

A RESEARCH ON THE MEDIATING ROLE OF ETHICAL LEADERSHIP PERCEPTION IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST AND ORGANIZATIONAL DEDICATION

Dr. Bülent DEMİR

T. C. İstanbul Arel University

ORCID NO : 0000-0002-9451-1842

Dr. Gülbeniz AKDUMAN

Fatih Sultan Mehmet Vakıf University

ORCID NO : 0000-0002-3256-982X

Dr. Zeynep HATİPOĞLU

Nişantaşı University

ORCID NO : 0000-0002-9437-610X

ABSTRACT

The main purpose of this research is to investigate the mediating role of ethical leadership perception between organizational trust and organizational dedication. 306 occupations participated in the research in various sectors. A questionnaire consisting of four parts was used as data collection tool in the research. The first part of the data collection tool contains a demographic information form. The Organizational Trust Scale developed by Omarov (2009) and adapted to Turkish by Terekli (2010) is in the second part of the questionnaire. The third part of the questionnaire contains the Ethical Leadership Scale developed by De Hoogh and Den Hartog (2008) and adapted to Turkish by Alkan (2015). In the fourth part of the questionnaire, Organizational Dedication Scale developed by Rich, Lepine and Crawford (2010) and adapted to Turkish by Kurtpınar (2011) is included. SPSS 21.0 and AMOS 22.0 programs were used in the analysis of the data. As a result of the research, it was found that the relationship between organizational trust and organizational dedication is mediated by the ethical leadership perception. The indirect effect of organizational trust on organizational dedication (via ethical leadership perception) is 0.13, and this statistically significant effect ($p < 0.05$) causes a 6% change in organizational trust and organizational dedication.

Keywords: Ethical Leadership Perception, Organizational Trust, Organizational Dedication.

1. CONCEPTUAL FRAMEWORK

1.1. Organizational Dedication

Khan (1990) is the first to use the concept of dedication in the academic field, and his definition defines "employees should be able to put themselves fully into their job roles." Afterwards different definitions

derived from this definition have been made. The definitions made by different researchers on dedication in the related field studies are given below;

- The desire, enthusiasm and enthusiasm for the work of employees (Armstrong, 2010).
- The integration of employees into the institution they work for (Navaro, 2014).
- employees must do their job and be satisfied with their work (Harther et al., 2002).
- The disconnection of time and space from the whole world when an employee does his work (Navaro, 2014).
- Commitment is a long and continuous stream (Hallberg and Schaufeli, 2006).

The opposite of the dedication concept is the people who do not give themselves up to work both psychologically and physically while working and see it as a means of making money only (Khan, 1990).

In every organization, there may be employees who feel completely dedicated to themselves, who feel committed in the middle level, or who have a very low dedication. Employees who achieve success by increasing organizations' performances are those with moderate to high levels of dedication (Robbins and Judge, 2012). Dedicated employees have a higher performance and productivity than other employees (Wang, et al., 2017). Employees with a high degree of dedication have a positive outlook on the events (Gawke, 2017) and higher working energies (Ardıç and Polatçı, 2009). Organizational dedication is a dynamic concept that changes from time to time according to the events the employee is experiencing (Khan, 1990).

The concept of dedication to work is a difficult concept to define and apply, and it is often used in the same sense in concepts such as organizational dedication, organizational identification, organizational citizenship and work ethic which have close meaning (Aybas, 2014). Unlike workaholics, who are constantly thinking about work and who do not feel guilty when they do not work, they are those who are able to better balance work and personal life, who love work, but do not work for their lives (Schaufeli et al., 2008). Organizational commitment, which expresses emotional attachment to the work that the employee has, is a one-dimensional concept, and dedication is a multidimensional concept that expresses the employee's emotional, physical, and cognitive empowerment (Macey and Schneider, 2008).

Commitment to work; the decrease in absenteeism and job separation in terms of organizations leads to an increase in organizational performance and success (Attridge, 2009). At the same time, both the internal and external customer loyalty and the increase in loyalty (Brown, 2011; Salanova et al., 2005) have also led to positive results, while increasing the brand and market value of the corporation.

1.2. Organizational Trust

One of the most frequently encountered concepts when talking about the success of organizations today is sustainability. Because fast-changing technology has incorporated artificial intelligence into our lives today. The changing perception of competition not only makes it difficult for customers to anticipate their expectations, but also causes the predictions of what the competitors will be going to do to a great extent fail. In addition, attracting and retaining qualified human power among the most critical success factors is becoming more difficult every day. Under these uncertain conditions, success can capture organizations that can not act on short-term financial gains, act proactively, and understand the expectations of all stakeholders and respond to those expectations. In order to do all this, it is necessary to speak safely, that is, on the basis of sustainability, but more difficult to explain than measurable success factors.

According to the Oxford dictionary, trust; (Lee, 2018), which is a definite belief in the trustworthiness, truth, or adequacy of a person. The definition of Mayer, Davis and Schoorman (1995) emphasizes trust, mutual sensitivity of the parties, the importance of the consequences of behaviors, and the vulnerability and vulnerability to rise if there is something inappropriate for the interests of the parties. According to Luhman (1979), the belief about the fair, ethical and predictable behavior of the other party brings with it confidence. Confidence is, under uncertainty, to have an optimistic viewpoint even when the outcome of events is tied to the attitude of the other side, and to make sure that it will act in accordance with its expectations, rather than worrying about its existence (Deutsch, 1958).

Personal trust and organizational trust are different concepts. Personal trust is based on person-to-person differences and is personality-specific. Organizational trust is focused on institutions. The concept of organizational trust that is essential for organizational continuity, even if it takes a long time to get it, allows employees to act appropriately when they stay in uncertain and risky situations. Organizational trust can be called simply the tendency of the members of the organization to trust against the network (Demircan and Ceylan, 2008). Bromiley and Cummings (1996) define goodwill in the sense that organizational trust will act in accordance with the promises made openly or implicitly by the organization in the mutual relations of individuals. According to Taylor (1989), organizational trust is a result of harmonious behavior based on mutual respect and discipline for the good of the members of the organization. In an organization with a trusting environment; Conflicts are far from individuality, organizational commitment and job satisfaction are high, organizational justice perception is stronger and cynicism is very difficult (Aryee, Budhwar and Chen, 2002). All these factors also indicate that organizational trust is a factor directly affecting the performance of employees and organizations. According to Argyris (1964), associations in the organization influence the performance of organizational behavior, organizational citizenship behavior, ie, the desire to contribute beyond the job descriptions of employees. However, it is not possible to see this effect in a short time (Yu, Mai, Tsai and Dai, 2018).

There are different opinions about dimensions as well as different definitions about organizational trust. Often, it is stated that organizational trust is influenced by cognitive, emotional and behavioral factors, influenced by culture and in a continuous cycle (initiation, consolidation and dissolution). In another approach, Jones and George (1998) stated that organizational trust is under the influence of values, attitudes and moods and emotions (Jones and George, 1998);

- **Values:** Values affect people's gaze. The personal value system determines how one evaluates the environment, the interpretation of events, expectations and trends, the relationship with other people, and therefore both their colleagues and their level of trust.

- **Attitudes:** Attitudes are under the influence of values. It reflects how attitudes are particularly expressed under stress and pressure, and how they behave under the influence of past experiences. Particularly, the attitudes of those who have encountered problems in the past are more distant from the trust.

- **Mood and Emotions:** The person has an important influence in the decision to trust or not trust the mood in the face of variability and emotions. Emotions vary depending on the mood and behaviors are also affected by these emotions. Therefore, the confidence in the mood and in the face of a person who changes frequently in the mood during the day can vary.

1.3. Ethical Leadership

The leadership model that is structured on the basis of ethical principles is called "ethical leadership" (Brown et al., 2005). The ethical leader is the person who directs reward, punishment and motivational practices based on moral and ethical values both in his behavior and in administrative practices (Trevino et al., 2000; Teyfur et al., 2013). Ethical leadership is a process of mutual interaction with one another as a result of moral and ethical behavior (Brown and Trevino, 2006; Mayer et al., 2010). As a result of the honest and fair behaviors displayed by the leader, followers' perceptions, devotion and job satisfaction constitute the components of ethical leadership (Brown et al., 2005). It depends on the perception of followers that a leader can not be described as ethical (Giessner and Van Quaquebeke, 2010).

Ethical leadership differs from other leadership models as a management style based on ethical thinking and behavior (Yeşiltaş, 2012), even though leadership models include the majority of ethical concepts. The ethical leader has features such as honesty, truthfulness and credibility that are the basic characteristics of a moral person, but it is not possible for a person to be only ethical to be his ethical leader (Van den Akker et al., 2009). The characteristics and behaviors of the ethical leaders are listed below (Tuna and Yeşiltaş, 2013, Tunçer, 2011, Kets de Vries, 2007; Resick et al., 2006; Mayer et al., 2010; Walumbwa et al, 2011; O'Connell and Bligh, M De Hoogh and Den Hartog, 2008; Harvey, 2004).

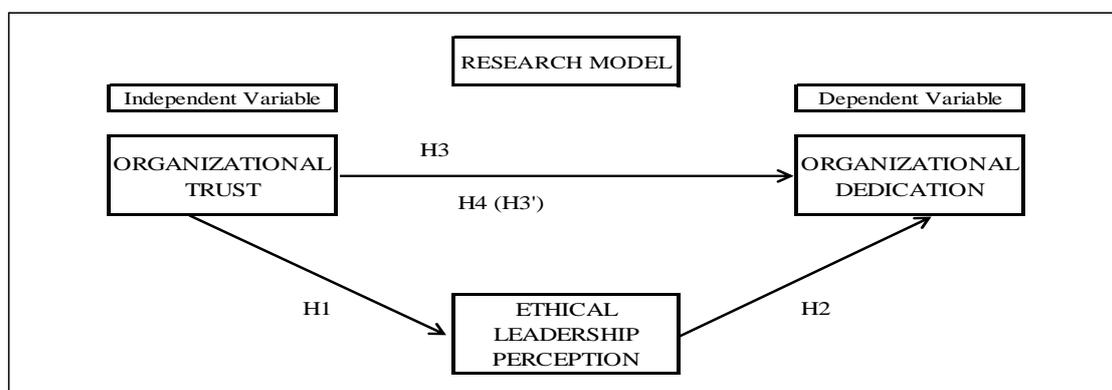
- They are reliable and conscientious.
- People who behave ethically and lead to ethical behavior.
- They like to take responsibility and share.
- They are based on ethical and moral values when making decisions.
- They are fair, just, honest and honest.
- They are generous.
- They exhibit brave behavior.
- They give priority to their subordinates who act ethically.
- They take their power from ethical and moral values.
- They do not avoid taking risks.
- They are self-confident and self-confident in their surroundings.
- Establish relationships with all stakeholders, both internal and external, within the framework of ethical rules.
- They analyze the ethical problems easily and in a short time.
- Role mods. They become inspiration.
- Provide motivation.
- Communicates effectively with your followers.
- Establish effective rewards and penalties.
- Increase organizational identification of followers, enabling them to achieve goals.
- Be transparent.
- Directs audiences by expressing their expectations clearly and clearly.

2. RESEARCH

2.1. The Purpose and Importance of Research

The main purpose of this research is to investigate the mediating role of ethical leadership perception between organizational trust and organizational dedication. The research is expected to contribute to the theoretical and practical aspects of the literature. The theoretical contribution of the research is that the mediating role of ethical leadership perception between organizational trust and organizational dedication are examined in a holistic model and filling the gap in this area. The contribution of the research in practice is that the mediating role of ethical leadership perception between organizational trust and organizational dedication are tested.

2.2. Variables and Model of Research and Hypotheses



H1: Organizational trust has a positive and significant effect on the ethical leadership perception.

H2: Ethical leadership perception has a positive and significant effect on organizational dedication.

H3: Organizational trust has a positive and significant effect on organizational dedication.

H4 (H3'): There is a mediating effect of ethical leadership perception between organizational trust and organizational dedication.

2.3. Data Collection Technique and Scope of Research

A questionnaire consisting of four parts was used as data collection tool in the research. In the first part of the data collection tool, participants' demographic information form consisting of gender, marital status, number of children, age, education level and total study duration are included.

The Organizational Trust Scale developed by Omarov (2009) and adapted to Turkish by Terekli (2010) is in the second part of the questionnaire. The origin of the scale consists of 22 items and 5 dimensions. It is stated that the scale is composed of 4 dimensions when Turkish adaptation is made (Terekli, 2010). The choices on the scale are in the form of a 5-point likert (1-strictly disagree, 5-strictly agree) and dividing the total score by the number of items in the dimension. The high score implies that the level of trust in the organization is high.

The third part of the questionnaire contains the Ethical Leadership Scale developed by De Hoogh and Den Hartog (2008) and adapted to Turkish by Alkan (2015). The scale consists of 17 items and 3 dimensions. The choices on the scale are in the form of a 5-point likert (1-strictly disagree, 5-strictly agree) and dividing the total score by the number of items in the dimension. In the scale, two items (m3 and m14) are reverse encoded. High scores indicate that the leader of the organization is positive about ethical leadership behavior.

In the fourth part of the questionnaire, Organizational Dedication Scale developed by Rich, Lepine and Crawford (2010) and adapted to Turkish by Kurtpinar (2011) is included. The scale consists of 17 items and 3 dimensions. The choices on the scale are in the form of a 5-point likert (1-strictly disagree, 5-strictly agree) and dividing the total score by the number of items in the dimension. High scores indicate that organizational dedication is at a high level.

SPSS 21.0 and AMOS 22.0 programs were used in the analysis of the data. Before confirmatory factor analysis, scales were examined for extreme value and normal distribution. Skewness coefficient was used in the normality test for the factors obtained after confirmatory factor analysis. It can be interpreted that the scores within the ± 1 skewness coefficient used in the normal distribution feature of continuously obtained variants do not show a significant deviation from the normal distribution (Büyüköztürk, 2011).

Confirmatory factor analysis and item analysis (item total correlation and Cronbach Alpha) were conducted to test construct validity in the reliability and validity analyzes of the scales. In the model of confirmatory factor analysis and structural equality, the ratio of the chi-square (X^2) statistic to the degree of freedom (X^2 / sd), the statistical significance of the estimated individual parameter estimates (t value), "residue based" (SRMR, GFI) (NFI, NNFI / TLI, CFI) and "mean square root of approximate errors (RMSEA)" which are based on independent models (Çokluk, Şekercioğlu and Büyüköztürk, 2010; Bayram, 2010). The following rules are followed during the verification factor analysis phase:

- All of the indicators must have high factor loads in the relevant factor (Çokluk, Şekercioğlu and Büyüköztürk, 2010).

- It is necessary that the correlation estimates between the factors are not too high (≥ 0.85) (Çokluk, Şekercioğlu and Büyüköztürk, 2010).

- Care should be taken that X^2 significance value (p) is > 0.05 . X^2 value is close to "0" or p value is not significant ($> 0,05$), there is no difference between the observed model and the expected model, which means that the observed model is suitable for the predicted model. X^2 is not a standalone statistic. It is stated that the value expressed as X^2 / sd ratio to the degree of freedom (X^2 / sd) gives an

evaluation in terms of the harmony of the model when X2 value is very large and statistically significant (Bayram, 2010, Çokluk, Şekercioğlu and Büyüköztürk, 2010).

- Care should be taken to ensure that the t values indicating the statistical significance of the predicted individual parameter estimates for the model roads are significant at 0.05 and 0.01 in the degree of freedom of the model to which they belong. In the frame of the structural equality model, it is necessary to exclude the non-significant t values from the analysis (Bayram, 2010).

- Modifications to the investigator model can be made by looking at the covariance between observed and latent variables. These modifications are built on the basis of error terms and include new connections between observed or hidden variables that are not originally predicted in the model, but which show the amount of X2 (chi-square) to be earned in the model by making the corresponding regulation. In order to be able to make this improvement, it must be carried out in accordance with theoretical grounds such as "the variables observed (questionnaires) to which the relation terms are related depend on the theoretical reasons such as measuring the same dimension, using each other, using the same meanings, or using these interventions in different studies" (Çokluk, Şekercioğlu and Büyüköztürk, 2010; Meydan and Şeşen, 2011).

The internal consistency of the Cronbach Alpha test from item analysis techniques; item total correlations explains the relationship between scores from test items and the total score of the test. Both tests show the discriminability of the test substances. The positive and high item-total correlation indicates that the items simulate similar behaviors and indicates that the internal consistency of the test is high. In general, it can be said that substances with a substance-total correlation of 0,30 and higher distinguish individuals well and those between 0,20-0,30 can be tested when needed. Cronbach Alpha shows internal consistency and is generally expected to be over 0.70 (Büyüköztürk, 2011).

2.4. Demographic Characteristics of Main Mass

306 employees working in various sectors participated in the research. 39.2% of the participants were women and 60.8% were men. 36.9% of participants were single and 63.1% were married. 48.7% of the participants have no children, 25.2% have 1 child and 26.1% have 2 or more children. 5.6% of participants were baby boomer (1946-1964), 36.9% were X generation (1965-1979) and 57.5% were Y generation (1980-1999). 44,4% of the participants were educated at the university and 55,6% were educated at the graduate level. 11.1% of participants have a total working time of 2 years or less, 18.6% of 3-5 years, 21.9% of 6-10 years, 48.4% of 11 years or more.

3. FINDINGS

3.1. Ethical Leadership Perceptions Confirmatory Factor Analysis Results

Ethical leadership scale beginning and confirmatory factor analysis is given in Table 1 with their values obtained from the fit index. Confirmatory factor analysis with item factor association (17 items and 3 dimensions) appropriate for the original structure of the scale revealed that the model adaptation indices were good and very good (Table 1). Model fit indexes are good and very good; error variances are low (between 0.07 and 0.09). Factor loadings ranged from 0.71 to 0.79 and t values were at 0.01 level.

Table 1. Ethical Leadership Scale Model Fit Indexes

Fit Indexes	(17 items, 3 dimensions)
X ² /sd	1,26
RMSEA	0,03
SRMR	0,04
GFI	0,95
NFI	0,94
NNFI	0,98
CFI	0,99
Factor load (min-max)	0,71 – 0,79
Standard errora (min-max)	0,07 – 0,09
Correlation between factors	0,72 / 0,72 / 0,60

According to the results of item analysis, the Cronbach Alpha coefficient of the scale is 0,93; the Cronbach Alpha coefficients of the subscales were 0.88 - 0.86 and 0.88, respectively. The item-total correlation was found to be higher than 0.30 (between 0.56 and 0.69) for all the items in the measurement (Table 2). According to the findings, Ethical Leadership Scale is a reliable and valid measure with 17 items and 3 dimensional structure.

Table 2. Ethical Leadership Scale CFA and Item Analysis Results

Items	Std. β	SH	t	R^2	r	α -0,93
M1	0,75	0,08	12,71	0,57	0,69	0,88
M2	0,73	0,08	12,42	0,53	0,62	
M3	0,72	0,07	13,02	0,51	0,63	
M4	0,75	0,08	13,01	0,56	0,65	
M5	0,75	0,08	13,01	0,56	0,65	
M6	0,75			0,56	0,68	
M7	0,79	0,07	12,69	0,62	0,66	0,86
M8	0,72	0,07	12,66	0,51	0,56	
M9	0,71	0,07	13,21	0,51	0,58	
M10	0,74	0,07	13,55	0,55	0,6	
M11	0,76			0,58	0,6	
M12	0,75	0,08	12,81	0,56	0,65	0,88
M13	0,75	0,08	12,09	0,56	0,59	
M14	0,71	0,08	12,89	0,5	0,58	
M15	0,75	0,08	12,25	0,57	0,62	
M16	0,72	0,08	13,12	0,51	0,64	
M17	0,76	0,08	12,71	0,58	0,65	

r: Item Total Correlation **p<0,01

3.2 Organizational Trust Scale Confirmatory Factor Analysis Results

Table 3 shows the values of the fit indexes obtained at the beginning and end of the confirmatory factor analysis of the Organizational Trust Scale. As a result of confirmatory factor analysis with item factor association (22 items and 4 dimensions) appropriate to the original structure of the scale, it was determined that the correlation between the dimensions of "managerial trust" and "managerial skills" was 1.00, while model adaptation indices were at very good levels. The correlation between dimensions is more than 0.85, indicating that the factors are not discriminant validity (Çokluk, Şekercioğlu and Büyükoztürk, 2010). When items of two dimensions are examined, it is envisaged that the manager can combine the expressions of managerial competence (eg, "I am confident that my manager will do his / her tasks related to his / her job") with "confidence in management". Confirmatory factor analysis was repeated by combining the two dimensions for the indicated reasons and the following results were obtained.

Table 3. Organizational Trust Scale Model Fit Indexes

Fit Indexes	First (22 items, 4 dimensions)	Last (22 items, 3 dimensions)
χ^2/sd		1,45
RMSEA		0,04
SRMR		0,04
GFI		0,92
NFI		0,93
NNFI		0,97
CFI		0,97
Factor load (min-max)	0,71 – 0,85	0,71 – 0,85
Standard error (min-max)	0,06 – 0,08	0,04 – 0,08
Correlation between factors	0,47/0,58/0,59/0,62/0,64/ 1,00	0,47/0,59/0,63

After consolidating the manager trust and managerial skills dimensions, it was determined that 22 items and 3 factorials were appropriate. Model fit indexes are good and very good; error variances are low. Factor loadings range from 0.71 to 0.85 and t values are at 0.01 level.

Table 4. Organizational Trust Scale CFA and Item Analysis Results

Dimension	Item	Std. β	SH	t	R^2	r	α -0,94
Managerial Trust	M1	0,78	0,08	14,32	0,62	0,7	0,93
	M2	0,77	0,07	14,04	0,6	0,66	
	M3	0,75	0,07	13,51	0,56	0,64	
	M4	0,76			0,57	0,65	
	M5	0,78	0,07	14,27	0,61	0,71	
	M6	0,8	0,07	14,65	0,64	0,71	
	M7	0,77	0,07	13,92	0,59	0,65	
	M8	0,77	0,07	14,08	0,6	0,72	
	M9	0,85	0,07	15,78	0,73	0,76	
Organizational Trust	M10	0,77			0,59	0,69	0,91
	M16	0,78	0,07	14,22	0,61	0,69	
	M17	0,75	0,07	13,57	0,56	0,61	
	M18	0,76	0,07	13,72	0,57	0,6	
	M19	0,73	0,07	13,03	0,53	0,59	
	M20	0,74	0,07	13,33	0,55	0,58	
	M21	0,72	0,07	13,01	0,52	0,57	
	M22	0,72	0,07	13,01	0,52	0,56	
Colleagues Trust	M11	0,79			0,62	0,53	0,87
	M12	0,71	0,07	12,44	0,5	0,48	
	M13	0,75	0,07	13,22	0,56	0,49	
	M14	0,76	0,07	13,42	0,57	0,56	
	M15	0,77	0,07	13,76	0,6	0,56	

¹: Reverse coding was done r: Item total correlation **p<0,01

According to the results of the item analysis, the Cronbach Alpha coefficient of the scale was 0.94; the coefficients of the subscales were determined as 0,93 - 0,91 and 0,87. The item-total correlation for all items was found to be higher than 0.30 (range 0,50 to 0,76) (Table 4). According to the findings, Organizational Trusts Scale is a reliable and valid measure with 22 items and 3 dimensional structure.

3.3 Organizational Dedication Scale Confirmatory Factor Analysis Results

The values of the fit indexes obtained at the beginning and end of the confirmatory factor analysis of the Organizational Dedication Scale are given in Table 5. Confirmatory factor analysis with item factor association (18 items and 3 dimensions) in accordance with the original structure of the scale (item 18 and item 3) confirmed that model adaptation indices were not at acceptable levels (Table 5), so confirmation factor analysis with covariance links was unnecessary.

Table 5. Organizational Dedication Scale Model Fit Indexes

Fit Indexes	First (18 items, 3 dimensions)	Last* (18 items, 3 dimensions)
χ^2/sd	4,81	2,7
RMSEA	0,11	0,07
SRMR	0,06	0,04
GFI	0,8	0,9
NFI	0,86	0,93
NNFI	0,87	0,94
CFI	0,89	0,95
Factor load (min-max)	0,57 – 0,88	0,56 – 0,91
Standard error (min-max)	0,05 – 0,09	0,05 – 0,09
Covariance connections		m3-m6, m4-m5, m10-m11, m10-m12, m11-m12, m13-m18, m14-m15, m16-m17, m17-m18
Correlation between factors	0,60 / 0,81 / 0,72	0,64 / 0,82 / 0,75

* Covariance connections

The three-factor structure is appropriate by establishing model fitting by establishing covariance links (m3-m6, m4-m5, m10-m11, m10-m12, m11-m12, m13-m18, m14-m15, m16-m17, m17-m18). Model fit indexes are good and very good; the error variances are low (between 0.05 and 0.09) (Table 5); factor loadings ranged from 0,56 to 0,91 and t values at 0,01 level (Table 6).

Table 6. Organizational Dedication Scale CFA and Item Analysis Results

Dimensions	Items	Std. β	SH	t	R^2	r	α -0,95
Physical Dedication	M1	0,85			0,71	0,69	0,91
	M2	0,89	0,06	19,93**	0,8	0,75	
	M3	0,68	0,07	13,22**	0,46	0,56	
	M4	0,75	0,06	15,12**	0,56	0,65	
	M5	0,75	0,06	15,15**	0,56	0,64	
	M6	0,81	0,09	16,95**	0,65	0,73	
Emotional Dedication	M7	0,91			0,83	0,77	0,93
	M8	0,82	0,04	19,43**	0,67	0,7	
	M9	0,84	0,04	20,35**	0,71	0,75	
	M10	0,68	0,05	14,00**	0,46	0,64	
	M11	0,75	0,05	16,28**	0,56	0,73	
	M12	0,82	0,05	19,15**	0,67	0,67	
Cognitive Dedication	M13	0,82			0,67	0,74	0,89
	M14	0,79	0,07	15,25**	0,62	0,73	
	M15	0,85	0,07	16,95**	0,72	0,76	
	M16	0,56	0,09	10,08**	0,31	0,55	
	M17	0,7	0,08	13,06**	0,48	0,65	
	M18	0,8	0,07	14,55**	0,64	0,74	

r: Item total correlation **p<0,01

According to the item analysis results, the Cronbach Alpha coefficient of the scale is 0.95; the Cronbach Alpha coefficients of the subscales were 0.91 - 0.93 and 0.89, respectively. The item-total correlation for all items was found to be higher than 0.30 (between 0.55 and 0.77) (Table 6). According to the findings, the Organizational Dedication Scale is a reliable and valid measure with 18 items and 3 dimensional structure.

The Pearson correlation analysis results showing the relationship between the descriptive statistics and the variables of the independent and dependent variables of the study are shown in Table 7. According to the results of correlation analysis, there is a positive and significant relationship between organizational trust, ethical leadership perception and organizational dedication.

Table 7. Correlation Analysis Results

Variables	2	3	4	5	6	7	8	9	10	11	12	\bar{X}	SS	Skewness
1-Managerial Trust	0,57**	0,53**	0,87**	0,52**	0,50**	0,50**	0,59**	0,20**	0,31**	0,25**	0,29**	3,2	0,9	-0,3
2-Organizational Trust	1	0,42**	0,81**	0,44**	0,42**	0,43**	0,51**	0,17**	0,40**	0,24**	0,32**	2,9	0,8	-0,06
3- Colleagues Trust		1	0,77**	0,21**	0,26**	0,18**	0,25**	0,23**	0,34**	0,20**	0,30**	3,6	0,8	-0,63
4-ORGANIZATIONAL TRUST			1	0,48**	0,49**	0,46**	0,56**	0,24**	0,43**	0,28**	0,37**	3,2	0,7	-0,43
5- Ethics and Justice				1	0,63**	0,62**	0,88**	0,12*	0,22**	0,22**	0,21**	3	0,9	-0,27
6- Deflection of roles					1	0,52**	0,84**	0,19**	0,29**	0,31**	0,30**	3,2	0,9	-0,5
7- Power Sharing						1	0,84**	0,14*	0,35**	0,25**	0,29**	2,9	0,9	-0,21
8- ETHICAL LEADERSHIP							1	0,18**	0,34**	0,30**	0,32**	3	0,8	-0,34
9- Pyhsical Dedication								1	0,56**	0,71**	0,85**	4	0,7	-0,98
10- Emotional Dedication									1	0,68**	0,87**	3,6	0,8	-0,7
11- Cognitive Dedication										1	0,90**	3,7	0,7	-0,55
12- ORGANIZATIONAL DEDICATION											1	3,8	0,6	-0,56

3.4 Conclusions on the Research Model

In the research model, the independent variable was determined as organizational trust, dependent variable was determined as organizational dedication, and mediating variable was determined as ethical leadership perception. The results related to the research model in this regard is given in Table 8.

Table 8. Araştırma Modeline İlişkin Sonuçlar

Independent Variable	Way	Dependent Variable	H	Direct Effect		Indirect Effect			
				β	R ²	Mediating Variable	EB	SBT	R ² _{EB}
Organizational Trust	→	Ethical Leadership Perception	H1	0,73**	0,53				
Ethical Leadership Perception	→	Organizational Dedication	H2	0,34**	0,12				
Organizational Trust	→	Organizational Dedication	H3	0,39**	0,15				
Organizational Trust	→	Organizational Dedication	H4 (H3')			Ethical Leadership Perception	0,13	2,16*	0,06

X²/sd: 4,17 RMSEA: 0,10 SRMR: 0,06 GFI: 0,94 NFI: 0,92 NNFI: 0,90 CFI: 0,94

SBT: Sobel test statistics

EB= Size of effect

*: p<0,05

**.: p<0,01

H1 Accepted: Organizational trust has a positive and significant effect on ethical leadership perception ($\beta = 0.73$, $p < 0.05$) and organizational trust variables explain 53% of the variance in the ethical leadership perception variable ($R^2 = 0.53$) (Table 8).

H2 Accepted: The ethical leadership perception has a positive and significant effect on organizational dedication ($\beta = 0.34$, $p < 0.05$) and the ethical leadership perception variable explains 12% of the variance in the organizational dedication variable ($R^2 = 0,12$).

H3 Accepted: Organizational trust has a positive and significant effect on organizational dedication ($\beta = 0.39$, $p < 0.05$), and organizational trust variables explain 15% of the variance in organizational dedication ($R^2 = 0.15$) (Table 8).

H4 (H3') Accepted: There is a mediating effect of ethical leadership perception between organizational trust and organizational dedication ($EB = 0,13$, $SBT = 2,16$, $R^2EB = 0,06$, $p < 0,05$) (Table 8). The indirect effect of organizational trust on organizational dedication (via ethical leadership perception) is 0.13, and this statistically significant effect ($p < 0.05$) causes a 6% change in organizational trust and organizational dedication.

4. RESULTS AND DISCUSSION

In parallel with the changing needs and expectations of today's business world, the relationship between employees and leaders has also changed. Behaviors, desires and expectations of employees, which are the biggest factor in the sustainability and profitability of the businesses, are also rapidly changing with the new generation. The increase in unethical behaviors in the working environment has made the employees more confident in the trust and ethical questions they have with both the organization and the managers they work with.

Increasing importance is given to the human resources of organizations that want to achieve sustainable competitive advantage. There is also a great deal of responsibility for the managers of organizations who are trust in their work and who want to have dedicated employees who see their business as their own. In order to increase organizational trust and dedication, the interaction with directors who are in constant communication, which directly affects the employee, should be examined. As a result of this study, it has been found that the relationship between organizational trust and organizational dedication is mediated by the perception of ethical leadership.

The indirect effect of organizational trust on organizational dedication (via ethical leadership perception) is 0.13, and this statistically significant effect ($p < 0.05$) causes a 6% change in organizational trust and organizational dedication. When the literature is examined, it is seen that leader behaviors are one of the most important factors affecting dedication (Kalaz, 2016; Mcbain, 2005). Ethical Leadership perception increases the dedication (Altun, 2013, Uğurlu, 2009, Cemaloğlu et al., 2008, Loke, 2001, Valentine, Godkin and Lucero, 2002, Sutherland, 2010, Beverly, 2012). In this context, the results of the research in the related field show consistency. Organizations that want to have trust and dedicated employees in their working groups need to attach importance to ethical leadership. It would be useful to compare and contrast the research with the higher participant group and the participants from different sectors at different times, despite the risk of not expressing a general population with 306 participants who are easily sampled.

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