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The effect of ethical leadership on service sabotage

伦理型领导对服务破坏的影响

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ABSTRACT

This study aims at examining the impact of ethical leadership activities on service sabotage, and the mediating role of service climate and corporate ethical values (CEV) on this impact. The study was completed via 384 acceptable questionnaires in total. The research findings show that ethical leadership affects the service climate and the CEV in a positive way whereas it has a negative effect on the service sabotage. In addition, it is observed that the CEV have a positive effect on the service climate. In the light of the research findings, managers' ethical personal and managerial characteristics affect the service climate in a positive way and play a significant role for the ethical values to become more common within the organization. Furthermore, the ethical leadership is effective for decreasing the service sabotage which is referred as the undesirable and harming behaviors within the organization.

摘要

本研究旨在考察伦理型领导活动对服务破坏的影响，以及服务氛围和企业道德价值对这种影响的中介作用。该研究总共完成了384份可接受问卷。研究结果表明，伦理型领导对服务氛围和企业道德价值有积极的影响，对服务破坏有负面影响。此外，企业伦理价值对服务氛围有正向影响。根据研究结果，管理者的个人道德和管理特征以积极的方式影响着服务环境，并在组织内越来越普遍的道德价值观中发挥重要作用。另外，伦理型领导对于减少服务破坏是有效的，这种破坏在组织内被称为不良和有害行为。

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关键词

伦理型领导; 服务破坏; 服务氛围; 企业伦理价值; 中介效应; 酒店接待业

Introduction

In recent years, many ethical scandals with striking and devastating outcomes have been observed in both private sector and public institutions (Sendjaya, Pekerti, Härtel, Hirst, & Butarbutar, 2016). Because many high-profile corporate scandals (such as Enron, World-Com, Nortel, AIG and Lehman Brothers ...) were revealed (Bedi, Alpaslan, & Green, 2016), particular scholars working on the business ethics adopted a philosophy-based approach and attempted to formulate specific rules for the organizations whereas those working in the field of the behavioral ethics struggled to understand the real situation

in the organizations in the light of empirical data collected from social scientists (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Treviño, Brown, & Hartman, 2003). In this regard, the factors influential on the ethical and voluntary behaviors and the unethical and deviance-based behaviors were examined in the studies. In those studies, it was found that the ethical leadership had a positive and significant impact on the voluntary behaviors; but, had a negative impact on deviance-based behaviors (Bonner, Greenbaum, & Mayer, 2016; DeConinck, 2015; Mayer, Kuenzi, & Greenbaum, 2010). Despite the fact that various laws and regulations have been put into force in order to prevent the ethical problems, it is observed that the unethical behaviors are still common within the organizations (Steinbauer, Renn, Taylor, & Njoroge, 2014). The increasing number of the ethical problems in banking, finance or other sectors has resulted in the increase in the number of the academic studies carried out on the topic, as well. Similarly, it is observed that the interest in the ethics-based issues has also increased in the hospitality industry (Kim & Brymer, 2011).

Today in many media mediums (television, newspaper, social media, etc.), many examples of the leaders' unethical behaviors are observed. Those examples are composed of attitudes including malicious and overbearing behaviors related to the different sectors including the hotels. The behavioral ethics literature indicates that the leader is an important factor influential on the individuals' behaviors and is determinant for the institutionalization of the ethics within the organization (Bonner et al., 2016; Brown & Treviño, 2006; Brown, Treviño, & Harrison, 2005). Nevertheless, there exist a limited number of the studies examining the relationship between the ethics and the leadership from the perspective of the hospitality industry (Minett, Yaman, & Denizci, 2009).

Today's hotel managers are defined as competitive and human factor-oriented individuals (Yang, 2010). Besides, the leaders play an important role in the integration of ethical behaviors and ethical values into the organization as well as formulating the internal rules within the organization. The behaviors of the leaders are commonly accepted by the employees. The employees learn what kinds of behaviors are accepted within organization by way of observing the behaviors of the superior (Kim & Brymer, 2011). The behaviors demonstrated by the employees contribute superiors for the guidance and the coordination of the individuals and for the insurance of the intra-organizational maintenance. The more positive behaviors the individuals display, the more efficient and competitive the organization becomes (Demir, 2011; Tuna, Ghazzawi, Yesiltas, Tuna, & Arslan, 2016).

The purpose of the present study is to examine the relationships among the ethical leadership, the service climate, the corporate ethical values (CEV) and the service sabotage (Figure 1). The research model demonstrated in Figure 1 shows that the ethical leader negatively affects the behaviors based on sabotaging the service processes; on the other hand, positively affects the service climate and the CEV. In the literature, it is indicated that the ethical leadership activities prompt many positive behaviors and attitudes in the followers and decrease the rate of negative behaviors and attitudes. For instance, Kim and Brymer (2011) reveal that the existence of an ethical leader increases the job satisfaction and the organizational commitment and decreases the intention to quit the job, whereas DeConinck (2015) states that the ethical leader increases the organizational identification and the organizational citizenship behavior. Furthermore, Qin, Wen, Ling, Zhou, and Tong (2014) indicate that the ethical leadership increases the work engagement and the customer-oriented behavior. However, in the literature, there exist no studies

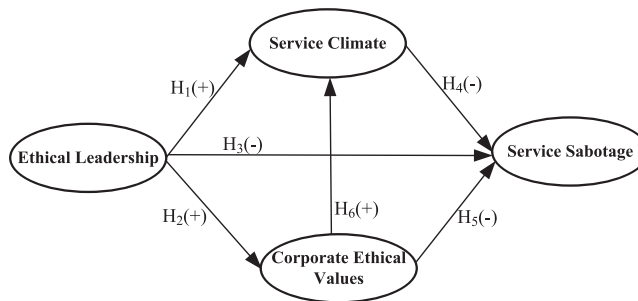


Figure 1. Theoretical model.

examining the effect of the ethical leaders on the service climate and the service sabotage. On the other hand, there exists limited number of studies examining the effect of the ethical leader on the CEV (Aslan & Şendoğdu, 2012; Valentine, Godkin, Fleischman, & Kidwell, 2011a) and those studies cover the studies carried out in other sectors rather than the tourism sector. Notwithstanding, other purpose of the present study is to investigate the mediating effect of the service climate and CEV on the ethical leadership and service sabotage. The leaders prioritizing the ethical rules are very influential on decreasing the rate of the negative behaviors within the organization. This decrease is of vital importance for the sustainability of the organizations' operational life. Service sabotage by the employees affects the efficiency and the productivity of the organization in a negative way. In those cases, the customers reflect their negative feelings about the service quality through spreading the negative situations from mouth to mouth or feeling unwilling to revisit the hotel (Lee & Ok, 2014). However, the negative service quality perceptions are not welcomed by the hospitality industry within the fierce competition environment. The service climate which is directly associated with the efforts and the capabilities of the individuals while delivering the services of high quality provides positive customer experiences by way of creating not only the positive service quality perceptions but also the customer loyalty (Wang, 2015). The customer-oriented service climate based on the role expectations, the sufficient amount of internal support and the direct remuneration of the high service quality are of vital importance for the service management practices (Zhang, Liu, Wang, & Shen, 2011).

The employees' delivering the services in an efficient and a perfect way is an important point on which it is especially focused in the literature of service marketing, and it is possible to ensure it within the organizations through creating an efficient service climate. The leaders should give priority to the service climate in order to gain more competitive advantage than their rivals (Mokhtaran, Fakharyan, Jalilvand, & Mohebi, 2015). The effect of the different leadership styles on the service climate was examined in the literature (Liao & Chuang, 2007; Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly, 2005; Walumbwa, Hartnell, & Oke, 2010). In addition, there is a lack of studies examining the effect of the ethical leadership on the service climate. Therefore, it is aimed in the present study to examine this relationship. As a matter of fact, the personal and manager characteristics of the ethical leader would be beneficial for the appropriate practices and so that the methods would become more established in the hospitality industry. It can be indicated that this would have a positive effect on the service climate.

The researches reveal that the establishment of the ethical organizational culture is one of the functions of the leader. The establishment of such culture within the organization is based on that the leader giving prominence to the ethics via his/her behaviors and practices (Wu, Kwan, Yim, Chiu, & He, 2015). The ethical leadership and the CEV, one of its components, are the antecedents of establishing an organization based on ethical values (Valentine et al., 2011a). To be in an organization with the ethical values results in important job outcomes for the managers and the employees in the hospitality industry. Randall and Sheila (1996) indicate that the managers working within an ethical environment take proactive decisions. In their study on the hotel, family restaurant and contact-management food service employees, Jung, Namkung, and Yoon (2010) found out that the ethical values had a positive effect on the employees' harmonization with the organization. It is seen in the studies carried out in the hospitality industry that the ethical values yield positive outcomes. Nevertheless, how the CEV affect the sabotage of the service processes in the hospitality industry have not yet been researched. In addition, it is projected in the present study that the ethics-based practices, policies and principles would be effective on the service processes in the hospitality industry.

Theoretical background and hypotheses development

Ethical leadership

While studies researching the leadership phenomenon have risen the question of what the leadership is, Ciulla (1998) argued that the question of 'what good leadership is' should be researched instead. The meaning of being 'good' reflects morality in addition to the effectiveness of the leader. Thus, the 'ethical' concept should be a fundamental criterion for a leader. Toor and Ofori (2009) suggested that the expected definition of a leader is the same as the one pertaining to 'what is good leadership or what is ethical leadership?' In other words, the ethical component of leadership should be emphasized and presented in the daily operational life of an organization.

Brown (2007) questioned 'how employees should be treated in the work- place', and argued that the normative approach to leadership in business ethics can usually be formed by concentrating on this question. Similarly, more studies on ethical leadership focused on how ethical leadership should be (e.g. Bass & Steidlmeier, 1999; Ogunfowora, 2009). Treviño, Hartman, and Brown (2000) examined the ethical leader under two components: the ethical personality and the ethical manager. According to the researchers, the first component of being an ethical leader is to have an ethical personality. Possessing such characteristics as *integrity, honesty and trustworthiness*, demonstrating such behaviors as *doing the right thing and concerning for people*, making *objective/fair* decisions and *following ethical decision rules* are defined as the key traits of the ethical personality. In this regard, the ethical leaders behave in line with their ethical personality and take actions in line with the ethical rules in their personal and professional lives (Xu, Loi, & Ngo, 2016). On the other hand, the ethical manager characteristics are mentioned as *role modeling through visible action, rewards and discipline and communicating about ethics and values* (Treviño et al., 2000). According to this argument, in the event that the employees perceive the ethical leadership, they expect from the leader to fit into certain behavioral patterns such as being trustworthy in personal life and treating the employees in a fair way. In

addition, they also would like to see that the decisions made and the instructions given by the leader are based on the ethical way of thinking (Bonner et al., 2016). Many of the ethical leadership characteristics are common in other leadership structures. For instance, the ethical leadership characteristics such as integrity, honesty and trustworthiness can also be included in other leadership types. However, the ethical manager structure differs from other leadership structures because of being more interactive by its nature (Palanski, Avey, & Jiraporn, 2014).

Ethical leadership refers to ‘the demonstration of normative appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making’ (Brown et al., 2005, p. 120). In their further studies, Brown and Treviño (2006) discussed this definition from a holistic perspective and emphasized that the ethical leadership concept is affected by the situational factors (role modeling, etc.) and the personal characteristics (the ethical thinking, etc.), and there exist regulatory variables influential on both factors. In other studies, they focused on the scope of the ethical leadership behaviors. Such traits and behaviors as integrity, allowing the individuals to express themselves, honesty and consistency, taking the responsibilities of the activities, providing the ethical instructions, concern for the followers and rewarding the behaviors were included in the ethical leadership behaviors (Kalshoven, Den Hartog, & De Hoogh, 2013).

The researches indicate that the ethical leadership, unlike other leadership types, is more than emphasizing the ethical component of the leadership, or is a set of specific behaviors (Kalshoven et al., 2013). As an individual consistent in his statements and actions, the ethical leader behaves in his personal and professional life in a consistent manner. The ethical leaders consistent in their statements and actions provide the motivation based on the altruism rather than the self-interest and act within the framework of the normative conformity (Xu et al., 2016).

Service climate

A firm’s service climate can be defined as ‘employee perceptions of the practices, procedures, and behaviors that get rewarded, supported, and expected concerning the customer service and the customer service quality’ (Schneider, White, & Paul, 1998: p. 151). The service climate is based on a common understanding with regard to how a group or employees in a department within the organization behave during various practices and to different customer groups (Hui, Chiu, Yu, Cheng, & Tse, 2007). Those perspectives show that the service climate mirrors an individual perspective rather than being organizational-based and therefore, for the measurement of the concept, it is of importance to interpret the individuals on a psychological basis rather than materializing the organizational characteristics (He, Li, & Lai, 2011).

The service climate refers to a common and shared phenomenon focusing on the capabilities and the efforts made by the individuals during the delivery of the services. In this regard, it plays a very significant role in providing and delivering the services or ensuring the high-level customer satisfaction (Way, Sturman, & Raab, 2010). In many studies, the service climate is examined under four dimensions as follows: the global service climate, the customer-oriented, the management practices and the customer feedback (Chang, 2016; Schneider, Salvaggio, & Subirats, 2002). Among these dimensions, the

global service climate indicates a brief measurement of the organizational service climate. In their study, Schneider et al. (1998) examined the effect of the other three service climate on the global service climate and concluded that the factor underlying the integration of the global service quality with the service climate was a function of the three special service practices (Chang, 2016). On the other hand, Luria and Yagil (2008) indicate that the global organizational climate is closely related to various attitudes such as the personnel turnover and the customer satisfaction perception. Creating general facilitating conditions such as the efforts with regard to the improvement of the internal services within the organizations and the elimination of the obstacles, the behaviors of the managers, and the human resources practices encourages individuals to deliver high-quality services. Thus, it is ensured that the practices increase the service quality (Mokhtaran et al., 2015).

It is indicated in the literature that the leader plays a determinant role in the formation of the organizational climate (Dickson, Smith, Grojean, & Ehrhart, 2001; Mayer et al., 2010). The leader makes positive contributions to the organizational culture through abiding by the sense of service quality, setting high standards, defining and eliminating the obstacles and facilitating to reach the necessary resources (Wirtz & Jerger, 2016). The researches reveal that there exists a positive relationship between the different leadership styles such as the servant leadership, the transformational leadership, etc. and the service climate (Liao & Chuang, 2007; Walumbwa et al., 2010). Nevertheless, how the ethical leader affects the service climate is not explained in the literature. Even though there is a partial relationship between the manager behaviors and the service climate, junior level managers do not have such a role to dictate to the employees all features contributing to the service climate. Senior level managers are more determinative on the formation of service climate. The senior management contributes to the formation of service climate through developing the rewarding and the communication policies for the departments and the policies for the management of customer relations and customer services (Hui et al., 2007). The behaviors of the leader reflect what kind of behaviors are rewarded or disciplined. In other words, they convey what the acceptable behaviors are to the followers in an informal way (Bedi et al., 2016). Social exchange theory (Blau, 1964) can also satisfactorily explain the reciprocal relationships over the followers' behavior and the leaders conduct. Accordingly, that the ethical leader guides his/her followers with positive, acceptable and beneficial behaviors results in the formation of a high-level relationship between the leader and the followers. It is expected that the followers provide a positive feedback in response to the behaviors of the ethical leader. In other words, the followers are expected to react to the behaviors of the ethical leader.

The concept of ethics, in itself, refers to 'serve to the common good'. The ethical leader should take human-oriented actions, take his actions' influence on the others into consideration and use his power to look after not his own interests but the interests of the group. All those indicate that the ethical leader acts in a community/human-oriented way (Resick, Hanges, Dickson, & Mitchelson, 2006). That the ethical leader takes human-oriented actions by considering the interests of others and the possible outcomes of his actions contributes to the development of the positive service climate.

Hypothesis 1: The ethical leadership is positively related to service climate.

Corporate ethical values

Prioritization of the concept of ethics in the organization culture is considered as a remarkable indicator of the importance attached to the ethical values. The organizations have been increasingly contributing to the ethical values and attempting to improve them. The integration of the CEV into the organizational culture can be regarded as an important indicator of the successful ethical and social responsibility programs (Vitell & Hidalgo, 2006). The CEV are referred to as a powerful variable on which has been focused in recent years and which differentiates one organization from another. As the standards integrated into the ethical culture, the CEV are considered as the guidance for the internal integration and the external adaptation (Hunt, Wood, & Chonko, 1989).

Corporate values have long been referred to as the central dimension of an organization's culture and have been recognized as powerful influences differentiating one firm to another (Hunt et al., 1989). Treviño, Butterfield, and McCabe (1998) indicate that the ethical culture represents a multi-component structure including the formal and informal behavior control systems of the organization, and that it is a very important factor for promoting the ethical and unethical behaviors within the organization. The formal and informal cultural systems within the organization support the ethical guidance and are also very influential on the ethical behaviors of the individuals. When the employees consider that other employees and the managers in the organization follow the ethical rules for the practices and the procedures, it can be indicated that the CEV are common in that organization. The managers' great attention to the ethical issues in the organization, the rewarding of the ethical behaviors or the punishment of the unethical behaviors can be provided as examples of the existence of the CEV within the organization (Baker, Hunt, & Andrews, 2006).

The role of the leader is of importance for the integration of the CEV into the organizational culture (Wu et al., 2015). In other words, the ethical leaders have positive effects within the organization in both organizational and individual terms (Resick et al., 2011). In addition, the leader plays a powerful role for developing a single organizational culture where all values and norms are shared by the employees (Chen, Sawyers, & Williams, 1997). In the event that the leader forms an ethics-based organizational culture, it indicates that he plays a determinant role for the institutionalization of the ethics within the organization. Thus, the employees understand what is appropriate and inappropriate in the organization more easily or do not have any difficulty in finding the correct answer when they encounter a moral dilemma.

The leader is effective on creating a structure covering the ethical values. Although the other employees contribute to the formation of the ethical values in the organization, the leader bears a huge responsibility to create, improve and maintain the values that will affect the employees (Valentine et al., 2011a). In essence, the leader not only plays a role in the formation of the ethical behaviors but also is influential on the institutionalization of the ethical values through developing policies and objectives or practices (Hunt et al., 1989). In this regard, the ethical leaders have a remarkable and wide influence spheres for the establishment of the ethical infrastructure and context in the organizations (Brown & Treviño, 2006).

Hypothesis 2: The ethical leadership is positively related to corporate ethical values.

Service sabotage

The negative behaviors referring to the behaviors which are harmful for the individuals or the organization in general are reflected via such concepts as organizational deviance behavior, antisocial behavior, counterproductive behavior, organizational misbehavior and service sabotage (Robinson & Bennett, 1995; Tuna et al., 2016; Vardi & Wiener, 1996). All these concepts refer to the negative behaviors and do have devastating effects on the organization. Despite the fact that each concept is similar in essence, they have also distinctive features which are mentioned in the literature. The 'service sabotage' which is included in this concept is defined by Harris and Ogbonna (2002, p. 166) as follows: '*service sabotage* is preferred and used to refer to organizational member behaviors that are intentionally designed negatively to affect service'. Service sabotage behaviors are the behaviors demonstrated intentionally and affecting the services negatively regardless of the fact that the customers or the managers are aware of it. Such kind of behaviors, unlike the negative ones (deviance behavior, antisocial behavior, etc.), are defined as the behaviors covering the service processes (Harris & Ogbonna, 2012). In contrary to the individuals showing sabotage behaviors in the industrial enterprises, those sabotaging the service processes deliberate deviant actions the service experiences of the customers or tend to harm the customers (Lee & Ok, 2014). Sabotage behaviors are the behaviors which decrease the customer satisfaction, do have negative effects on the customer loyalty, cause a reduction in the financial profit in the long run and have devastating effects on the organizations (Chi, Tsai, & Tseng, 2013).

The leader is a determinative factor for the formation of the individuals' behaviors within the organization. The negative management practices are among the factors motivating the employees for demonstrating negative behaviors. Accordingly, the employees' service sabotage behaviors could reflect as a kind of resistance against the suppressive management through gaining psychological freedom, and thus, getting rid of the suppressive management approach (Harris & Ogbonna, 2012). In this sense, the increasing number of researches focuses on the ethical leadership's effect on the behaviors harming the organization (Brown & Treviño, 2006).

The ethical leader plays an effective role in increasing the ethical behaviors and minimizing the unethical ones through his role model behaviors. Because of his characteristics, attractions, exemplary behaviors and trustworthiness, the leader's displaying model behaviors turn him into a possible guidance source (Brown & Treviño, 2006). In Social Learning Theory (Bandura, 1977), it is indicated that the individuals learn through observing and imitating the behaviors of the others for whom they have respect. In this regard, the ethical leaders create role models for the employees via showing ethical behaviors. If the individuals within the organizations observe that the ethical behaviors are rewarded, they decide that these behaviors are convenient and they adapt their behaviors, accordingly. In contrary, in the event that the role model of the employee rewards the unethical behaviors, the employee behaviors would be mainly composed of the unethical behaviors (DeConinck, 2015). The importance of the role modeling process is closely related to the fact that the individuals learn many points through their observations rather than experiencing them as a process. In modeling process, the individuals identify other people and internalize the behaviors, actions and values of the individual whom they would see as a role model (Weaver, Treviño, & Agle, 2005, p.314).

Hypothesis 3: The ethical leadership is negatively related to service sabotage.

The climates within the organizations are effective on creating the interaction between the individuals, influencing and shaping their behaviors (Davidson, Manning, Timo, & Ryder, 2001). The common positive service climate in the organizations does have a positive impact on the employees to make further efforts to improve the quality of the services they deliver to the customers, or on the organizations to improve the quality of the services delivered to the final consumers (Kopperud, Martinsen, & Humborstad, 2014).

It is pointed out in the literature that the service climate affects the service behaviors. The reflection, in other words, the effect of the service climate on the customer experiences occurs as a result of the behaviors of the employees (Bowen & Schneider, 2014). Liao and Chuang (2007) indicate that the service climate has a mediating role in the relationship between the transformational leadership and the service performance. In another study, Drach-Zahavy (2010) states that the service climate plays a mediator role between the service behaviors and the emotional exhaustion. On the other hand, Kao, Cheng, Kuo, and Huang (2014) reveal in their study on the hotel employees in Taiwan that the service climate is a mediator variable between the social stressors and the sabotage behaviors which are specified as the negative behaviors. In addition, authors indicate that there exists a negative relationship between the service climate and the sabotage behaviors.

Hypothesis 4: The service climate is negatively related to service sabotage.

The weakening of the control mechanism within the organization causes an increase in the sabotage behaviors. The control mechanisms can be regarded as the external factors shaping the behaviors of the individuals. With the weakening of this mechanism, the individuals start to control their own behaviors and discipline themselves (Harris & Ogbonna, 2006). The CEV can be considered as the combination of the formal and informal policies which are influential on the personal ethical values of the managers and the ethical policies of the organization. The CEV are effective on the quality of the product and services provided by the organization and the behaviors of the employees towards the other stakeholders within the organization (Elçi, Kitapçı, & Ertürk, 2007). It can be indicated that the enterprises with strong ethical values, policies and practices are most likely to strengthen the ethical direction within the organization. Such kinds of elements are likely to have some impact on employees' attitudes and behavior (Park & Blenkinsopp, 2013). It was found out in the literature that the perceived ethical values have a negative effect on the individual's deviant work behaviors (Biron, 2010).

Hypothesis 5: The corporate ethical values are negatively related to service sabotage.

Despite the fact that there exists no research directly addressing to the relationship between the CEV and the service climate, it is an expected consequence to observe a link between these two variables. It is indicated in the literature that the lack of ethical practices causes various problems within the organizations. On the other hand, it is very effective for the development of many positive behaviors in the organization such as the organizational performance, the organizational commitment (Sharma, Borna, & Steams, 2009) and the organizational citizenship behavior (Sharma, 2016). In the previous studies in the literature, the possible appropriate and inappropriate behaviors within the

organizations are based on the system of ethical values and it is claimed that such kind of behaviors could help individuals set the normative standards (Sharma, 2016). The existence of such value judgments are necessary for the individuals to understand how to behave in the workplace and what kind of behaviors are supported. Strengthening the moral norms, the values and the standards in the enterprise creates a climate dominated by the moral values. Such a climate helps and directs individuals to 'determine how to behave based on the way they think and feel about various aspects of the work environment, as employees rely on cues from the surrounding environment to interpret events and develop attitudes' (Solnet & Paulsen, 2006). The working place plays a critical role on the attitudes (Valentine, Godkin, Fleischman, Kidwell, & Page, 2011b). Therefore, it can be contributed to create a positive service climate within the organization on the condition that the correct ethical values are built.

Hypothesis 6: The corporate ethical values are positively related to service climate.

The mediating role of service climate and CEV

One of the antecedents of providing high-quality services in the hospitality industry is the service climate. The service climate covers the practices and the procedures facilitating for individuals to deliver the services at perfect quality and the managers' rewarding and supporting these behaviors and their expectations, accordingly (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). The positive service climate in the organizations reflects on the behaviors and the attitudes of the individual. Walumbwa et al. (2010) indicate that the leader plays an important role for the development of the organizational climate and directly leads the behaviors of the individuals. In this regard, the ethical leader sets clear standards, develops the most appropriate performance systems and contributes to create an ethical environment with the help of the rewarding system (Brown et al., 2005), and thus, causes the occurrence of the positive service climate. The leader's positive behaviors towards the subordinates bring along the responses of the subordinates to these behaviors. Under such circumstances, the individuals feel obliged to react to the positive behaviors of the leader (Neves & Story, 2015). In the contrary case, the behaviors of the leader are not welcomed within the organization and bring along a negative organizational climate. As a result, the sabotage behaviors would increase and the customer satisfaction and the service quality would decrease.

Hypothesis 7: Service climate mediates the relationship between the ethical leadership and the service sabotage.

The environmental (labor market conditions), individual (individuals' intentions to take risks, the career orientation, the personal characteristics and the demographic factors), group and role (nature of work, socialization and on the job training) and organizational (surveillance techniques) factors underlie the employees' intentions to display service sabotage behaviors in the organization (Harris & Ogbonna, 2002). The ethical culture in the organization is an element of oppression for the attitudes and the behaviors, which is a reflection of the shared ethical values by the employees. In this regard, the corporate social values are effective on shaping the behaviors within the organization (Vardi, 2001). The function of the ethical leader, in this respect, is to determine the appropriate and

inappropriate behaviors and standards. Ethical leader sets expectations by saying 'these are our standards', 'these our values ... [that] we'd like you to follow' (Treviño et al., 2003: p.18). In that case, sanctions are imposed to such sabotage behaviors against the set values, standards and norms, namely the unethical behaviors, in line with the rules.

Hypothesis 8: Corporate ethical values mediate the relationship between ethical leadership and service sabotage.

Research methodology

Sampling

The data required to test the hypotheses developed in the research were collected from the employees in the five-star hotels in Turkey during the months of October and December 2016. In line with data of the Ministry of Culture and Tourism (2015), there are 523 five-star hotel establishments and 166,998 rooms and 354,641 beds in those. According to the survey 'Hotel and Tourism Industry Labor Force Survey' conducted by the Turkish Ministry of Culture and Tourism (1989), *the number of staff per bed is 0.59 in 5-star hotel establishments* (as cited in Kara, Uysal, Sirgy, & Lee, 2013). Based on this information and in accordance with data from 2015, 209,238 employees work in five-star hotels in Turkey. Since the population could not be reached in the research, the sample calculated by Yamane (2001) was adopted and the appropriate sample number was accepted as minimum 384.

The convenience sampling method was preferred in the research. For this purpose, the questionnaires were delivered to 600 employees in five-star hotels in Turkey, and 390 questionnaires returned. The return rate is 65%. Since the rate of the missing data in six of the returned questionnaires was high, they were excluded from the analysis. Three hundred eighty-four questionnaires were analyzed and the research was finalized. The questionnaires were conducted with the respondents via the face-to-face method, and they were collected back. Interviewers took part in the collection process of the questionnaires. In that process, the employees having filled up the questionnaires were assured in order to avoid prejudices and they filled up the questionnaires in a separate place from their managers.

Considering the demographical features of the respondents, it is observed that 58.3% and 41.7% of them are male and female employees, respectively. 32.2% of the respondents are composed of the respondents at the age range of 25–31. Those at the age range of 32–38 follow it with the percentage of 27.9. In parallel with the facts in tourism sector, it shows that the young employees are dominant. It is observed that the number of the undergraduate employees are high (45.1%) in general sense. Considering the associate degree graduate (12.2%) and the post-graduate employees, it can be indicated that the educational levels of the respondents are high (Table 1).

It was found that 65.7% of the respondents worked in the same hotel for less than 3 years. The percentage is 9.8 for the employees who have been working in the same enterprise for 10 years and more. The rate of the respondents having worked for 4–6 years in the tourism industry is 28.9%. Examining Table 1, it is seen that 24.1% of the respondents work in the food and beverage department, whereas 16.1% of them work in the departments of front office and housekeeping departments.

Table 1. Sample demographic statistics.

Variable		f	%	Variable		f	%
Age	Under 18	9	2.4	Gender	Male	217	58.3
	18–24	76	20.4		Female	155	41.7
	25–31	120	32.2	Education level	Secondary school	27	7.2
	32–38	104	27.9		High school	110	29.2
	39 or over	64	17.2		Associate's degree	46	12.2
Tenure (in this hotel)	Under 1 Year	111	29.5		Bachelor's degree	170	45.1
	1–3	136	36.2		Master degree	23	6.1
	4–6	79	21.0	PhD degree	1	0.3	
	7–9	13	3.5	Food and beverage	90	24.1	
	10 or over	37	9.8	Front office	60	16.1	
Tenure (in tourism industry)	Under 1 Year	45	12.0	Department	House keeping	60	16.1
	1–3	76	20.3		Cuisine	59	15.8
	4–6	108	28.9		Human resource management	21	5.6
	7–9	36	9.6		Accounting	28	7.5
	10 or over	109	29.1		Other	55	14.7

Measures

Questionnaire consists of the combination of the adopted and modified items. All measures used in this study were drawn from prior studies in the related literatures. Also, all of the survey items were responded to on a five-point Likert scale. The scales in the research are composed of the ethical leadership scale developed by Brown et al. (2005), the service sabotage scale developed by Harris and Ogbonna (2006), the service climate scale developed by Salanova, Agut, and Peiró (2005) and the ethical values scale used in the study of Hunt et al. (1989). Two of the scales were translated into Turkish and used in the study. In the translation process, we made use of the translation–back translation technique for the service climate scale and the CEV scale was ensured by taking the recommendations of Brislin (1976) into the consideration. At this stage, at first, both scales were sent to five experts specialized in their own fields and the scales were translated into Turkish. Then, the questionnaire forms were sent to five other individuals to be translated into English and it was checked whether there were any differences between the scales. The finalized forms were tested through a pilot test performed on 15 employees. It was observed that the employees had no difficulty in understanding the translated items. Therefore, no changes in the wording of the questions were made in the above-mentioned questionnaires.

Ethical Leadership Scale: This construct was measured using a 10-item instrument that was developed by Brown et al. (2005). Participants' responses were captured on 5-point Likert scale, with 5 = *strongly agree* and 1 = *strongly disagree*. The validity and reliability of the Turkish version of the scale was studied by Tuna, Bircan, and Yeşiltaş (2012).

Service Sabotage: The scale developed by Harris and Ogbonna (2006) was used to measure the service sabotage items in the survey. The scale is uni-dimensional and composed of nine questions. Participants' responses were captured on 5-point Likert scale, with 5 = *strongly agree* and 1 = *strongly disagree*. The adaptation of the scale items into Turkish was performed by Kanten, Kanten, Yeşiltaş, and Yaşlıoğlu (2015). As a result of the analyses in the study, it was found that three items violated the uni-dimensional structure and did not provide the sufficient degree of factor reliability. Kanten et al. (2015) confirmed the uni-dimensional construct with six items. In the present research, three items were dropped during the confirmatory factor analysis (CFA).

Service Climate Scale: Developed by Salanova et al. (2005), the uni-dimensional scale with four items was used in order to measure the service climate. Participants indicated their agreement with each item using a 5-point scale from 5 = strongly agree and 1 = strongly disagree. In their studies, Salanova et al. (2005) revised the Global Service Climate Scale prepared with seven items by Schneider et al. (1998). Like Salanova et al. (2005), four-item scale was used in this study, as well.

CEV: In order to measure the ethical values of the organizations, it was benefitted from the five-item CEV scale developed by Hunt et al. (1989). Employees indicated their agreement with each item using a 5-point scale from 5 = strongly agree and 1 = strongly disagree. This scale was developed in order to make an assessment for the perceptions of (a) the leader displays ethical behaviors within the organization, (b) the leader is interested in the ethical issues in the organization and (c) the ethical behaviors of the employees are rewarded in their organization (Baker et al., 2006).

Method of analysis

We analyzed data using SPSS 21 and LISREL 8.80. First, we checked whether data were normally distributed, and we also conducted Pearson's correlation analysis to test the overall relationship among study variables. Before the test the study hypothesis we conducted from Anderson and Gerbing's (1988) approach to assess the psychometric properties of the measures (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). All measures were subjected to the exploratory factor analysis via SPSS and the CFA to provide support for the issues of dimensionality, convergent and discriminant validity via LISREL 8.80 (Jöreskog & Sörbom, 2006). It was tested through CFA whether the model was valid as a whole. Later, the hypotheses in the study were tested with the help of the method developed by Preacher and Hayes (2008).

To test the mediating effect of CEV and service climate, we performed mediation analysis using the PROCESS macro suggested by Preacher, Rucker, and Hayes (2007). PROCESS application developed by Preacher and Hayes (2008) which is an SPSS procedure (PROCESS, v2.13) that facilitates path analysis and mediation analysis by using ordinary least squares regression (Hayes, Montoya, & Rockwood, 2017). If the causal effect of an independent variable (X) on a dependent variable (Y) is transmitted by a mediator (M), indirect effects or mediation occurs. In other words, X affects Y because X affects M, and M, in turn, affects Y (Preacher et al., 2007). In this context, our research model proposes that the effect of ethical leadership on the service sabotage is mediated both by the CEV and service climate. Bootstrapping is recommended as a strong and significant method for determining the reliability levels of direct effects (Hayes, 2013; Hayes et al., 2017; Preacher & Hayes, 2008). Also, this approach includes the calculation of the confidence interval of the lower and upper bounds and to test the significance of the indirect effects. At the same time, the bootstrapping procedure allows us to evaluate significance and compare different mediators in the model (Preacher & Hayes, 2008).

Results

Measurement model

Before testing the hypotheses in the study, a CFA was carried out using LISREL 8.80 (Jöreskog & Sörbom, 2006). Measurement model consists of four latent variables. These are

ethical leadership, service climate, CEV and service sabotage behaviors. The goodness-of-fit of the models was assessed with chi-square tests, the goodness-of-fit indices (GFI), the root mean square error of approximation (RMSEA), the normed fit index (NFI), the non-normed fit index (NNFI) and the comparative fit index (CFI) (Bagozzi, 2010; Raykov & Marcoulides, 2006). As a result of the confirmatory factor analyses performed on the research model, it was observed that all factor loadings were significant ($p < .001$). The fit indices for the model are between the acceptable values ($\chi^2 = 592.24$, $df = 223$, $\chi^2/df = 2.66$, $RMSEA = 0.066$, $GFI = 0.88$, $CFI = 0.98$, $NFI = 0.97$, $NNFI = 0.97$). In order to confirm the construct reliability, Cronbach's Alpha and the composite reliability (CR) were calculated. As seen in Table 2, Cronbach's Alpha ranges between 0.819 and 0.951. These values are within the acceptable limits (Hair, Anderson, Tahtam, & Black, 1998). The CR ranges from 0.83 to 0.95. These scores are >0.60 , which is cut off criteria score. Since the standardized factor loadings of two items on the CEV were <0.50 (Table 2), they were excluded from the analysis (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). These values also affect the scale reliability in a negative way. In order to fulfill the discriminant validity, the average variance extraction (AVE) value was calculated. It is expected that the AVE value is >0.50 (Fornell & Larcker, 1981). As shown in Table 3, these values range from 0.59 to 0.77. Therefore, the convergent validity of the study measurement scale was acceptable (Chiang & Hsieh, 2012). Therefore, the all scale items adopted in our study were valid and internally consistent.

Zero-order correlations

Discriminant validity requires that a dimension does not correlate too highly with dimensions from which it is supposed to differ. Kline (2010) recommended that $\geq .85$ correlation indicates insufficient discriminant validity. Table 3 presents the means, standard deviations and correlations among the study variables. The results show that the ethical leadership was positively correlated with the CEV ($r = .648$, $p < .01$), the service climate ($r = .709$, $p < .01$) and it was negatively correlated with the service sabotage ($r = -.118$, $p < .01$). Also, the CEV were positively associated with the service climate ($r = .611$, $p < .05$). Results of the correlation analysis also revealed that the service sabotage was not significantly correlated with the CEV and the service climate. These results indicate that the discriminant validity is verified.

Common method bias

Common method bias (CMB) is one of the top problems faced during the data collection stage in the organizational behavior and management researches. Podsakoff, MacKenzie, Lee, and Podsakoff (2003) indicate that there are statistical and procedural ways to eliminate this problem. In order to eliminate the CMB in the present research, the participants were asked during the preparation and implementation stages of the questionnaires to sign a consent form identifying the purpose of this study and indicating their awareness that their participation in the study was voluntary and that they had the right to withdraw at any time without consequences of any kind. In addition, the possible bias of the respondents was prevented through placing the service sabotage scale and the ethical leadership scale into different parts of the questionnaire.

Table 2. Measurement model.

Scale items	SFL*	t-value	A.V.E.	C.R.	C.A.
Ethical Leadership Scale			0.60	0.94	0.935
Listens to what employees have to say	.80	18.82			
Disciplines employees who violate ethical standards	.53	10.91			
Conducts his/her personal life in an ethical manner	.67	14.62			
Has the best interests of employees in mind	.84	20.32			
Makes fair and balanced decisions	.85	20.35			
Can be trusted	.80	18.81			
Discusses business ethics or values with employees	.83	19.91			
Sets an example of how to do things the right way in terms of ethics	.83	19.83			
Defines success not just by results but also the way that they are obtained	.79	18.47			
When making decisions, asks 'what is the right thing to do?'	.72	15.93			
Service Sabotage Scale			0.77	0.95	0.951
People here take revenge on rude customers	.86	20.99			
It is common practice in this industry to 'get back' at customers	.87	21.14			
People here ignore company service rules to make things easier for themselves	.84	20.13			
Sometimes, people here 'get at customers' to make the rest of us laugh	.87	21.30			
Sometimes, when customer aren't looking, people here deliberately mess things up	.92	23.01			
People here slow down service when they want to	.90	22.71			
Service Climate Scale			0.59	0.85	0.851
Employees in our organization have knowledge of the job and the skills to deliver superior quality work and service	.79	17.60			
Employees receive recognition and rewards for the delivery of superior work and service	.76	16.75			
The overall quality of service provided by our organization to customers is excellent	.79	17.77			
Employees are provided with tools, technology, and other resources to support the delivery of quality work and service	.74	16.03			
CEV			0.63	0.83	0.819
Managers in my company often engage in behaviors that I consider to be unethical ^b	^a	^a			
In order to succeed in my company, it is often necessary to compromise one's ethics ^b	^a	^a			
Top management in my company has let it be known in no uncertain terms that unethical behaviors will not be tolerated	.63	13.04			
If a manager in my company is discovered to have engaged in unethical behavior that results primarily in personal gain (rather than corporate gain), he or she will be promptly reprimanded	.88	20.47			
If a manager in my company is discovered to have engaged in unethical behavior that results primarily in corporate gain (rather than personal gain), he or she will be promptly reprimanded	.84	19.12			

Note: A.V.E.: average variance extracted; C.R.: composite reliability; C.A.: Cronbach Alpha.

^aDropped during CFA.

^bReverse code.

*Standardized factor loading.

Table 3. Means, standard deviations and correlations analysis results.

Variables	Mean	S.D.	1	2	3	4
Ethical Leadership	3.88	0.84	1			
CEV	3.91	0.89	.648**	1		
Service Climate	3.88	0.89	.709**	.611**	1	
Service Sabotage	2.15	1.12	-.118*	-.047	-.043	1

**Correlation is significant at the 0.01 level.

*Correlation is significant at the 0.05 level.

In the statistical technique, the possibility of CMB was tested using Harman's one-factor test (Podsakoff & Organ, 1986). The principal components analysis was performed using the varimax technique for the items related to the ethical leadership, service climate, the CEV and the service sabotage scales. This result revealed multiple factors with eigenvalues >1. The first factor accounted for 26.561%, lower than the cutoff criteria (Lin, 2007).

Table 4. Results of the CFA for the studied variables.

Factor	χ^2	df	χ^2/df	RMSEA	GFI	CFI	NFI	NNFI
Four-factors model (hypothesized model)	592.24	223	2.66	0.066	0.88	0.98	0.97	0.97
Three-factor model (ethical leadership and CEV merged into one factor)	865.40	227	3.81	0.86	0.84	0.96	0.95	0.96
Two-factor model (service climates and service sabotage merged into one factor)	4228.09	229	18.04	0.214	0.51	0.84	0.83	0.82
One-factor model (all items forced to load on a single factor)	4392.54	230	19.09	0.217	0.50	0.83	0.82	0.81

Examining [Table 4](#), it is observed that the single factorial model has bad results and the four-factor construct are within the desired value range. These results indicate that CMB does not cause any problem in the present research.

Hypothesis testing

Examining [Table 5](#), it is seen that the ethical leadership affects the service climate in a positive way ($\beta=0.57, p < .01$). Accordingly, it can be indicated that the hypothesis 1 (H_1) is supported. These research findings reveal that the ethical leadership activities make positive contributions to the formation of the CEV ($\beta=0.69, p < .01$) and decrease the service sabotage ($\beta = -0.26, p < .01$). In line with these results, the hypotheses 2 and 3 (H_2 and H_3) are supported. Any significant effect of the service climate ($\beta=0.09, p > .05$) and the CEV ($\beta=0.04, p > .05$) on the service sabotage could not be found out in the present study. Therefore, the hypotheses 4 and 5 (H_4 and H_5) are not supported. In addition, it was observed that the CEV had a positive and significant effect on the service climate ($\beta=0.26, p < .01$). This result indicates that the hypothesis 6 (H_6) is supported.

In addition, we used bootstrapping to verify the significance of an indirect effect of CEV and service climate on the relationship between ethical leadership and service sabotage. We calculated 95% confidence intervals (CI) of parameter estimates using 5000 data samples from the raw data samples ($N = 384$). The total indirect effect of ethical leadership on service sabotage is not significant ($\beta = 0.097, SE = 0.081, \% CI = [-0.05728 \text{ to } 0.25855]$), as the 95% CI does include zero. The confidence interval of the mediator service climate is not a mediator because the confidence interval does include value of zero ($\% CI = [-0.05902 \text{ to } 0.17914]$). Finally, 'CEV,' on the other hand, includes the value of zero ($\% CI = [-0.08621 \text{ to } 0.13905]$) indicating that CEV is not a significant mediator. In other words, we did not confirm that CEV and service climate the association between ethical leadership and service sabotage. So that, hypothesis 7 and 8 (H_7 and H_8) were not supported.

Discussion of the findings

The increase in the number of researches on the ethical leadership (Schaubroeck et al., 2012) has brought along the increase in the number of studies on the actual impact of ethical leadership on the employee behaviors (Liao, Liu, Kwan, & Li, 2015). This research was carried out in order to examine the effect of ethical leadership activities on service climate and the mediating role of service sabotage and CEV on this effect. It was conducted on 384 employees working in five-star hotels in Turkey. The results of the

Table 5. Regression results for multiple mediator.

	Consequent								
	M1 (SERVC)			M2 (CEV)			DV/(Y) (SERVSAB)		
	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>
IV/(X) (EL)	0.571	0.048	<.001	0.691	0.041	<.001	-0.256	0.105	<.001
M1 (SERVC)	–	–	–	–	–	–	0.092	0.095	0.332
M2 (CEV)	0.260	0.045	<.001	–	–	–	0.041	0.087	0.643
Constant	0.644	0.156	<.001	1.228	0.165	<.001	2.628	0.296	<.001
	$R^2=0.5423$; $F(381.00)225.69$; $p < .001$			$R^2=0.4198$; $F(382.00)276.35$; $p < .001$			$R^2=0.018$; $F(382.00)2.3229$; $p = .074$		
<i>Bootstrap results for indirect effect</i>									
			Coeff.	Boot SE	BootLLCI	BootULCI			
Total indirect effect			0.097	0.081	-0.05728	0.25855			
Indirect effect(s) of IV on DV	SERVC		0.052	0.060	-0.05902	0.17914			
	CEV		0.028	0.058	-0.08621	0.13905			

Note: Bootstrap sample size = 5000; LLCI = lower bound in 95% confidence interval; ULCI = upper bound in 95% confidence interval.

hypothesis tests are summarized in Table 6. The ethical leadership positively contributes to improve the service climate and create the CEV (H_1 and H_2). In essence, examining both results together, it is seen that the leader has a positive impact not only on the control of the individuals' behaviors but also on forming the corporate values and culture in a positive way. The ethical leadership can only occur as a result of the ethical management (Brown et al., 2005) and the ethical personality (Treviño et al., 2000). The personality and the management of the ethical leadership could have a direct effect on shaping the job-oriented beliefs and perspective of the individual (Yidong & Xinxin, 2013). The ethical leader creates ethical standards and expectations for the appropriate and inappropriate behaviors. Through setting such criteria as 'these are our standards and these are our values' (Treviño et al., 2003), the ethical leader plays a determinative role in the development of the CEV.

The ethical leader is effective for decreasing the service sabotage (H_3). In other words, s/he can prevent the inappropriate behaviors to become common within the organization. The ethical leaders create positive changes on themselves, their employees and the individuals' daily behaviors and job-oriented beliefs (Schaubroeck, Lam, & Peng, 2016). It is inevitable that the employees working very hard during the day are not affected by

Table 6. Results of the proposed model.

Hypothesized path	Standardized coefficient (β)	<i>p</i> -Value	Hypotheses testing
H_1 : Ethical leadership → Service climate	0.57	0.000	Supported
H_2 : Ethical leadership → CEV	0.69	0.000	Supported
H_3 : Ethical leadership → Service sabotage	-0.26	0.000	Supported
H_4 : Service climate → Service sabotage	0.09	0.332	Not supported
H_5 : CEV → Service sabotage	0.04	0.643	Not supported
H_6 : CEV → Service climate	0.26	0.000	Supported
<i>Bootstrapping test</i>			
H_7 : Ethical leadership → Service climate → Service sabotage	CI = [-0.05902 to 0.17914]		Not supported
H_8 : Ethical leadership → CEV → Service sabotage	CI = [-0.08621 to 0.13905]		Not supported

each other and by the individual guiding them. Therefore, the leader can ensure the decrease of the service sabotage behaviors within the organization through supporting a positive working place, shaping such kind of environment and particularly communicating what the ethical and the desired behaviors are via different communication channels (Stouten et al., 2010).

In the research, the hypothesis 4 (H_4) arguing that service climate has an impact on service sabotage was not supported. The social exchange theory (Blau, 1964) contributes to understanding the impact of service climate on the behaviors of individuals. According to the theory, when individuals get any benefit, they tend to behave in a way to provide benefit in return within the framework of the behavior of change. Within the scope of service climate, employees, the practices based on the awards or punishments given in return for the services provided to customer, and the procedures and policies were taken as basis (Zhang et al., 2011). What was expected in the present study was the increase in employees' sabotage behaviors in case of having such a negative perception. In that case, within the scope of the social exchange theory (Blau, 1964), such negative perceptions within the organization do not promote the behaviors that could create a negative impact on service quality and on the organization itself. Considering the cultural features of Turkish society, it can be indicated that it has a collectivist structure (Hofstede, 1980). In societies with a collectivist structure, the role of a leader is of crucial importance. Similarly, rather than the practices within the organization, behaviors of the leader are determinative on attitudes and behaviors of employees. Abubakar and Arasli (2016) indicate that prevention of a case in advance is a more effective solution. Under such circumstances, leaders can step in and solve the problems at the intention stage before the individuals display sabotage behaviors. However, this ends up in disappearance of the impact of service climate and explains why hypothesis 4 (H_4) is not supported.

The hypothesis arguing that CEV affect service sabotage was not supported (H_5). In the literature, it is seen that group norms are effective on undesired behaviors such as deviance behaviors, the behaviors harming the goal, and the behaviors related to service sabotage (Harris & Ogbonna, 2002). When the reason of this effect is examined, particular variables are observed to have an impact. It is indicated in the literature that individual factors are effective on the relationship between perceived ethical values and deviation behaviors, and despite of being neglected quite often, social factors play a determinative role on this relationship. Within the frame of the impact of change in terms of shaping the individuals' attitudes and behaviors, behaviors of the leader or employer might have an impact (Biron, 2010). Therefore, individual, organizational or social factors could be regarded as the reasons why CEV do not have an impact on sabotage behaviors. Including such variables into researches would indirectly make it possible that corporate social values would affect sabotage behaviors in a significant way.

The employees expect social clues from the group members and their seniors about the desired and expected behaviors. Such kinds of clues not only create the normative beliefs regarding the service behaviors but also reflect the expectations of the leaders who are considered as the reference points in the organization (Schaubroeck et al., 2016). The ethical leaders are the leaders who act in the framework of the normative appropriate (Brown et al., 2005). They are willing to direct people in line with the ethical standards under any circumstances (Aslan & Şendođdu, 2012), which is very effective to establish the ethical values within the organization. In addition, the research results also indicate

that the ethical leader is effective to establish and integrate the CEV into the organizational culture. The ethical leadership is specified as the leadership styles in which the leaders seek for what is correct in theory and shape their expectation from the employees, accordingly. The ethical leaders specify the reward, the requirements and the rules to be followed for the formation of the service climate and communicate these to the subordinates through various channels. In this regard, the research results confirm it, as well. The increase in the ethical leadership activities positively contribute to the service climate.

In the present research, a positive relationship was found between the CEV and the service climate (H_6). Clarifying the ethical norms in the organizations and the application results direct the employees to display ethical behaviors (Marta et al., 2012). In this regard, it can be stated that the service climate will be positively affected in the organizations where the ethical values are important for ensuring the customer services and the quality in the services, the ethical norms are prioritized and the altruist behaviors are common.

Two hypotheses on mediation (H_7 and H_8) in the research were not supported. In the previous researches, it was found that ethical values created a holistic organizing framework in the sense of forming the behaviors of employees within the organization (Hunt et al., 1989; Sharma, 2016). Ensuring that ethical values are more common and further in line with individuals' ethical values is effective in terms of preventing the undesired behaviors in the organization. On the other hand, it is not clear whether the ethical values comprising a part of organizational cultures and formed by ethical leaders, the procedures, practices and policies on award and punishments within the organizations are adequately understood by employees. In this regard, different methods should be developed in order to inform employees about policies, procedures, practices or values within the organization.

Theoretical implications

In the present research, it is targeted at contributing to the researches in Turkey on the ethical leadership because there are not sufficient number of studies on the ethical leadership activities in Turkey and its applicability in various sectors. The reflections of the ethical leader on the organizations and the employees are examined in the present research within the scope of Turkish culture. Therefore, the study contributes to understand the ethical leadership theory within the scope of the multi-culturalism and to enrich the knowledge background in this field.

Second, the study is of importance in terms of contributing the ethical leadership to be understood within the scope of social change. The leaders with moral personality and management approach can play an effective role to establish the moral values and make the positive behaviors more common within the organization. Such kinds of managers contribute the employees to shape their behaviors. Those kinds of behaviors are regarded as the undesired and unacceptable behaviors. The undesired behaviors are 'the behaviors that cannot be acceptable both morally and legally and harm the others' (Brass, Butterfield, & Skaggs, 1998, p. 15). Ethical leaders make fair and balanced decisions, conduct their personal lives in an ethical manner, can be trusted, and are willing to discipline employees who behave unethically. These characteristics reflecting the ethical personality and ethical management dimensions of the ethical leadership are effective in

terms of forming appropriate behavioral patterns within the organization. The importance of the present study is to reveal the fact that the existence of managers who have a moral personality and have adopted a moral management style are effective in terms of eliminating such conditions in the organization as disrespectful behaviors, being unkind in interpersonal relationship, verbal attack or the other undesired negative situations that the customers do not welcome.

Third, various number of studies was conducted in the literature on the ethical leadership and these studies indicated that the ethical leadership had various positive impacts (Demirtas & Akdogan, 2015). Kim and Brymer (2011) and Qin et al. (2014) carried out researches on the ethical leadership and contributed to the development of the field. The present study is important in terms of revealing the effects of the ethical leadership activities on the hotel enterprises. On the other hand, it was found in the present study that the ethical leadership contributed to create a positive service climate within the organization. Schneider et al. (2002) indicate that any climate within the organization is related to the manager behaviors and the manager behaviors play a key role. Differences in the behaviors of managers reflect also on the differences in practice. Since the managers would not be able to manage all interactions between the customers and employees (Kralj & Solnet, 2010), managing this interaction in the best way is based on establishing a moral structure within the organization. In other words, if the employees in an organization believe that their seniors support a moral structure, the reward is granted in a fair way and the moral behaviors will be awarded, they will adapt their behaviors, accordingly. Such kind of pattern within the organization would bring a positive dimension to the interaction between the employees and customers.

Finally, since the ethical leaders are the main force within the organization, they are effective in shaping the behaviors in the organization and contribute to the behaviors as the source of inspiration and role models (Nygaard & Biong, 2010). The power that the leader has is an important administrative tool to develop, control and affect the ethical values within the organization (Biong, Nygaard, & Silkoset, 2010). Our study reveals that a leader is the forcing power in an organization to shape the ethical values. In addition, the existence of corporate values in the organization would be effective in creating a desired organizational climate. Thus, it can be indicated that the ethical leader has an indirect determinative effect on the creation of the service climate.

Practical implications

The research findings make significant contributions to the practitioners in the tourism industry. The institutionalization of the concept of 'ethics' is of vital importance to minimize the problems within the organization. In order to well-establish the system they have designed and to ensure the productivity in the organization, they should make efforts to set formal rules and institutionalize the practices at the establishment stage (Grojean, Resick, Dickson, & Smith, 2004). The research results reveal that the ethical leadership is effective for the establishment and the institutionalization of the ethics within the organization, which has positive impacts on the organization in both organizational and individual aspects. It is observed that the leader has positive contributions to make the ethical practices more common, to establish the ethical norms and to lay an ethical ground for the working styles in the organizations. From the individual dimension, it is

understood that the ethical leader plays a determinant role in the individuals' perceptions and attitudes. The studies on this field show that the ethical leader is effective on creating different climates within the organization (Dickson et al., 2001). In this regard, the ethical leaders prompt employees to think from an ethical perspective, they act as a role model and contribute the positive service climate to become more common within the organizations. Furthermore, they also play a significant role in minimizing the intentional behaviors which are harmful for the corporate norms or physical assets. By way of raising awareness on the ethics, taking human/community-oriented actions on the basis of accountability, giving motivation and encouraging the employees (Resick et al., 2006), the ethical leader is effective on establishing the ethical culture within the organization and minimizing the undesired behaviors.

Limitations and future research

This study provides practical and important findings to the managers and the practitioners in Turkey. Nevertheless, this study has particular limitations, as well. The first limitation is that the scope of the present study mainly represents the local culture and the family businesses. Despite the fact that the study was carried out on different organizations, the ownerships of these organizations are mostly in the form of family businesses. In the future studies, the research model can be performed on the family enterprises and the chain enterprises separately and the results can be compared. The relationship between the seniors and subordinates has a paternalist structure in Turkey (Cerit, 2012; Yeşiltaş, 2013). This relationship types particularly observed in the family enterprises directs the subordinates within the framework of a specific hierarchical order. Therefore, this study does not cover the employees in the western culture. This relationship type bears the characteristics of the local culture and does not reflect the western-type management approach (Ökten & Cenkci, 2012). Therefore, the present study does not cover the employees with western culture.

The second limitation is that self-reporting in an organizational research could result in the social desirability bias. Because respondents of survey may 'fake good' under the influence of social desirability (Lee & Ok, 2014). Podsakoff and Organ (1986) state that the scale item trimming can be used for particular items in order to eliminate the social desirability bias. With the help of this method, it can be ensured that the particular items become clearer so that the respondents can respond them more easily.

The last limitation in the study is about the sampling. The use of convenience sampling method in the study makes difficult to generalize the research results. This technique that enables the researcher to collect data more easily is not among the random and systematic sampling methods. Therefore, it is recommended to use random and systematic sampling methods in the future studies.

Disclosure statement

No potential conflict of interest was reported by the authors.

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