THE EFFECT OF ETHICAL LEADERSHIP ON EMPLOYEES' JOB SATISFACTION: A STUDY ON MUNICIPALITIES IN KONYA

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Abstract: During the last few years, ethics and integrity concepts get bigger attention in the leadership scope and studies on the ethical leader behavior is growing at all levels in the organizations due to repetitive ethical scandals. Besides, how much employees are satisfied with their jobs become an important issue for l eaders since employees' job satisfaction may well result in good performance and in turn may effect the overall organization positively. Researchers advocate that ethical leadership behaviors will increase the satisfaction levels. In this study, the relationship between ethical leadership and employees' job satisfaction levels is analyzed based on the existing literature and by using the structural equation modeling (SEM) in hypothesis testing. This study is distinguished from others in using SEM analysis. The data were collected from 224 administrative personnel of Konya Greater Municipality and Central Province Municipalities (Selçuklu Municipality, Meram Municipality and Karatay Municipality). The study uses the ethical leadership questionnaire of Brown, M. E., Treviño, L. K. and Harrison, D. A. (2005) and job satisfaction questionnaire – Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, D. J., Davis, R. V., England, G. W. and Lofquist, L. H. (1967). Results from SEM analysis indicates that ethical leadership behavior positively affect the job satisfaction level of employees. Thus, the disclosures from this research reinforce the theoretical concept that increasing perception of ethical leadership behavior increases the level of job satisfaction.

Keywords: Ethic, Leadership, Ethical Leadership, Job Satisfaction
JEL Codes: M10, M12

ETİK LİDERLİĞİN ÇALIŞANLARIN İŞ TATMİNİ ÜZERİNDEKİ ETKİSİ: KONYA BELEDİYELERİ ÜZERİNE BİR ÇALIŞMA

Öz: Son yıllarda, tekrarlayan etik skandallar, etik ve ahlaki değerlere liderlik kapsamında daha büyük bir önem atfedilmesini sağlamıştır. Organizasyonlarda etik liderlik davranışı üzere yapılan çalışmalar da artış göstermektedir. Bunun yanında, çalışanların işi ile ne kadar tatmin oldukları da liderler için önem arz etmektedir çünkü çalışanların iş tatmininin, kişisel performanslarını ve sonucunda da örgütü olumlu etkileyeceği öngörülmektedir. Çalışmalar, etik liderlik davranışlarının iş tatminini arttırdığı yönündedir. Bu çalışmada, etik liderlik ile çalışanların iş tatmini düzeyleri arasındaki ilişki, mevcut literatüre dayalı olarak ve hipotez

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testinde yapısal eşitlik modellemesi (YEM) kullanılarak analiz edilmiştir. Çalışma diğerlerinden YEM kullanılması sebebi ile ayrışmaktadır. Veriler, Konya Büyükşehir Belediyesi ve Merkez İl Belediyelerinde (Selçuklu Belediyesi, Meram Belediyesi, ve Karatay Belediyesi) çalışan 224 idari personelden toplanmıştır. Bu çalışmada, Brown, M. E., Treviño, L. K. ve Harrison, D. A. (2005) tarafından geliştirilen etik liderlik anketi ve Weiss, D. J., Davis, R. V., England, G. W. ve Lofquist, L. H. (1967) tarafından geliştirilen iş tatmini anketi - Minnesota Satisfaction Questionnaire (MSQ) kullanılmaktadır. Yapısal eşitlik modeli ile yapılan analizlerinden elde edilen sonuçlar, etik liderliğin çalışanların iş tatmini düzeyini olumlu yönde etkilediğini ortaya koymuştur. Araştırma sonuçları, etik liderlik davranış algısının iş tatmini seviyesini yükselttiğini öngören teorik kavramı güçlendirmektedir.

Anahtar sözcükler: Etik, Liderlik, Etik Liderlik, İş tatmini
JEL Kodu: M10, M12

1. INTRODUCTION

Due to repetitive ethical scandals, such as trick and corruption (Kim and Brymer, 2011: 680) including corporate and public sector (Yukl et al., 2013: 38), people are said to be not satisfied with the performance of their leaders (Brown and Treviño, 2006: 595). Actually, what is important is the role of leadership in reforming ethical behavior (Brown et al., 2005: 117) which indicates the significance of the ethical dimension for the leadership construct (Brown and Treviño, 2006: 596). Being aware of these scandals, it has been noted that during the last few years ethics and integrity concepts get bigger attention in the leadership scope and studies on the ethical leader behavior is growing at all levels in the organization (Kalshoven et al., 2011: 51,52).

On the other hand, job satisfaction is a subject of wide enthusiasm not only to individuals who investigate and study the concept but also who work in association with others and individuals likewise the humanitarian viewpoint indicates individuals should be treated reasonably and with deference (Paul E. Spector, 1997: 2). Additionally, job satisfaction alludes to the degree that the workplace addresses the issues and estimations of workers and the individual's reaction to that environment (Babalola, 2016: 935). Moreover, a group of research proposes that managers' leadership behavior is linked with the levels of followers' job satisfaction (Mustafa and Lines, 2014: 23). So, it ought to be emphasized here that leadership is an attribution which highly depends on the view of the employees. Thus, leaders get to be leaders not only because of they are allocated by the organization to specific departments to lead, but also they are acknowledged and seen by their employees as a leader (Yozgat and Meşekıran, 2016: 125). In this way, good leadership progressively is conceptualized as connected to ethical practices in the workplace, on the grounds that across the ethical dimensions, leadership has a potential to improve the leader–employee relationship, bringing about an assortment of positive job results for the workers (Ruiz-Palomino et al., 2013: 33).

Within this scope, taking into consideration the importance of these two concepts, this article consists different parts and is organized as follows. First, the concept of ethical leadership, job satisfaction and their linkage with each other is discussed based on the literature review. Then, the relationship between these two variables is explored. In order to highlight the main objectives for the current research, the hypotheses are proposed. Furthermore, by using the structural equation modeling (SEM) analysis, the direct relationship between ethical leadership and job satisfaction is questioned. The last part indicates the results and discussion.

2. CONCEPTUAL FRAMEWORK
2.1. Ethical Leadership

Ideas about the notion of ethical leadership started to develop in the late 1980s and 1990s in the areas of school administration and general management (Langlois, 2011: 99). Moreover, (Stouten et al., 2013: 680) reported that scientific literature about the ethical leadership construct is comparatively new. Recently, the concept of ethical leadership has been the target of certain academic researches (Piccolo et al., 2010: 261) and it is investigated increasingly in a substantial way through which antecedents, results and processes of ethical leadership are analyzed (Yukl et al., 2013: 38). Furthermore, (Zheng et al., 2015: 732) claims that, the failure of the ethical leadership in the global business world is considered to be the result of the last credit crisis that consists of financial, banking and economic crisis in Europe and USA as the most serious global recession since year 1930, and the different scandals in previous leading corporate business organizations such as Enron, Arthur Andersen, WorldCom and Tyco. In compliance with the global trend, a large amount of researches have been proposed towards the relationship among organizational ethics and results (Shin, 2012: 299).

Nevertheless, understanding the occurrence of ethical leadership requires investigating its relation with antecedents and outcomes. So, let's first know what "it" is (Brown and Treviño, 2006: 596). Briefly speaking, ethical leadership has been typically conceptualized from the normative perspective (Brown, 2007: 141) where philosophers have allocated their efforts (Brown et al., 2005: 117) in accordance with the general expectations about how leaders "ought to" behave in a workplace (Piccolo et al., 2010: 261). Furthermore, literature indicates several definitions of ethical leadership (Langlois, 2011: 43). (Zhu et al., 2015: 704) acknowledges that ethical leadership is *"demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making"*. Also, demonstration and promotion that form the components of the ethical leadership, may involve suppression adopted by channel managers and employees which is considered as a motivated behavior that utilizes ethical means to achieve ethical ends (Neider and Schriesheim, 2014: 8).

Linda K. Treviño (1986) approach the ethical leadership concept from the perspective of ethical characteristics and ethical cultural meaning, and concluded that ethical leadership is essential to create an ethical culture at the work environment (Langlois, 2011: 43). In this way, (Brown, 2007: 141) indicates that the ethical leader can be prescribed as *moral person* and *moral manager*. A *moral person* can be defined in the sense of an individual who has specific traits such as being honest, trustworthy (Brown et al., 2005: 119), credible (Trevino et al., 2000: 128), and fair (Brown, 2007: 141). Moreover, a moral person tends to do the right thing, worry about others, choose to be open and held personal moral (Neider and Schriesheim, 2014: 161). A *moral manager* while openly and clearly speaks about ethics (Ofori, 2009: 535), also discusses with employees about values not in a preaching manner, but with affirmation on how values can guide important decisions and actions (Trevino et al., 2000: 135). In addition to that, a moral manager may adopt the rewards and discipline policy to make the followers understand the difference between desirable and undesirable behaviors (Neider and Schriesheim, 2014: 162).

Furthermore, ethical leadership concentrates on leaders as caretakers and communicators of ethical standards and has two roles; one serves as a model for the workers while the other is about encouraging workers by reward or punishment systems to conduct in an ethical way (Stouten et al., 2013: 680). Additionally, ethical leaders choose to do what is ethical directly through an inward commitment. Thus, they are relied upon to have a high inner commitment and high good principles (De Hoogh and Den Hartog, 2008: 299). In this way, it is noted that

by working under an ethical leader, representatives may turn out to be additionally ready to permit collaborators to express their conclusions, maintain a strategic distance from individual assaults on colleagues, and exhibit regard and thought for associates' needs (Mayer et al., 2012: 153). Furthermore, ethical leaders stand up openly against inadequate organizational actions and behaviors (Chen and Hou, 2016: 2). Briefly speaking, ethical leadership implies doing what you say, saying what you do, and saying to others what you say to yourself (Bellingham, 2003: 119). In a nutshell, ethical leadership is identified as a leadership theory in which ethical values and principles are highly related (Mete, 2013: 477).

2.2. Job Satisfaction

Job satisfaction remains a variable that has been moderately minimal examined in economic matters and industrial relations, notwithstanding an abundance of papers in other sociology disciplines, for example, psychology, sociology and administration science (Clark, 1996: 189). So, regardless of which aspect is examined, in the literature, job satisfaction is normally alluded to as a passionate reaction to a work or particular parts of a vocation (Paul E Spector, 1985: 695). Furthermore, the expression of "*job satisfaction*" was showed up in the literature in the 1940s, however particularly analysts have conjectured and created models to clarify job satisfaction since 1950s (Okan and Akyüz, 2015: 157).

Nonetheless, the idea of job satisfaction has been characterized from multiple points of view (Judge and Klinger, 2008: 394). So, the notion was conveyed to spotlight by Hoppock (1935) who determined job satisfaction as any blend of *psychological*, *physiological* and *environmental* conditions that cause a man to state, "*I am content with my work*"(Ramayah et al., 2001). As indicated by this approach, despite the way that job satisfaction is impacted by various outer variables, it abides something inward that relates with the way how the worker feels. Thus, it may well be said that job satisfaction consists of a group of variables that cause a notion of satisfaction. (Aziri, 2011: 77).

Additionally, the most purposive meaning of job satisfaction in organizational study is that of Locke (Judge and Klinger, 2008: 394), who defined job satisfaction as *'pleasurable affective state coming about because of the evaluation of one's employment as accomplishing or encouraging one's occupation esteem'*(H. M. Weiss, 2002: 174). Verifiable in Locke's definition is the centrality of both effect, or feeling, and cognition, or thinking. When one thinks, one have also emotions about what s/he thinks. On the other hand, when one have emotions, one also consider what s/he feels (Saari and Judge, 2004: 396). Moreover, it is noted that Lockefollows enthusiasm for employees' subjective well-being (prosperity) (Clark, 1996: 190). In this way, Locke (1976) recognized three noteworthy ways to deal with the reasons for employment dispositions. They can get from inconsistencies between what the work offers and what the individual expects, from how much employments satisfy singular needs, or from how much individual qualities (wishes or needs) are satisfied (Paul E Spector, 1985: 695).

Furthermore, another approach for job satisfaction is developed by Herzberg (1968), who developed two-factor theory and defined job satisfaction as multidimensional construct and it contains both instinct and extrinsic work components that impact a worker's job satisfaction in a working environment (Okan and Akyüz, 2015: 157). An array of components brought on cheerful emotions or a decent demeanor inside the employee, and these components, all in all, were task-related. While, the other group was basically present when sentiments of misery or awful demeanor were apparent, and these variables were not specifically identified with the employment itself, but rather to the conditions that encompassed doing that employment (Tietjen and Myers, 1998: 226). Additionally, the job-related components have been assigned "*intrinsic*'" variables, while environment-related elements have been named "*extrinsic*" element

(Wernimont, 1966: 42). *Intrinsic motivating* variables comprise of a feeling of achievement, a feeling of reward and acclaim, work itself, obligation, development, and advancement improvement. On the other hand, *external maintenance* variables incorporate the salary, organized approach and administration, reviewing aptitudes, interpersonal connections, workplace, individual life, status and professional stability (Tai and Chuang, 2014). Significantly, the attendance of intrinsic motivators can produce positive job satisfaction, while the nonappearance of extrinsic-hygiene variables can make dissatisfaction or disappointment (Goetz et al., 2012: 1). As indicated by these approach, individuals ascribe their fulfillment to specific parts of the work, and they attribute disappointed sentiments to perspectives unique in relation to those associated with job satisfaction (Wernimont, 1966: 41).

Briefly speaking, job satisfaction is about to what extent individuals like their works. For instance, while some people may acknowledge their job as the center of their life, others may prefer not to work and do solely the things that are required (Paul E. Spector, 1997). Actually, the outcomes of another study uncovers that the components which add to the job satisfaction of any worker are: pay, job, collaborators, and environment (Khalid et al., 2012: 126). Discoveries from another review demonstrate that ladies notwithstanding their abnormal state of worry in their life reported higher employment fulfillment results than men (Clark, 1997: 342). In a nutshell, the concept job satisfaction alludes to the attitude where positive and good demeanors towards the employment demonstrate job satisfaction and negative and horrible mentalities towards the occupation show job dissatisfaction (Aziri, 2011: 78).

2.3. The Relationship between Ethical Leadership and Job Satisfaction

In the literature, ethical leadership usually identified with positive job results (Ruiz-Palomino et al., 2013: 33). *Literature contains narrative confirmation that ethics are connected with job satisfaction*(Koh and El'Fred, 2001: 310). In addition, ethical leadership is firmly identified to the staff's job satisfaction with their managers and it is contended that subordinates have a tendency to show higher degree of job satisfaction in the direction of an ethical leader who 'disciplines wrongdoers', handle their employees decently and thoughtfully, and displays transformational authority style (Kim and Brymer, 2011: 1022). Furthermore, on the off chance that the "ethical" associates of job satisfaction can be distinguished, then leader might have the ability to find the best way to deal with effects of the organization's ethical climate so as to redesign job satisfaction while holding on ethical surroundings (Vitell and Davis, 1990: 489). Another study by (Mustafa and Lines, 2014: 26) noted that leader attributes and practices assume an imperative part in employees improved job satisfaction and helping them build up a charming feeling about their work. So, workers tend to deliver positive work environment results when leaders indicate individualized thought in a non-controlling way.

Additionally, top level managers with high ethical conduct are seen to be reasonable for workers. Ceteris paribus, this will bring about a larger amount of worker job satisfaction (Koh and El'Fred, 2001: 313). Also, in traditional leadership hypothesis it is proposed that leaders influence the job performance and satisfaction of followers to an extensive level. For instance, leadership practices directly affect followers 'job satisfaction, organizational loyalty, work weight, inspiration, and group union, all of which, thus, influence job performance (Xu et al., 2013: 676). Moreover, in (Yates, 2011: 10) research, the goal was to analyze the contrast amongst low and high amounts of ethical leadership on workers job satisfaction. From obtained data, ethical leadership indicate a positive and moderate correlation with job satisfaction and workers in the group of highly ethical leaders showed a higher job satisfaction when compared to the members with less ethical leaders. In this way, another research emphasize that job satisfaction is about the emotional sentiments that individuals have about their employment and

demonstrates that workers with high job satisfaction behave differently in contrast to workers with low job satisfaction (Babalola, 2016: 935).

Furthermore, in the research of (Wang and Hsieh, 2012: 538) it is cited that from a theoretical point of view and on the premise of inductive thinking, it takes after that workers who see their associations as being ethical are likewise prone to see their associations as being reasonable for them and along these lines will probably respond with a positive job attitude, for example, a larger amount of job satisfaction and organizational commitment. Nevertheless, in (Fu et al., 2011: 541), Deshpande (1996) in his review on predecessors of job satisfaction reports that ethical climate in organizations can affect aspects of job satisfaction. For instance, he found out that while an instrumental climate (where individuals secure their own advantages above every other person) negatively affects collaborator and leader satisfaction, professionalism climate (where individuals are required to agree to law and expert gauges) positively affect satisfaction with associates, chiefs, and job.Another research (Okan and Akyüz, 2015: 167) has found out that ethical leadership demonstrates a noteworthy and positive relationship with the intrinsic and extrinsic satisfaction as sub-dimensions of job satisfaction. Besides, the study outcomes show that apparent ethical leadership and trust in leader positively affect job satisfaction such that trust in leader has an effective intermediary role among the relationship between apparent ethical leadership and job satisfaction (Yozgat and Meşekıran, 2016: 125).

Current literature on the relationship of ethical leadership and job satisfaction point out thatwhen leaders execute ethical leadership approach in organizations and in the case of increased ethical leadership perceptions, one might say that job performance and job satisfaction levels will increment(Bıyık et al., 2017: 67).In such manner, gained outcomes from another current studyshow that managers who have ethical conduct and act morally makeemployees happier with their jobs by improving organizational commitment (Çelik et al., 2015: 59).The discoveries acquired from another studysupport and improve the already led examinations and state that whenemployees canfeel the presence of ethical climate and ethical leadership behaviorssuch as justice, impartiality and transparency, they will perform in high levels of job satisfaction(Erkal and Bektaş, 2016: 821). Additionally, findings indicate that ethical leaders by creating an ethical atmosphere in the workplace influence employees behavior and attitude positively (Başar and Basım, 2015: 117).

Briefly speaking, it is likewise conceivable that an "ethical surrounding" may improve job satisfaction (Vitell and Davis, 1990: 493) and ethical leadership is emphatically identified with positive worker's attitudes in the sense that it affects employee's overall satisfaction at the work place (Kim and Brymer, 2011: 1022).

3. RESEARCH METHODOLOGY
3.1. Methodology and Sampling of the Study

Basic aim of the study is to explore"The relationship between Ethical Leadership and Job Satisfactionperceptions of administrative personnel of Konya Greater Municipality and Central Province Municipalities (Selçuklu Municipality, Meram Municipality and Karatay Municipality)". In this study, survey method is used as a data collection tool. Sample of the study is composed of administrative personnel of the greater and central province municipalities in Konya and there are an overall of 2000 personnel within these four municipalities. As reaching to all of the main population requires long time and heavy cost, study was implemented over a sample, representing the main population. During determining the sample population, the table of possible sample population figures representing a certain main mass, prepared by

(Yazıcıoğlu and Erdoğan, 2004: 50)was taken as a reference. In this context, for a main population of 2500 people; the sample mass is 224 with ± 0,05sampling error; p = 0,08 (observation rate of X within the main population) and q = 0,02 (non-observation rate of X within the main population). In this study, during data collection stage (January-April 2016), 250 questionnaires that are appropriate for evaluation were obtained. So, it can well be said that the obtained sample has the power to represent the main population. During determining the participants to be included in the sampling of the study, random sampling method was preferred. Random sampling method is a valid tool and is preferred as it gives chance to reach to a huge amount of data rapidly (Nakip, 2013: 227).

Questionnaire form, used during the study, is composed of two sections. The first section is about the demographical features of the participants. In the second section, evaluations of the participants about Ethical Leadership and Job Satisfaction were inspected. Ethical Leadership scale is composed of an overall of 10 items, and Job Satisfaction scale is composed of a total of 18 items. Items within the scale are graded in Likert scale style; *1 means totally disagree* and*5 means fully agree* on the scale.

In the literature, there are three instruments to specifically evaluate the ethical leadership (Yukl et al., 2013: 39). First is the Perceived Leader Integrity Scale (Craig and Gustafson, 1998) where the instrument aims to evaluate particular leader conduct keeping in mind the end goal to encourage its utilization as a criticism instrument in leader advancement applications. Second, Ethical Leadership Survey (Brown et al., 2005) consolidates diverse leader behaviors, including acting decently and truly, permitting devotees'voice, and compensating ethical behavior in a solitary scale. The last is the Ethical Leadership Work Questionnaire that is a new multidimensional estimation instrument that can give additional understanding of the forerunners and also it can evaluate the results of ethical leadership (Kalshoven et al., 2011: 51). In this study, the Ethical Leadership Survey (Brown et al., 2005) is used because it is a reliable and a valid scale according to literature and is the most used and cited scale in multiple research ((Ofori, 2009), (Piccolo et al., 2010), (Stouten et al., 2013), (Chen and Hou, 2016)).

During measuring job satisfaction, Minnesota Job Satisfaction scale, developed by (D. J. Weiss et al., 1967) is employed.The scale includes an overall of 20 items. First dimension of the scale is referred as internal job satisfaction, and composed of 12 items. Second dimension is referred as external job satisfaction, and composed of 6 items in total. Other two items within the scale are for calculating the general job satisfaction. For this study purposes, these two items are excluded from the evaluation and the factor structure of the scale is taken into consideration. This scale is also employed by various studies ((Okan and Akyüz, 2015), (Güçel et al., 2012), (Yates, 2011), (Xu et al., 2013)) and it is a reliable and valid scale according to literature.

3.2. Hypothesis of the Study

A conceptual model, convenient for the aim of the study, is developed, and relations between variables were symbolized by means of figures on this model. The proposed model is shown on Figure 1.

Figure 1: Conceptual Model of the Study
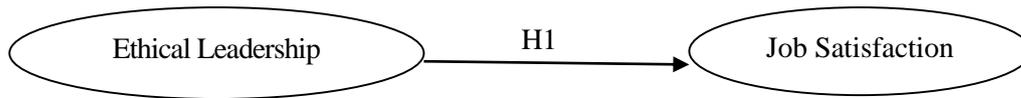
Hypothesis of the study, schematized in the conceptual model, can be referred as follows;

Hypothesis: Ethical leadership have a positive effect on job satisfaction level of the employees.

4. FINDINGS OF THE STUDY
4.1. Sampling Features

In the following table, the data for demographic characteristics of the participants who have been voluntary involved in the current research is presented.

Table 1: Demographic characteristics of the participants

	Variables	*Frequency (n)*	*Percent (%)*
Gender	Male	160	64,0
	Female	90	36,0
	Total	250	100
Marital Status	Married	139	55,6
	Single	111	44,4
	Total	250	100
Age	Less than 18 year	4	1,6
	Between 18-24	44	17,6
	Between 25-35	124	49,6
	Between 36-49	66	26,4
	Between 50-65	12	4,8
	Total	250	100
Education	Primary school	2	0,8
	Secondary school	6	2,4
	High school	45	18,0
	Vocational high School	17	6,8
	Associate Degree	51	20,4
	Bachelor	98	39,2
	Master	28	11,2
	Doctorate	3	1,2
	Total	250	100
Years That Working In The Municipality	Less than 1 year	4	19,6
	Between 4-6	114	45,6
	Between 7-9	33	13,2
	Between 10-15	31	12,4
	Between 16-20	11	4,4
	More than 20 year	12	4,8
	Total	250	100
Total number of employees in municipality	Between 100-249	2	,.8
	Between 250-499	4	1,6
	Between 500-999	43	17,2
	More than 1000	201	80,4
	Total	250	100

In accordance with the **Table (1)** it can be concluded that out of 250 participants, 64% of them are male and 36% of them are women. The 55,6% of the participants are married and 44,4% were single and most of them were aged among 25-35 with 49,6%. Among 250 participants, 0,8% are graduated from primary school, 2,4% from secondary school and 18% from high school. Besides this, 20,4% of the participants have finished associate degree, 39,2% have bachelor degree, 11,2 % and 1, 2% have master's degree and PhD, respectively. By looking at **Table (1),** it can be seen that 19,6% of the participants are working less that 1 year in municipality and 12,4% between 10 to 15 years. Majority of the workers with 45.6% are working since 4 to 6 years in municipality.

4.2. Analysis of the Data

In order to test the conceptual model of the study, Structural Equation Modeling/SEM is employed. SEM is an effective model testing method that enables researchers to test theoretical models as a whole and also it explains the reason-result relationship between variables(Ayıldız et al., 2006). During SEM analysis stage, SPSS-AMOS 18.0 software is used.

First of all, Reliability Analysis and Exploratory Factor Analysis (EFA) are implemented during analysis of the proposed model. On the second stage of the analyses, for the purpose of verifying the dimensions, determined via EFA, Confirmatory Factor Analysis (CFA) is also implemented.

Before inspecting the study model by means of structural analysis, unidimensionalism of the variables within the model are studied via EFA, and internal consistency, namely reliability is studied. Table 2 shows both the Cronbach Alpha (**α**) values related with each dimension and the variance explained by each dimension (variance explained/VE). Also, factor loadings of each items, measuring each dimension, and other related values are given. Maximum likelihood estimation method and direct oblique rotation techniques are employed during calculating factor loadings for all scales on EFA. Moreover, factors with Eigen value more than 1 are considered for evaluation. The other precondition is that factor loadings shall be bigger than 0,50. Prior to start to EFA, for the purpose of increasing the reliability of the scales, overall correlations of the articles are assessed and KMO values, which tests the convenience of sample size to factor analysis, and Bartlett Sphericity Chi-Square Test values, which tests the convenience of data to factor analysis, are calculated. It is stipulated that KMO values are bigger than 0,60, and Chi-Square values are significant. In order to analyze the reliability, Cronbach alpha values are determined as to be equal to or bigger than 0,70. Table 2 indicates that all the prerequisites for evalution are met.

Table 2: Exploratory Factor Analysis Results

Factors	Item	Factor Loadings	
Ethical Leadership N=250 ; KMO=0.932; Bartlett Sph. Test Chi-Square=1514.735, p=0.000 Total Variance Explained = %56.018; factor loadings ≥ 0.50			
Ethical Leadership **(α=0.926;** **V.E=%56.018;** **Eigen Value=6.03)**	EL 1 Conducts life in an ethical manner.	,693	
	EL 2 Defines success not just by results but also by the way they are obtained.	,713	
	EL 3Listens to what employees have to say.	,750	
	EL 4Disciplines employees who violate ethical standards.	,643	
	EL 5Makes fair and balanced decisions.	,814	
	EL 6Can be trusted.	,788	
	EL 7Discusses business ethics or values with employees.	,796	
	EL 8Sets example of how to do things right in terms of ethics.	,826	
	EL 9Has the best interests of the employee in mind.	,716	
	EL 10When making decisions asks "what is the right thing to do?"	,725	
Job Satisfaction N=250 ; KMO=0.922; Bartlett Sph. Test Chi-Square=2724.987, p=0.000 Total Variance Explained = %51.203; factor loadings ≥ 0.50			
External Satisfaction **(α=0.842;** **V.E=%7.623; Eigen Value=1.611)**	ES 5The way my boss handles his/her workers.		,774
	ES 6The competence of my supervisor in making decisions.		,792
	ES 12The way company policies are put into practice.		,650
	ES 13My pay and the amount of work I do.		,645
	ES 14The chances for advancement on this job.		,568
	ES 19The praise I get for doing a good job.		,610
Internal Satisfaction **(α=0.919;** **V.E=%43.940;** **Eigen Value=8.543)**	IS 1Being able to keep busy all the time.	,589	
	IS 2The chance to work alone on the job.	,666	
	IS 3The chance to do different things from time to time.	,679	
	IS 4The chance to be "somebody" in the community.	,661	
	IS 7Being able to do things that don't go against my conscience.	,647	
	IS 8The way my job provides for steady employment.	,650	
	IS 9The chance to do things for other people.	,617	
	IS 10The chance to tell people what to do.	,666	
	IS 11The chance to do something that makes use of my abilities.	,695	
	IS 15The freedom to use my own judgment.	,652	
	IS 16The chance to try my own methods of doing the job.	,947	
	IS 20The feeling of accomplishment I get from the job.	,961	

4.2.1. Confirmatory Factor Analysis

CFA is an analysis that is employed for verification of factors and/or dimensions explained on EFA as well as for testing reliability and validity of scale. For this study purposes, CFA is calculated in order to evaluate whetherthe suggested model is statistically significant or not.

Table 3: Verifying Factor Analysis Results for Ethical Leadership Scale

Factors	Items	Standardized Regression Weights	T	p
Ethical Leadership (ρ_η=0,97; V.E=0,76)	EL 10	,725	-	-
	EL 9	,716	11,201	<0,001
	EL 8	,826	12,979	<0,001
	EL 7	,796	12,500	<0,001
	EL 6	,788	12,196	<0,001
	EL 5	,814	12,519	<0,001
	EL 4	,643	9,883	<0,001
	EL 3	,750	11,585	<0,001
	EL 2	,713	11,011	<0,001
	EL 1	,693	10,600	<0,001

Table 4: Verifying Factor Analysis Results for Job Satisfaction Scale

Factors	Items	Standardized Regression Weights	T	p
External Satisfaction (ρ_η= 0.89; V.E=0.58)	ES 5	,661	-	-
	ES 6	,712	9,998	<0,001
	ES 12	,685	9,144	<0,001
	ES 13	,725	9,386	<0,001
	ES 14	,666	8,625	<0,001
	ES 19	,666	8,764	<0,001
Internal Satisfaction ($\rho\eta$= 0.97; V.E=0.62)	IS 1	,576	-	-
	IS 2	,654	8,494	<0,001
	IS 3	,672	8,665	<0,001
	IS 4	,667	8,576	<0,001
	IS 7	,640	8,336	<0,001
	IS 8	,656	8,466	<0,001
	IS 9	,622	8,167	<0,001
	IS 10	,676	8,668	<0,001
	IS 11	,706	8,937	<0,001
	IS 15	,665	8,584	<0,001
	IS 16	,932	10,570	<0,001
	IS 20	,971	10,726	<0,001

On Table 3 and 4, standardized regression weights of each article together with the t values and the significancy levels corresponding to t values are given. Also, structural reliability (ρ_η)[†] and explained variance (VE)[‡] values of each dimension (structure) are given in the brackets. Structural reliability is expected to be bigger than *0,70* and explained variance is to be bigger than 0,50 based on the literature (Fornell and Larcker, 1981: 45-46);(Hair et al., 1998: 612). When tables are inspected, it can be seen that structural reliability values of each model are higher than *0,70* and explained variances are higher than *0,50*. Also, *t* values, corresponding to standardized loadings of each article, are statistically significant. In this context, the status, determined during exploratory factor analysis, is also determined on verifying factor analysis for both scales.

[†]$\boldsymbol{\rho_\eta}$: Structural Reliability = ($\sum$ standardized reg. load)^2 / ($\sum$ standardized reg. load)^2 + $\sum$measurement faults

[‡]**VE**: Explained Variance = $\sum$(standardized reg. load ^{2}) / $\sum$ (standardized reg. load ^{2}) + $\sum$measurement faults were calculated via formulae

4.2.2. Structural Equation Modeling Analysis Results

After determining and verifying the sub-dimensions of main variables within the study model, during testing stage of structural model, namely hypothesis, structural equation modeling (SEM) analysis is implemented. Prior to the evaluation of relations within conceptual model, it is required to determine whether this model is statistically significant and valid or not. Compatibility measures within verifying factor analysis are also valid for structural model, and given on the following Table 5.

Table 5: Compatibility Measures of Structural Model

Compatibility Measures	Good Compatibility	Acceptable Compatibility	Suggested Model
RMSEA	0<REMSEA<0,05	$0,05 \leq$ RMSEA $\leq 0,10$	0,089
NFI	$0,95 \leq$ NFI ≤ 1	$0,90 \leq$ NFI $\leq 0,95$	0,916
GFI	$0,95 \leq$ GFI ≤ 1	$0,90 \leq$ GFI $\leq 0,95$	0,901
AGFI	$0,90 \leq$ AGFI ≤ 1	$0,85 \leq$ AGFI $\leq 0,9$	0,854
RFI	$0.90 \leq$ RFI ≤ 1	$0.85 \leq$ RFI ≤ 0.90	0,895
χ^2/df	$0 < \chi^2/df < 3$		158,703/53=2,994

Note: RMSEA (Root Mean Square Error of Approximation), NFI (Normed Fit Index), GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index), RFI (Relative Fit Index).

The above table indicates that values of compatibility scale associated with the structural model (RMSEA, NFI, GFI, AGFI and RFI) are within the acceptable compatibility limits. These results show that the developed conceptual model complies with the data and the proposed model is statistically valid and significant. In this respect, the obligation of being a statistically valid model in order to evaluate the hypothesis is fulfilled.

Figure 2: SEM Analysis Results of Conceptual Model
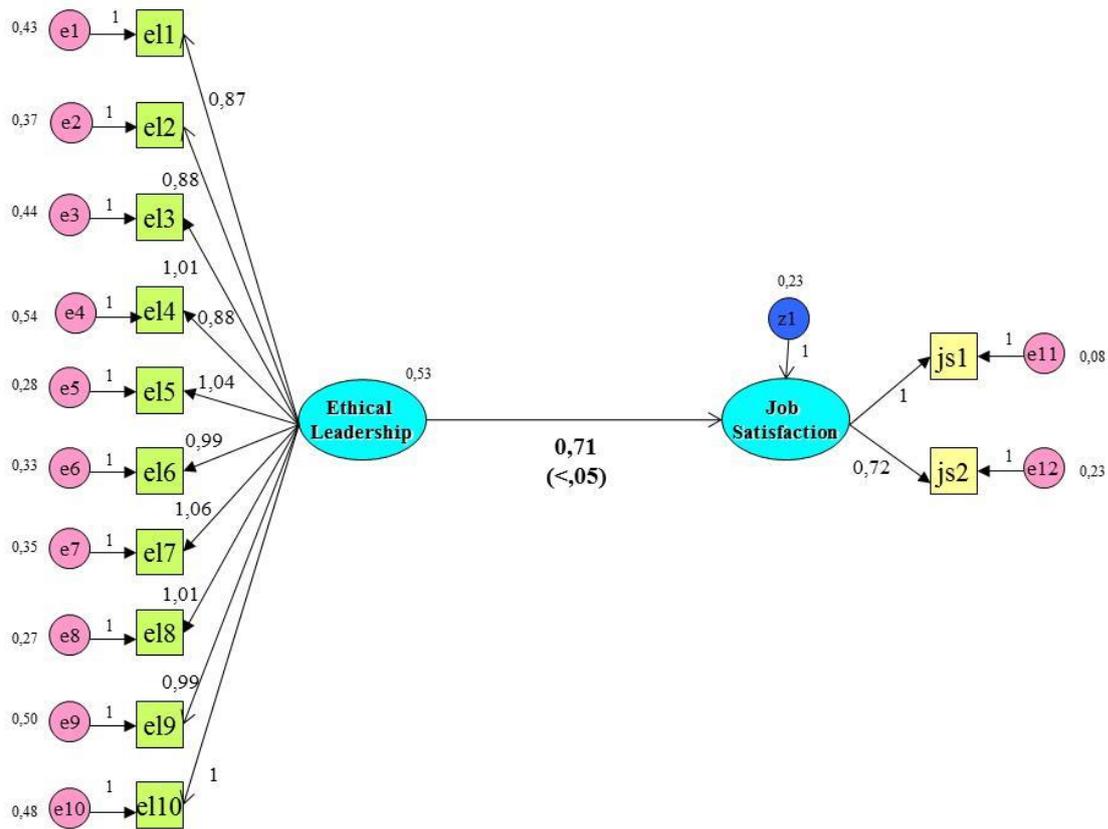
In Figure **3**, js1: refers to External Job Satisfaction and js2: refers to Internal Job Satisfaction. Data on Figure 3 can be summarized as per Table 7 and 8.

Table 6: SEM Analysis Results of Conceptual Model

	Items	Standard Estimate	Standard Error	*t**
ETHICAL LEADERSHIP	EL 10	1,000	-	-
	EL 9	,986	,088	11,193
	EL 8	1,014	,079	12,870
	EL 7	1,063	,085	12,493
	EL 6	,990	,081	12,166
	EL 5	1,043	,082	12,662
	EL 4	,875	,087	10,101
	EL 3	1,009	,087	11,527
	EL 2	,881	,078	11,232
	EL 1	,867	,081	10,658
JOB SATISFACTION	**External Satisfaction**	1,000	-	-
	Internal Satisfaction	,723	,065	11,075

*: For all t values, p < .001.

Table 7: Hypothesis Test Results

Hypothesis	Std. Est.	Std. Fault	t	p	Result
Ethical leadership applications have positive effect on job satisfaction of employees.	0.711	0.067	10.558	<.001	Accept

When results on the Figure 3 and Tables 7, 8 are considered, coefficient of relation between Ethical Leadership variable and Job Satisfaction of employees is 0.711, and p significance level is <.001. According to these results, hypothesis is accepted. In other words, Ethical Leadership perceptions positively affect Job Satisfaction levelof employees. The result of this study is also parallel with the literature ((Kim and Brymer, 2011), (Yates, 2011), (Okan and Akyüz, 2015), (Güçel et al., 2012)).

5. CONCLUSION AND DISCUSSION

The most recent decade has seen a noteworthy increment in business ethics investigation and literature. This is not astounding given the developing multifaceted nature of business ethics in associations and the developing significance of business ethics in the global field. Additionally, the idea of ethical leadership become a convenient and huge subject for study. There are many studies on ethical leadership which portrayed ethics as key to leadership, referring to the effect of leader impact, the association with employees, and the foundation of organizational qualities. On the other hand, job satisfaction is an intricate and multidimensional idea which clarifies representative's inspiration and motivation to go to work. Additionally, taking into consideration the specific organizational qualities and the internal essence of the work itself, to each individual, job satisfaction can mean diverse things that changes with age and business level. Comprehensively, leaders that have a great impact on workers, commonly exercisecertain leadership practiceson followers. In accordance with this practices, leaders aim to make the work itself satisfactory for the employees. The reason behind is that as long as anindividual is satisfied, it is anticipated that s/he will perform better. Besides, the job satisfaction level will be further increased by certain leadership behaviors that fosters an ethical culture in an organization. Being honest, trustworthy and fair as a leader is regarded as an important distinguishing factor for followers. Moreover, managers who have ethical and moral values, do the right thing, worry about others and choose to be open are expected to create an ethical climate and this will in turn make the employees more satisfied by emphasizing the fairness at the work place.

In this study, the relationship between the ethical leadership perception and job satisfaction level of the administrative personnel in Konya Greater Municipality and Central Province Municipalities (Selçuklu Municipality, Meram Municipality and Karatay Municipality) is examined.

The procedure of analyzing the data begins with the demographic part where the demographic characteristics of participants in the study are examined. Later, Reliability Analysis and Exploratory Factor Analysis (EFA) are implemented during the analysis of the proposed model. On the second stage of the analysis, for the purpose of verifying the dimensions determined via EFA, Confirmatory Factor Analysis (CFA) is implemented. So, after determining and verifying the sub-dimensions of main variables within the conceptual model, the hypothesis of the study is tested by the Structural Equation Modeling (SEM) Analysis. The results of research suggested that developed conceptual model complies with data and model is statistically valid and significant. The findings also show that ethical

leadership positively affect job satisfaction levels of administrative personnel in Konya municipalities.

The limitations ought to be mulled over in summing up the consequencesof this research. First of all, the study uses a survey data at one given time in a point. Individuals perception and evaluations may change through time. Additionally, in spite of the fact that the examining strategy utilized as a part of this research is sufficiently suited to its aim, the generalizability can be increased if the future research deliberately inspects more differing ventures, surroundings and different cities. Another limitation of this research it is that does not involve input from all staff of municipality but only by administrative personnel. The current study does not take into consideration the sub-dimension of job satisfaction such as intrinsic and extrinsic satisfaction as the fourth limitation. Thus, extra further review shall also incorporate research on the immediate effect of ethical leadership on intrinsic and extrinsic job satisfaction. This information would be of prompt advantage to leaders in municipalities. The discoveries from this research bolster the theoretical thought that ethical leadership has a positive relationship with job satisfaction. It is believed that the results have expanded the understanding of the effect of the ethical leadership in a certain way, but not yet finished.

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