by Şahin and Şahin (1992). As type and qualification, scale determines seşf-assessment and submissive social behaviours. It has been defined with 5 expressions considering the measurement tool which is prepared on nepotism and favouritism and benefitted for domestic and foreign studies. It is identified as a nonprofessional approach and a defacer application for organizations in nepotism and favoritism definitions (Abdala et.al., 1998). While these 5 expressions are identified, also Kluckhohn and Strodtbeck (1985)'s approach about culture and Hofstede (1984), Hofstede and Bond (1988)'s intercultural reseaches are used. Decision Making Style Scale developed by Scott and Bruce (1995) comprises of 5 sub-dimensions and measures realizing of personal differences in the decision making process of the executives.

Some major studies can be identified within the scope of management style classifications are: Management Style Scale (Davis, 1988; Glickman et.al., 1998; Kağıtçıbaşı, 1999; Başaran, 2004; Glickman and Gordon, 2014; Üstüner, 2016). Scale of Attitudes of Emotions Management in terms of Administrative Processes is developed by Çoruk and Akçay (2012) and construct validity is tested. Belief/Philosophy of life Scale developed by Scale Belief development theoretician Fowler (1981) and Ok- Religious Attitude Scale prepared by Ok (2011) considering information, feeling and behaviour elements, Intrinsic- extrinsic religiousness Scale by Allport and Ross (1967), and Religious Education Scale by Kayıklık (2000). While 5 items are being prepared, Moral Maturity by Lickona (1991), Moral Judgement by Kohlberg (1994) , Determination of Moral Values by Rest (1979), Moral Maturity Scale by Kaya and Şengün (2011), and Moral DeviationScale adapted into Turkish by Yalçın et.al (2016), Multi-dimensional Scale developed by Miller et.al (2002), Attitudes Towards Work Moral Scale developed by Neumann and Reichel (1979) and Attitude and Behaviour Perception Scale adapted into Turkish by Yücel and Çiftçi (2012), Leader- Member Exchange Model Scale developed by Liden and Maslyn (1998), Organizational Confidence Level Scale developed by Brashear et.al (2005) and Aslan and Özata (2009)'s studies, Social Interaction Enxiety Scale developed by Leary and Kowalski (1993) and study of adaptation into Turkish by Coşkun (2009), Multi-dimensional Interactionist Leadership Scale developed by Bass and Avolio (1993) and adapted into Turkish by Canbaş (2004) are examined.

### 3.3. Data Collection and Analysis

Ampirical study within the scope of research is performed in İzmir province. Population is confined to 7 towns. Within the scope of research data collection tool is collected between the dates 14/01/2019-15/02/2019 and assessed. Inclusive of the research necessary written permission documents, moral committee certifications and approval forms are prepared. 429 directresses and 731 directors totally 1.160 executives are included in the research and forms the population of the study. 412 measurement tool data return is observed as 110 directresses and 302 directors and sample is determined as n=412, included in ststistic program. Simple Sampling Methods are used in the study and analyses are performed over  $p=0,5/q=0,5$  sampling mistake.

### 3.4. Hypotheses of the Research

Four major hypotheses take place in the research that bring initiatives to the topic.

**H<sub>1</sub>:** Effects of moral (religious- philosophical-executive) and social interaction factors on Action (reactional), Action (affective) and Action (purposeful) factors are important

**H<sub>2</sub>:** There is a directional relation between Moral (religious- philosophical-executive) and Social Interaction (orientation -coordination) and action coordination (reactional-affective-purposeful) factors.

**H<sub>3</sub>:** Factors of Moral (religious- philosophical-executive) and Social Interaction (management-coordination) have effect on Action (reactional), Action (affective) and Action (purposeful) factors.

## 4. FINDINGS

### 4.1. Findings Towards Socio-Demographic, Vocational Stress, Personality Structure and Decision Making Style

General average of age and standard deviation of executives (n=412) participated to the survey is  $45,1 \pm 4,94$ . Average of age and standard deviation of women (n=412) is  $42;1 \pm 4,39$  and average of age and

standard deviation of men (n= 302) is  $46,2 \pm 4,68$ . Bachelors are %95,1 (n=392), ones who take master degree are %4,4 (n=18) and the ones with doctorate degree are %0,5 (n=2). The ones have work experience less than ten year are %0,5(n=2), the ones have experience between 10-19 years are %24,3 (n=100) and the ones have experience more than 20 years are %75,2 (n=310). Distribution of working experience as an executive is as; The ones have work experience less than ten years %73,5 (n=303), the ones have experience ten years or more than ten years %26,5 (n=109) findings are reached. As research area, distribution is like; science and mathematic sciences %9,2 (n=38), social sciences %77,4 (n=319) and vocational education sciences %13,4 (n=55).

#### 4.2. Findings Towards Vocational Stress, Personality Structure and Decision Making Style

Vocational stress Perception of executives is determined as high for %38,1(n=157), at mid level for %41,3'ünde (n=170) and low for %20,4'ünde (n=84) (Table 1).

**Table 1.** Administration (Job) Stress Perception

Administration (Job) Stress Perception		
Level	N	%
High	157	38,1
Mid	170	41,3
Low	84	20,4
The lowest	1	,2
Total	412	100

%56,6 (n=233) of administrator have type A personality "hasty, politic, anxious" and %43,4 (n=179) have type B personality "calm, complacent" (Table 2).

**Table 2.** Distribution of Personality Structure

Personality Structure	N	%
Type A (hasty, politic, anxious, ambitious, strong etc.)	233	56,6
Type B (calm, relax complacent etc.)	179	43,4
Total	412	100,0

In table 3 it is indicated that %34,9 (n=384) of the executives have k1 Rational, %25,8 (n=284) of them have k2 Intuitional, %22,7 (n=250) of them have k3 Rapid, %9,9 (n=109) of them have k4 Dependent and %6,7 (n=74) of them have k5 Avoidant decision making style. An administrator is observed to choose more than one decision style (Table 3).

**Table 3.** Personality Structure Analysis

Decision style	Answers	
	N	%
k1-rational	384	34,9
k2- intuitional	284	25,8
k3- rapid	250	22,7
k4- dependent	109	9,9
k5- avoidant	74	6,7
Total	1101	100

#### 5. CREDIBILITY AND VALIDITY OF MEASUREMENT TOOL

For the structure consisting of 38 suggestions Kaiser-Meyer-Olkin value is 0,910 and the result of Bartlett Sphericity Test is found meaningful ( $\chi^2=15360,746$ ,  $sd=703$ ,  $p=.00$ ). Diagonal values of anti-image correlation matrix take value between 0,956 – 0,809. With reference to these findings, the suggestions consist of 38 expressions is suitable for analysis. Factor analysing is realized in the frame of basic components. As a result of factor analysis six factors occurs. According to the total variances it is found that the first factor (f1) has 6,591 eigenvalue and 22,997 variance, the second factor (f2) has 6,591 eigenvalue and %17,345 variance, the third factor (f3) has 4,146 eigenvalue and %10,911 variance, the fourth factor (f4) has 4,042 variance and %10,638 eigenvalue, the fifth factor (f5) has 2,492 variance %6,558 eigenvalue, the sixth factor (f6) has total 1,638 variance and %72,758 eigenvalue. General Cronbach Alpha value is 0,957. According to this result, the factors pointed by the suggestions in the survey explain the topic highly reliable. In analysis performed for six factors internal consistency is provided (Table 4). Within this frame factors and names are as follows: f1: Moral (religious-philosophical-exexecutive), f2: Action Coordination (reactional), f3: Action Coordination (effective), f4: Social

Interaction (coordination), f5: Action Coordination (purposeful), f6: Social Interaction (orientation) (Table 4).

**Table 4.** Validity-Reliability and Explanatory Factor Analysis

		N=412							
As an executive I have the opinion that .....	Names of Factors	Faktor						Cronbach Alpha	
		f1	f2	f3	f4	f5	f6	General=,957	
Beliefs are collimating in Daily work	E.(executive- religious-philosophical) A. (yönetişel-dini-felsefi)	,892	,126	,118	,012	,024	,028	,950	,954
Beliefs are effective for connecting to societies		,892	,069	,104	,028	,049	,048	,926	
Experiences about life may cause erosion of faith		,835	,160	,183	,052	-,033	,033	,912	
When necessary people may behave different different from anticipated by the belief		,776	,305	,055	,106	,046	,152	,910	
Executives pay regard with their applications		,771	-,059	,201	,327	,248	,010	,950	
Moral and moral topics should be cared while making decisions		,759	,211	,128	,101	,065	-,112	,880	
Women have to be in executive positions as well as men		,751	-,077	,176	,306	,246	,025	,809	
Promotions have to be realized according qualifications and experience		,745	-,011	,200	,283	,210	,106	,880	
Executives must be confidential and fair		,709	-,102	,224	,373	,246	,007	,790	
Tendency towards closer people may cause uneasiness		,611	-,046	,214	,357	,093	,068	,725	
Within the scope of interests different ways can be tried		,591	,177	,207	,142	,134	,328	,790	
Environment for revealing the potential of the employees must be prepared		,580	,054	,195	,544	,146	,201	,725	
Problems about job and private life must be differentiated		,517	,020	,166	,517	,150	,267	,724	
Belief-related attitudes mustnot be basis for executive topics		A.C (reactional)	,223	,834	-,126	-,016	,024	,243	
In executive applications, closeness (relatives, friends, acquaintance) must not be considered	,058		,830	,209	-,044	,076	,079	,949	
Others ideas and feelings should be considered	,034		,817	,273	-,041	,232	-,163	,930	
Closer people may be given prority	-,092		,808	,235	-,017	,295	,055	,951	
Remarking the interests of hot closers In executive applications	A.C. (affective)	,032	,805	-,008	,318	-,076	,096	,943	,947
Executives's making self-decisions		-,043	,738	,329	-,017	,267	-,153	,923	
Belief-related values are not changeable		,525	,700	-,034	-,095	-,151	,116	,924	
Delaying critical decisions till the bitter end		,164	,663	-,026	,334	,033	,302	,880	
Superiors' calling subordinate may cause anxiety and consem situationally	,056	,635	-,036	,631	,090	,011	,809	,955	
Obeying superior and subordinate relations	,267	,109	,821	,117	,127	-,016	,930		
Alternatives can be considered while making decisions	,327	-,025	,714	,105	,322	-,165	,951		
Behaviors of executives can be affected	,165	,353	,714	,046	-,023	,239	,943		
During decision process, a systematic rational way must be preferred	,181	,228	,657	,234	,115	,227	,809		
Increasing productivity and effectiveness	,408	,013	,583	,165	,313	-,017	,812		
Decisions may cause right results	,303	,085	,493	,216	,466	,240	,782	,955	
Preparing the environment in which employees will be eager to work with the executive	,453	,126	,226	,724	,050	,120	,950		
Reflecting legal power on the processes	,448	-,055	,148	,694	,241	,013	,926		
Sharing the emotional processes in the organization	,048	,535	,089	,661	-,013	-,171	,912		
Harmony in superior and subordinate relations is important	,369	,034	,340	,570	,135	,341	,910		
Supporting the employees freeheartedly	,419	,069	,356	,464	,247	,335	,950		
Making effort to keep the established system	S.I. (orientation)	,239	,206	,068	,089	,764	,199	,926	,932
Disturbing decisions can be delayed		,130	,199	,326	,124	,691	-,104	,812	
Making critical decisions without consulting Kritik		,176	,177	,364	,152	,478	,091	,723	
Belief-related elements are important for socialization		,181	,554	,088	,254	,096	,559	,850	
Disagreements can be solved within the scope of emotional factors		,051	,439	,413	,113	,197	,541	,792	



### 5.1. Findings towards Factors

According to one sample findings, each factor is regarded as important. Within this frame, the thesis that effect of H1 (Moral (religious-philosophical-executive) and Social Interaction (orientation-coordination) factors Action (reactional), Action (affective) and Action (purposeful) is important) is accepted in the scope of each factors (Table 5).

**Table 5.** One Sample t-Test within the Scope of Factors

As an executive I have the opinion that.....		$\bar{x} \pm s$	One Sample t Test (Test Value $\leq \mu$ )	
			T	P
f1	E. (executive-religious-philosophical)	3,9±,55	26,255	,000
f2	A.C (reactional)	3,5±,55	12,327	,000
f3	A.C. (affective)	3,8±,52	23,831	,000
f4	S.I. (coordination)	3,9±,52	25,303	,000
f5	A.C. (purposeful)	3,6±,53	17,645	,000
f6	S.I. (orientation)	3,8±,55	19,836	,000
General Moral-Social Interaction- Action Factor		3,6±,53	19,757	,000

In the research H<sub>2</sub> hypothesis (there is a linear relationship between Moral (religious-philosophical-executive) and Social Interaction (orientation-coordination) and Action Coordination (affective-reactional-purposeful) factors) is accepted for all binary factor exchanges. Within this frame, there are positive, medium and high level correlations among the factors (Table 6).

Examining detailedly; considering 0,6-0,4 range of the factors is medium, 0,6-0,8 is high and 0,4-0,2 is low, it can be reported that the binary relationality between moral (executive-religious-philosophical) and action coordination (reactional) is low, the binary relationality between action coordination (affective) and action coordination (purposeful) is at mid level, the binary relationality between moral (executive-religious-philosophical) and social interaction (coordination) is at high level, the binary relationality between social interaction (coordination) and action coordination (affective) is at high level, the binary relationality between social interaction (orientation) and action coordination (reactional) is at high level (Table 6).

**Table 6.** Pearson Correlation Analysis

		f <sub>1</sub>	f <sub>2</sub>	f <sub>3</sub>	f <sub>4</sub>	f <sub>5</sub>	f <sub>6</sub>
f <sub>1</sub>	r	1	,320**	,597**	,703**	,477**	,383**
	p		,000	,000	,000	,000	,000
f <sub>2</sub>	r	,320**	1	,386**	,408**	,614**	,676**
	p	,000		,000	,000	,000	,000
f <sub>3</sub>	r	,597**	,386**	1	,601**	,568**	,505**
	p	,000	,000		,000	,000	,000
f <sub>4</sub>	r	,703**	,408**	,601**	1	,559**	,513**
	p	,000	,000	,000		,000	,000
f <sub>5</sub>	r	,477**	,614**	,568**	,559**	1	,587**
	p	,000	,000	,000	,000		,000
f <sub>6</sub>	r	,383**	,676**	,505**	,513**	,587**	1
	p	,000	,000	,000	,000	,000	

\*\*Correlation significance level 0.01 (2-tailed) and n=412

### 6. FINDINGS TOWARDS STRUCTURAL EQUATION MODELING

H<sub>3</sub> hypothesis constituted towards structural equation models (Moral (religious-philosophical-executive) and Social Interaction (orientation-coordination) have effect on Action (reactional), Action (affective) and Action (purposeful) is accepted for three models.

In structural equation modelling Beta is =0,30 for moral and social interaction, for moral and action Beta is =0,42, for social interaction and action Beta is=0,53 (Figure 1).

Adaptive values in the model are as follows CMIN/DF=3,327, GFI=0,901, NFI=0,915, CFI=0,890 and RMSEA=0,053 (Figure 1.).



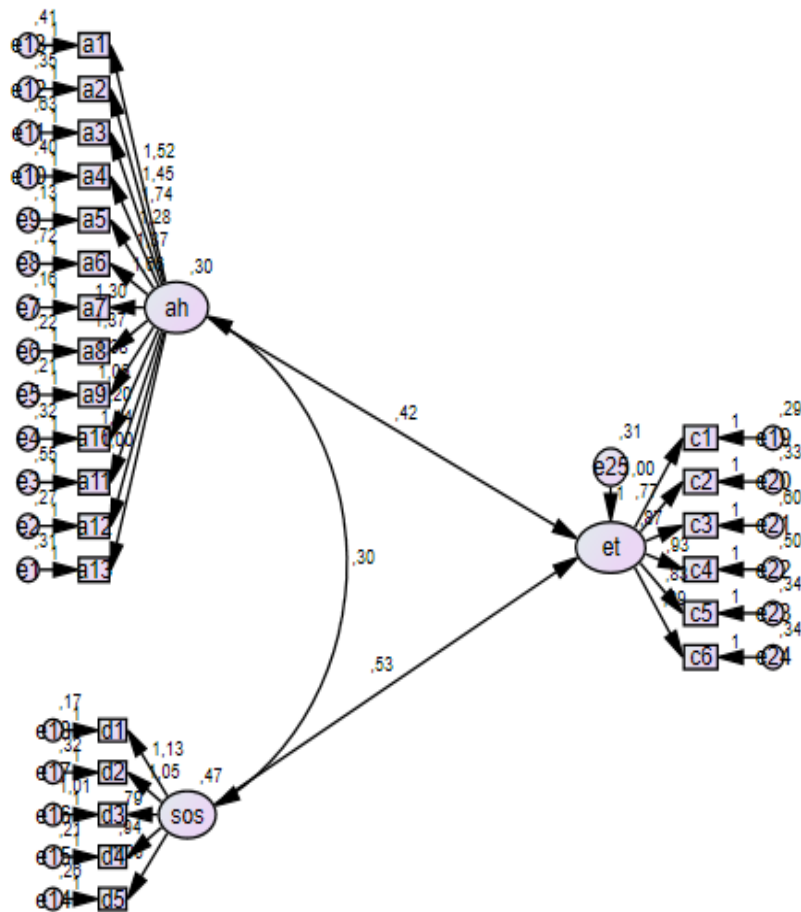


Figure 1. Moral (ah) and Social Interaction (sos), Action (et), Structural Modeling

In structural equation modelling, Beta is= 0,30 for moral and social interaction Beta is = 0,30, for social interaction and action (purposeful) Beta is = 0,40 (Figure 2). Adaptive values in the model are as follows; /DF= 3,318, GFI= 0,897, NFI= 0,887, CFI= 0,870 and RMSEA=0,050 (Figure 2).

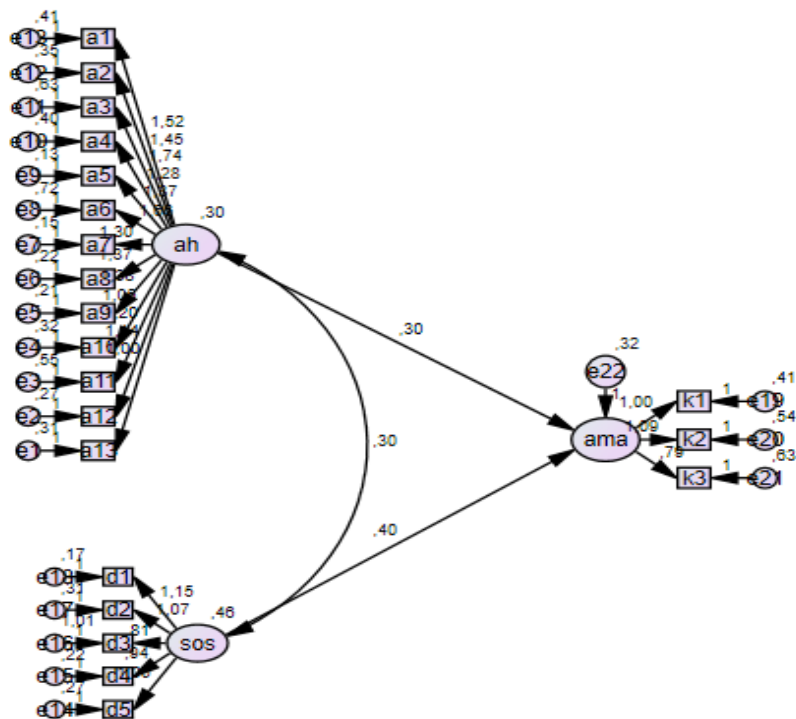


Figure 2. Moral (ah) and Social Interaction (sos), Action (ama) Structural Modeling

In structural equation, Beta is = 0,30 for moral and social interaction, Beta is = -0,18 for moral and action Beta is= 0,63 (Figure 3). Adaptive values in the model are as follows CMIN/DF= 3,328, GFI= 0,903, NFI= 0,916, CFI=0,891 and RMSEA=0,054 (Figure 3.).

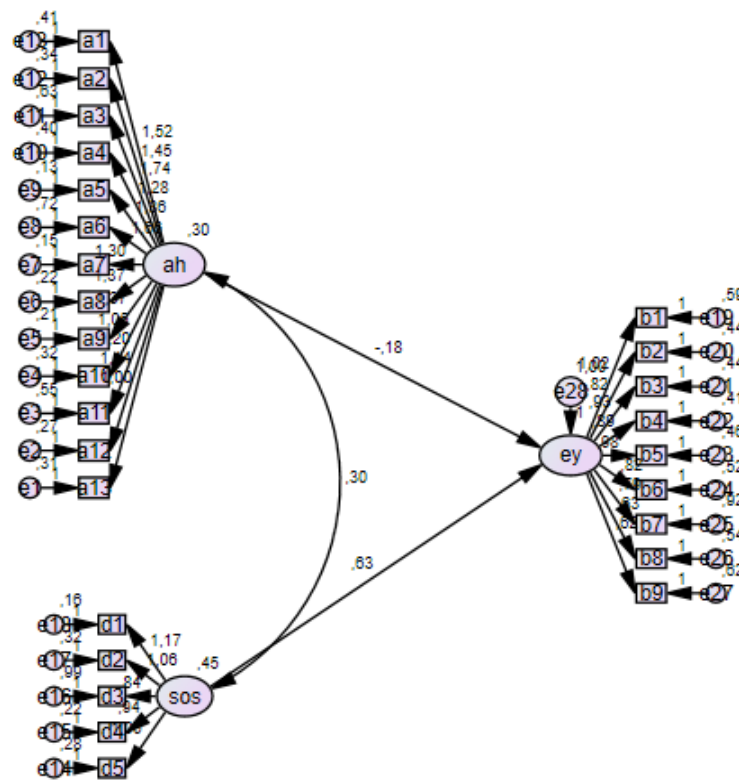


Figure 3. Moral (ah) and Social Interaction (sos), Action (ey) Structural Modeling

## 7. CONCLUSION

Within the frame of research findings, it proves that effect of moral (religious-philosophical-executive) and social interaction (tendency-coordination) on action coordination for executives is important. The linear relation between moral (religious-philosophical-executive) and social interaction (tendency-coordination), especially in modern managements of today matters about both situations of management moral or work moral area and in terms of exhibiting executive tendencies related to laws and a range of rules.

Moreover, it can be expressed that lacking of any other researches discuss the concepts like moral, social interaction and action together, topic title of the research make difference. The researches on the concepts of work moral in management, work moral, institutional moral are observed to focus on moral. For example, it can be remarked that Alzola (2012), Sison and Fontrodona (2012); Moore (2005), Alzola (2012), Sison and Fontrodona (2012), Moore (2005) interiorizes the concept of moral with the concept of work moral. As a result of his research, Izraeli (1988) focuses on only moral and action coordination dimension and he expresses that moral values and behaviours in an organization have to turn into action within the frame of social norms. Boatright (1998) promotes existence of and interaction between executive moral and attitudes and values of employee moral, but he is observed not to consider action dimension. Zimbardo (1971)'s study can be held as an example in terms of similarity with the research. Zimbardo (1971), in the research he performed with male volunteers (Stanford University students) prepared a prison environment in which some students take on the role of prisoner and others take on the role of guard (governings and governed). Before the experiment participants were discussed, their reaction against different events, some questions were asked like moral attitudes and judgements, religious beliefs, tendency to violence, use of force and accordingly they were chosen as prisoner or guard. The experiment was planned for ten-days but participants faced with strong/intense

reactions due to some reasons like their violence tendency, moral attitudes etc. Faden and Beauchamp (1986: 178) emphasize that this research has the potential of obtaining significant results to understand the moral attitude in stressful environments and social interaction and noted that these kind of researches include an intensive interaction process among the individuals participated as observational and ethnographic (science of culture) studies and lead the individual actions as a result of social interaction. The empirical study performed with dimension of moral, social interaction and action coordination resembles in conceptional dimension but exhibits difference in empirical dimension. The topic "effect of moral and social interaction on action coordination for executives" reveals the facts like perception includes management process, expectation, power and authority, political and economic profit, favoritism, value, attitude and approach because of the variables like time, place, work environment and conditions, working duration as an executive, decision making style, personality types etc.

Within this context, it can be expressed that various executive applications can be observed and during formation process of management, contrary directions can be determined. Especially in human relations importance of discussing the function of social relations and relation of social interactions with ego and personality can be expressed. Because the dynamic among the individuals/groups who change their social interaction, actions and reactions according to interaction partners is a range of varying social actions. In other words, it can be indicated as events that people give meaning, interpret others' meanings and answer accordingly. Action needs an answer from anyone else. For example, executive's promoting employees, the condition of showing better or worse behaviours can be defined as a pair of social action includes social contact.

Therefore, there must be three components for realization of social interaction; a) Topics (two or more people- in interaction), b) Object (why to be in interaction) c) A mechanism that arranges interactions (how to be in interaction). Meaning of social interaction may include understanding the behaviours like movement, action or application. Direction of interaction depends on if people direct behavioural actions to each other and if actions include common intentions (good-bad) and if it is depended on their desire and purpose of helping each other. There are two mutual interaction direction; solidarity and antagonistic. The first one can be defined to include the actions have similar intention and mutual tendencies in the direction of helping each other to reach these objectives. Antagonistic interaction actualize when parties want to restrain each other from achieving their goals. At the same time, there is a partly strict conflict interaction model in antagonistic interaction. Mutual actions may stick when parties want to achieve the goals, but activities may be unfriendly. An executive may servet he best conditions for an employee but when the employee rejects to stay in the work place his actions may be antagonistic.

From this point of view, social interactionist dimension of moral; expresses feelings of affectivity indicator of confirming or disclaiming moral attitudes and as typical excitements of third persons who judge the actors with a favourable distance. It can be defined that most of executives' moral values and decisions are subjective and objective decisions are nearly impossible. Decisions taken by this way may discussed to have executive, social, communal, environmental, economicaland politic results.

Consequently, individual and social reflections of effect of moral and social interaction on action coordination for executives points out importance of management moral on t he basis of belief, attitude, value and judgement by its negative dimension (deriving profit, using the power and authority and taking pleasure, passion of rapid growing, wandering from the law, bribery-illegality, opponent defamation, favoritism, threatments like tyranny, intimidation and weakness etc.). Within this frame, this study differs revealing the importance of ethichs, social interaction and action coordination integration by executive dimensions. Moreover, one of the most important perspectives of first generation researches towards institutianal culture in context of executive is

the opinion that new tendencies in executive moral can be monitored till systematic shear in the work structure. Additionally, in an organization and management contingency approach that has a realistic view survives universal validity. Executives may develop situational behaviour in application and may perceive this as a rational tendency. Therefore, in the application the rational one will be able to cover up the moral one. A conductor generally is expected to dominate alternative action processes before taking action in an impossible condition and at this point some moral differences/perceptions in executive applications may also attract the attention from time to time.

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