

Literature review

Doi:

# The effect of Ethical Leadership on Intrinsic Motivation and Employees Job Satisfaction

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Applied Date: 12.01.2021

Accepted Date:

Published Date:

## ABSTRACT

*Purpose:* This paper aims to investigate the effect of ethical leadership on intrinsic motivation, and employees' Job Satisfaction in the Turkish tourism sector.

*Approach:* We are planning to make a survey, which implies a quantitative approach to prove the validity of our hypothesis. In this paper we used evidence from the literature to support the validity of our hypothesis. This literature review indicates that ethical leadership have the potential to influence employees' intrinsic motivation. Ethical leadership have the potential to influence employees' job satisfaction, also that intrinsic motivation have a positive impact on employees' job satisfaction.

**Key words:** Ethical Leadership, Intrinsic motivation, Job Satisfaction.

ETİK LİDERLİĞİN ÇALIŞANLARIN İÇSEL MOTİVASYON VE İŞ TATMINİNE ETKİSİ

## ÖZET

*Amaç:* Bu makale, etik liderliğin Türkiye turizm sektöründe içsel motivasyon ve çalışanların iş tatmini üzerindeki etkisini incelemeyi amaçlamaktadır.

*Yaklaşım:* Hipotezimizin geçerliliğini nicel olarak kanıtlamak için bir anket yapmayı planlıyoruz. Bu makalede, hipotezimizin geçerliliğini desteklemek için literatürdeki bulguları kullandık. Bu literatür taraması, etik liderliğin çalışanların içsel motivasyonunu etkileme potansiyeline sahip olduğunu göstermektedir. Etik liderlik, çalışanların iş memnuniyetini de etkileme potansiyeline sahiptir ve ayrıca içsel motivasyon çalışanların iş tatmini üzerinde olumlu bir etkiye sahiptir.

**Anahtar kelimeler:** Etik Liderlik, İçsel motivasyon, İş Tatmini.

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## 1. Introduction:

The leaders' ethical behavior in business have a great impact on employees' attitude. Many researchers have examined the relationship between leaders' ethics and their followers' attitude in many different sectors (Liama, 2017; Çelik, Dedeoglu, Inanir, 2015; Tu, Lu, 2011; Tarhan, Ahmet, 2015). For example ethical leadership was examined with variables such as organizational commitment, organizational justice, organizational culture, motivation, job satisfaction and many others variables (Miao, Muhammad, Abid, Arif, 2018; Israr, Shafei, Yongqiang, 2017; Çelik, Dedeoglu, Inanir, 2015; Tu, Lu, 2011; Tarhan, Ahmet, 2015; Liama, 2017; Tu, Lu, 2011). The ethical leadership topic drew the attention of many researchers. In view of the fact that leaders have the power to influence employees, and that by affecting their mood, motivation, performance and behavior. Leaders are expected to behave ethically and express themselves clearly to their employees. (Brown and Mitchell, 2010; Den Hartog and Belschak, 2012; Thomas, Schermerhorn and Dienhart, 2004).

Tourism, which is a labor-intensive service sector, is more likely to be the sector with the highest human relationship that values job satisfaction and organizational commitment (Toker, 2007). The present paper show the whole process that investigates the relationship between ethical leadership, intrinsic motivation and employees' job satisfaction. Which has not been investigated before in the context of Turkish tourism sector. In this paper and following this introduction, the investigation was ordered as follows. The first chapter of this paper is giving multiple definitions of leadership, ethical leadership, motivation and employees' job satisfaction, from literature of other authors. Then the second chapter is bringing evidence from literature and especially from previous researches that examined the relationship between our variables, ethical leadership, intrinsic motivation and employees' job satisfaction, that used both qualitative and quantitative approaches to approve the validity of this relationship. Which also support our theory of the effect of ethical leadership on intrinsic motivation and also its effect on employees' job satisfaction, as well as the effect of intrinsic motivation on employees' job satisfaction. Additionally, we discussed the methodology for a future questionnaire that will be a strong evidence to support our hypotheses. Finally, as a conclusion the paper gave a combination of the evidence that support and approve the validity of the hypotheses.

## 2. Literature review:

### 1. *Ethical Leadership*

"Leadership", the definition of leadership was often a concern for researchers and scholars. Generally the main definition of – "Leadership" is about one person getting other people to do something. For years, the term was defined in many different ways, basically depends on the way each leader motivate their followers and who have the power over the decision making in a group of people. But there is no specific one common definition of the term. Its determination depends on how people in a culture define it and how they use it (Ciulla, Joanne B, 2003). The focus of researchers on the influence of leadership in organizations, especially when the concern is ethical decision making of followers, results many forms and styles of leadership as transformational,

transactional, charismatic, servant, spiritual, ethical, and authentic (cf. Bass, 1991; Brown et al., 2005; Burns, Luthans & Avolio, 2003; Greenleaf, 1977; 1978; Cameron, Dutton, & Quinn, 2003; House, 1977; Fry, 2003;). A considerable portion of the behavioral science evaluations rather than philosophical about leadership specifically focused on the ethical dimensions (e.g., Bass, 1990; House & Aditya, 1997). Ciulla (1998) in her book "Ethics, the heart of leadership" aimed that ethics and integrity are the heart of leadership that organizations must take in consideration for their business success and long term survival. All the leadership styles that have positive influence on followers, considered ethics and integrity as a basic behavior of any effective leadership style (Brown & Mitchell, 2010; Hartog, 2015). However, the ethics of leaders has been covered in many different leadership theories by many researchers (Zhu, Zheng, Riggio, & Zhang, 2015).

Ethical leadership is the 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 (Brown, et Al., 2005, p.120). Trevino, Brown and Hartman (2003), stated that ethical leadership aim is to coordinate ethical behavior and values between parties to improve their performance. Ethical leadership from a social influence perspective is defined as "the process of influencing in a social responsible way the activities of an organized group toward goal achievement" (De Hoogh & Den Hartog, 2009). Also, Zhu, May and Avolio (2004:18) defined ethical leaders as "individuals who are impartial and unbiased, exhibit ethical behaviors, take the wishes of people into notice and protect their employees' rights fairly". Brown and colleagues inspires a lot of researchers with their ethical leaders' behaviors aspects. The most commons aspects that most of researchers found were, honesty, trustworthy, fairness, integrity, clear about performance expectations, concern about immediate and broader environment, openly discuss business ethics. (Brown et al, 2005; De Hoogh & Den Hartog, 2008; De Hoogh & Den Hartog, 2009; Trevino et al., 2003). (Bandura, 1971), stated that ethical leadership is somehow involving the theory of social learning as well. Which means followers learn from the attractive behavior of their leaders. The punishment and the reward play a role in this learning action as well. (Mayer, 2009), aimed that ethical leadership is a transaction of many factors that a leader use, such as communicating, rewarding, punishing, inspiring followers to behave with ethics. The leader must be a role model to his followers and to make decisions and behave ethically. The social learning theory explained how the importance of a role model in the work environment, this role model behavior influence his surroundings, what makes the others start imitating him. The theory states that the employees align their behavior according to the type of punishment they are receiving form their role model.

#### Measures of Ethical Leadership:

Many scales that measure the ethical leadership were developed by researchers in the last few years. The most widely used one is the ethical leadership scale (ELS) that was developed by Brown in 2005. The scale consists of 10 items, the type response format of each item is a 5-point Likert (5= Strongly Agree, to 1= Strongly Disagree). The leader's overall score on the ELS resulted positive outcome like leader's effectiveness, employees' job satisfaction, and their willingness to put extra effort on their work, and reporting problems (Brown, Trivino, Harisson,. 2005; Çelik, Dedeoglu, Inanir,. 2015; Yates, 2011; Tu & Lu, 2014; Tarhan, Ahmet,. 2015; Miao, Muhammad, Abid, Arif,. 2018). Other instruments were designed to measure directly the ethical leadership, such as the Ethical Leadership Work Questionnaire (ELW) that was developed by the researchers De

Hoogh & Den Hartog in 2008, which include dimensions like ethical guidance, fairness, leader integrity, the concern for sustainability, caring behavior and the power to share with others. Besides, the Perceived Leader Integrity Scale (PLIS) that was developed by Craig & Gustafson in 1998. More instruments were developed to measure ethical leadership behavior but they were less likely to be tested and used. Moreover, there are other instruments designed to measure other types of leadership but also include some ethical values and behavior, like: the Authentic Leadership Questionnaire (ALQ) by (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008) also the Servant Leadership Questionnaire (SLQ) by (Barbuto & Wheeler, 2006).

## *2. Intrinsic Motivation:*

According to Gredler Broussard and Garisson (2004) motivation is the attribute that moves us to do or not to do something. Motivation is the internal force that encourage and push each person to take actions (Azar and Shafiqhi, 2013). Motivation theories are presenting a paradigm that examines the personal (or internal) and situational (external) behavior of a person. Three major theories were identified: the theory of needs, the classic theory of intrinsic motivation and the organizational justice and equity theory (McClelland, 1960; Deci & Ryan, 1975; Adams, 1963,1965). Motivation refers to the psychological process that direct, energize, and sustain actions of individuals (Latham & Pinder, 2005) or ‘the inner desire to push a person to make an effort’ (Dowling & Sayles, 1978, p. 16). Researchers agreed that there are different sources that can derive that desire to make an effort. In the 20th century, researchers assumed that the external controls, punishments, rewards, and incentives are necessary to motivate performance, persistence and productivity (Health, 1999; Strees, Mowday, & Shapiro, 2004). A new vision of motivation was created after the advent of human relations movements. Instead of telling how employees dislike their work, researchers showed that work can be enjoyable and interesting (Herzberg, 1966; McGeor, 1960). This vision was developed and presented as the concept of self-determination that refers the ability of employees to make their own choices and control their own lives also as the intrinsic motivation (Deci & Ryan, 1985; Deci, 1975). Intrinsic motivation is generally doing an activity by interest and enjoy doing it (Amabile., 1994; Ryan and Deci, 2000; Gagne & Deci, 2005). Intrinsic motivation is mostly the positive reaction coming from the individuals to the task itself, like curiosity, involvement, interest, satisfaction or positive challenge that is considered as a type of reward at work (Amabile, 1996). Ryan & Deci (2000) defined intrinsic motivation as doing an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than doing it because of external products, pressures or rewards. The intrinsic motivation is seen as a result pursued by people for their own sake, and it’s a feeling resulted from the fulfillment of their needs.

## *3. Job Satisfaction:*

Job satisfaction is one of the most frequently studied topics in industrial organizational psychological science (Spector, 1985; Locke, 1976; Hoppock, 1935; Vroom, 1964; Davis, 1985, Lowler & Porter, 1967; Locke & Latham, 1990; Statt, 2004; Armstrong, 2006; Kaliski, 2007; George et al., 2008; Mullins, 2005; ). Many researchers defined it as an emotional reaction to the job or to the relevant environment. Spector (1985) defined job satisfaction as the positive or negative feeling that an employee have towards his/her work. Job satisfaction

is also defined as the emotions of an individual that reflects his positive and satisfaction when she/he appreciates his/her own work (Johnson and Sohi 2014). For Ouyang et al. (2015), job satisfaction refers to the attitudes and opinions that employees have about their work or the related environment, also to the general response emotions they have for their work role, which is a measure of happiness. Locke (1976) described job satisfaction as positive feelings which follows, based on the assessment of one's job or their job experience. He also affirmed that job satisfaction is the result of an emotional reaction that a person feels after the fulfillment of an important job values for him, and those values are congruent with his needs. George (2008) defined job satisfaction as a collection of beliefs and feelings that employees have towards their present work. The feelings of employees can change in levels, from an extreme feeling of satisfaction to an extreme feeling of dissatisfaction with their job. This feeling affect also their attitudes, from a good attitude to a bad attitude. Many aspects can affect their attitude towards their job, like the job itself, their supervisors, their salaries, and the whole environment of the job. Vroom (1964) affirmed that job satisfaction is an affective attitude of employees towards the job roles that they are occupying. Job satisfaction is the combination of good and bad feelings that employees feels for their job. Employees in organizations have targets that they work on to achieve, and by achieving those targets they receive rewards, which fulfill their needs. So by the act of reaching out those targets or not, the employees feel satisfied or dissatisfied with their job. Davis (1985) sees that job satisfaction related to the behavior of each individual in his workplace. Armstrong (2006) stated that job satisfaction indicates the feelings of employees as well as their attitudes towards their job. Therefore, negative feelings and bad behavior and attitudes refers to an employee's job dissatisfaction. Mullins (2005) stated that the meaning of job satisfaction is different from a person to another, it's a complicated concepts that have different dimensions. Normally the job satisfaction is related with motivation, but this relationship's nature is not easily understandable. Motivation is not same as job satisfaction. Job satisfaction is more likely the attitude of a person and his internal state as well. Scott (2004) defined job satisfaction as the dimension to which an employee is happy with the rewards he is getting to achieve the organization's goals and targets, especially an intrinsic motivation aspect. Hoppock (1935), emphasized that the reason that makes a person say that he is satisfied with his work, is the combination of the environmental and psychological conditions surrounding him. This approach shows that job satisfaction presents a set of external and internal factors that cause the satisfaction feeling of employees Aziri (2008) considered job satisfaction as the feeling that an employee has, when his job fulfill his psychological and material needs. Kaliski (2007) linked job satisfaction both to the productivity of the organization and the well-being of people in the organization. He also mentioned that job satisfaction is the feeling of success and achievements of employees on their work. Job satisfaction is when a person enjoy the work, and do it well to receive rewards for the done efforts. Moreover, job satisfaction is the reason of happiness and enthusiasm that employees have toward their work. Job satisfaction is the main factor which lead employees to that fulfillment feeling after reaching out their job targets and goals (Kaliski, 2007).

### **3. Ethical Leadership, Intrinsic Motivation and Employees' Job Satisfaction:**

#### *1. Ethical Leadership and Intrinsic Motivation:*

Companies are mostly more focused on increasing their effectiveness and efficiency in business, but they are also expected to behave ethically and show more social responsibility. This requires an effort from their employees, which increase their ethical duties to promote the company's ethical image. Ethical leaders enhance identification of their followers of their organization, which in turn influence their performance. This kind of leaders present the ethical values of an organization (Walumbwa, et al., 2011). Ethical leadership is what companies need to motivate their employees through values, principles and beliefs. Brown (2005) stated that leaders are considered as role models to their followers that legitimate authority figures, and it is important when they play their role to ethically guide their followers, communicate ethical standards with them, and influence followers using these standards. Basically, leading by making ethical decisions directly influence the interactions and attitudes of employees. According to Tu and Lu (2013) the intrinsic motivation arbitrated the impact of ethical leadership on employees innovative work behavior. It's identified mostly as temporal state that transmits a situational influence to individual behavior. Simon (1967) asserted that intrinsic motivation shows an individual's focus of attention. According to Piccolo et al. (2010) the individuals who are sensitive to ethical information are more likely to perceive that a job as more significant under ethical leadership. It's seems that intrinsically motivated employees tend to find more meaning and purpose in their jobs, when they are guided by ethical leaders. What results a satisfaction feeling of the employees and the recognition of their importance to the organization. Grant (2008) mentioned that autonomous self-regulation is represented by the intrinsic motivation in the purest sense. Autonomy, induces as intrinsic motivation in the employees when they use their skills and knowledge, thus strengthening their identity and increasing their willingness to make efforts. This employees' motivation stems from a perception of control and responsibility, which increase the employees' belief in their ability to go further in their work and be better. Their intrinsic motivation encourage them for more challenges to accomplish their goals. Their need autonomy helps them push themselves and put so much effort to fulfill these goals. Intrinsically motivated employees are more likely to have that desire of self-determination and self-regulation in their jobs. Besides, the need for relatedness captures a sense of belonging to others' and one's community inherent intrinsically motivated people (Ryan & Deci 2000). Therefore, employees with high intrinsic motivation are more likely to have that desire to establish a relationship with their coworkers and leaders, their often interactions with coworkers increase their opportunities to learn ethical behavior and increase their self-efficacy. They will experience a positive feeling with their ethical leaders, like safety, comfort and trust (Ryan & Deci 2000). Ethical leaders' behaviors are supposed to positively impact their employees' intrinsic motivation as well their job performance, as long as the leaders provide the appropriate environment where ethics and values are practiced. Leaders gain easily their follower's trust and respect when their ethics meet with the followers' aspiration and needs. We can say that motivating employees and building their trust is the core function of ethical leadership. Laima (2017) studied the role of the leaders' ethics on motivating their employees in tourism organizations. This study utilized both quantitative and qualitative methodologies to find the relationship between leader's ethics and their employees' motivation. On the qualitative approach literature review was used to define every variable, as well to give a review about what other researchers found in their studies that investigate the relationship between the ethics of leaders and their employees' motivation. And on the quantitative approach a questionnaire was used to prove the validity of this relationship. The questionnaire

was distributed in tourism organizations of Lithuania. The respondents completed a questionnaire of 30 questions that test the ethics of leaders, their behavior and their characteristics. The questionnaire was made to measure the aspects of ethical leaders such as, charisma, trust, control, fairness, justice, communication skills, decision making, humanism, and strictness. A 5 points Likert Scale was used. Results indicated that the data is reliable. This study aimed that leaders' ethics have a positive effect on employees' motivation, just like other researchers found and approved (Walumbwa, 2012; Bonner, 2016).

Based on the previous theoretical above evidences we hypothesize:

H<sub>1</sub>: Ethical leadership is positively affecting intrinsic motivation of employees.

## *2. Ethical leadership and employees' job satisfaction:*

Job satisfaction is very important for both businesses and employees, this is what makes it so intensively researched. Job satisfaction affects productivity, profit, performance and other factors in business (Üngüren et al., 2010). Also it positively affects employees, because having a good work life that meets with their needs give a value to their lives (Üngüren et al., 2010). Employees' satisfaction is a result of their feeling of respect and trust (Leronardo, 2006). The factors that might cause those feelings are like working in safe environment, having a good pay, having opportunities for advancement and for growth, as well having good supervision, (Tarhan & Ahmet, 2006). However, Webb (2011) aimed that leaders' behavior is one of the most important factors. Viteel & Singhapakdi (2008) Indicated that job satisfaction and organizational commitment are directly and positively affected by managers' ethical behavior. Managers would immediately change their behavior toward their employees if they only know the exact behavior that would increase their employees' job satisfaction. Supervisors are expected to treat their employees with fairness and in an unbiased manner so they feel comfortable in their work environment (Horwitz, 2003). Ahmed et al., (2012) and Brown, (2005), in their both studies indicates that job satisfaction and commitment increase by the influence of ethical leaders' behavior. Guchait et al. (2016)'s research impart a strong proof of the relationship of employees' satisfaction with their leaders and their ethical behavior. Also he claimed that leaders are seen as role models to employees', and that by their integrity, credibility and the way they care for the well-being of their employees. Dirkd and Ferrin (2002) and Kacmar (2011) claimed that employees that are respected, supported and considered by their leaders are more likely to feel more obligated to have positive attitudes such as job satisfaction. Brown and Trevino (2006) stated that ethical leaders treat employees fairly, they take important decisions when evaluate their employees' performance and activities for promotions. Such behavior create trust and enthusiasm feeling among employees which are important factors for their satisfaction at work (Engelbrecht., 2017; Ko et al., 2018; Newman., 2014). Many other researchers examined the relationship between ethical leadership and job satisfaction. Çelik et al. (2015) and Kim & Brymer (2011) aimed in their study that job satisfaction is positively affected by ethical leadership. Besides, Yates (2014) found that employees who work under the supervision of ethical leaders are most likely to be more satisfied and happy in their work than others. Tarhan and Ahmet., (2015) stated that ethical leadership positively effects the employees' loyalty to their supervisor which in return increase their employees' job satisfaction. He showed that the culture is somehow affecting this relationship. The studied population is in Turkey, and it's seen that Turkish culture is somehow collectivist (Hofstede, 1980), and in this kind of cultures it's seen that the relationship between leaders and employees is based on moral grounds.

Where the role of the ethical leaders is to protect their employees and in return the employees are being loyal to their ethical leaders (Tarhan and Ahmet., 2015). Çelik, Dedeoglu and Inanir (2015)'s research investigates the relationship between ethical leadership style, organizational commitment and job satisfaction in hotel organizations. As methodology this research used the qualitative approach as well the quantitative approach. The authors used definitions from literature as well quoted other researchers perspectives about the relationship between the ethical leadership, organizational commitment and job satisfaction. Moreover, a quantitative approach was used. Questionnaires were distributed in four star and five star hotels in the region of Antalya, Turkey. The questionnaire constituted of 20 questions, 10 statement about ethical leadership, 7 statements about organizational commitment and 3 about job satisfaction. As a result, it was found that ethical leadership is positively affecting organizational commitment and job satisfaction (Çelik, Dedeoglu and Inanir 2015, p:59). Also the study showed that organizational commitment as a mediator between job satisfaction and ethical leadership. We can say that this study clearly provides support for our hypothesis. Based on the above evidence we hypothesize:

H<sub>2</sub>: Ethical leadership is positively affecting employees' job satisfaction.

### *3. Intrinsic motivation and employees' job satisfaction:*

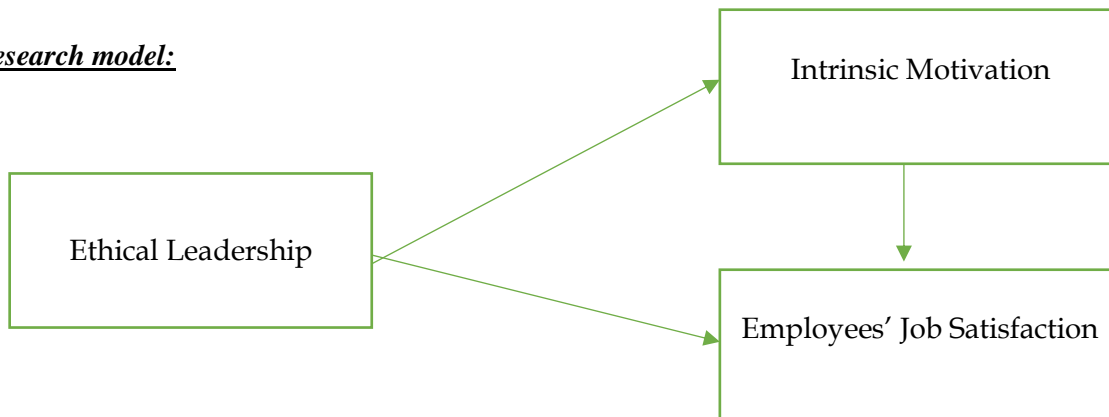
There are different factors that cause satisfaction or contributing dissatisfaction of employees at work. For example the factors motivating individuals in their work (intrinsic) such as achievement, recognition, the work itself, advancement are directly related to the content of their job satisfaction. In contrast, the factors that cause dissatisfaction in their workplace are not always related to job performance of the employees, but mostly related to the way they are treated (Herzberg, 1968). Those factors causing the employees' dissatisfaction are mostly company's policy, administration, supervision, and relationship with supervisor, relationships with peers, salary, personal life, work conditions, status and security. They are not related to the content of the work but they are all related to the context of the work (Herzberg, 1968, 2003). Karsh and Iskender (2009) found that job satisfaction and motivation levels are related to each other, and that high level of motivation leads to high level of job satisfaction, and vice versa. Lu (1999) stated that employees' job satisfaction is positively affected by their intrinsic motivation, which is the feeling of self-fulfillment and accomplishment. Karatepe and Uludag (2007) revealed that job satisfaction is more likely to be expressed by the employees who are intrinsically motivated. Suttikun et al. (2018) detected in his research that if employees believe that with their hard work they will reach their targets, their motivation will increase automatically. And if the targets are reached, they will be motivated to give more what will increase their job satisfaction. Saleem et al. (2010) reported in his study that job satisfaction and motivation are positively related to each other. Low et al. (2001) found that employees' intrinsic motivation have a positive relationship with their job satisfaction for salespeople. Bilal El., (2018) mentioned that motivation of employees play a very important role for increasing their productivity, which in turn increase the performance of the whole organization. When leaders appreciate the effort of their employees, and when they engage them in the decision making this internally make them feel satisfied in their job and the with the whole work environment, which increase their motivation for handling more tasks (Bilal, 2018). Also previous researches proved that employees' need of a good work environment helps them to feel more satisfied, which



increase their motivation to do better performance (Abigail, 2005). M. Yousaf., (2015) found in his study that intrinsic motivation have a positive impact on job satisfaction. The research investigated the effect of the factors of intrinsic motivation such as job security, the job itself, responsibility and achievement on job satisfaction. The research also found that when the organization creates a suitable environment with a competitive atmosphere for employees where they feel free to express themselves and be creative. The employees will feel the pride of reaching the targets what will increase their intrinsic motivation. Also, when the organization involve employees into decision making, solving problems, this will increase their job responsibility as well their abilities, skills and knowledge about their work, what also will affect positively the productivity of the organization (M. Yousaf., 2015). Moreover, the employees will have a feeling of achievement. Previous studies proved that employees with a high feeling of achievement are more likely to be satisfied with their jobs and have no attention to quit their jobs, because they feel involved and they feel like a part of the organization (Hochschild, 1979). Therefore, employees who feel intrinsically motivated are more satisfied with their job. Based on these previous evidence we can hypothesize that:

H<sub>3</sub>: Intrinsic motivation is positively affecting employees' job satisfaction.

**Research model:**



**4. Methodology:**

The literature review for this working paper has expended our base knowledge about our topic. A quantitative approach by using a survey will be utilized to investigate our hypotheses about the relationships between our variables: ethical leadership, employees' intrinsic motivation and their job satisfaction.

Our questionnaire will be distributed to respondents working in the tourism sector, like destination management companies (DMC), travel agencies, and tour operators. The questionnaire will be composed of three sections. The first section, will be using the Ethical Leadership Scale (ELS), (Brown, 2005), that consists of 10 items to measure the perceptions of subordinates about the behaviors of their supervisors. The response format of each item is a 5-point Likert (5= Strongly Agree, to 1= Strongly Disagree). In the second section, a subscale of the Job Satisfaction Survey (JSS), (Spector, 1985), is used to evaluate the 'supervision' dimension of job satisfaction, it consists of four items. The 5 Likert rating will be used (5= Agree very much, to 1= Disagree very

much). And for the last section, three items of intrinsic motivation, were adapted from self-regulation scales developed by Ryan & Connell (1989). The response format of each item is a 5-point Likert (5= Agree Strongly, to 1= Disagree Strongly).

## **5. Conclusion:**

The aim of this paper was to investigate the relationship between ethical leadership, intrinsic motivation and employees' job satisfaction. By investigating the effect of ethical leadership on employees' intrinsic motivation, the effect of ethical leadership on employees' job satisfaction and then the effect of intrinsic motivation on employees' job satisfaction. First of all, different definitions from the literature were used to delimitate every variable and to help us clearly understand their meaning which facilitate their analyzing. While conducting the literature review, first ethical leadership was examined with intrinsic motivation, then ethical leadership with employees' job satisfaction, and finally the intrinsic motivation and employees' job satisfaction were examined. As sources, articles from prestigious journals were used (like JSTOR, Academia, APA PsycNet, SAGE Journals, ResearchGate, ELSEVIER...). Some of those articles utilized both qualitative and quantitative approaches. After collecting literature needed to support the hypothesis of this paper, we started preparing our questionnaire. The present paper shows the literature review carried out to investigate the relationship between ethical leadership, intrinsic motivation and employees' job satisfaction. Which has not been investigated before in the context of the Turkish tourism sector. As we mentioned previously ethical leaders are considered as role models to their employees'; by guiding them ethically and by communicating ethical standards. Leading ethically directly affects the attitudes of the employees. And we can expect that when employees are treated ethically they will feel obligated to behave similarly. The trust and respect between employees and leaders is smoothing their relationship which makes both parties feel comfortable to express themselves freely. And as we mentioned earlier, many researchers provided support for our hypothesis, H1: Ethical Leadership is positively affecting intrinsic motivation ( Piccolo et al., 2010; Yates, 2014; Celik et al., 2015; Tu & Lu, 2013; Kim & Brymer, 2011, Laima, 2017).

Then we mentioned that employees' satisfaction is a result of good feelings based on many factors but mostly their leaders' behavior towards them. It's stated that certain behaviors of leaders such as integrity, credibility, fairness, consideration, respect and support make employees feel more comfortable in their environment and workplace, which increase their job satisfaction. Many studies investigated the impact of ethical leadership on job satisfaction, and showed that there is a positive relationship between the two variables (Brown, 2015; Ahmed et al., 2012; Guchait et al, 2016; Brown & Trivino, 2006; Celik et al., 2015; Kim & Brymer, 2011; Yates, 2014, Tarhan, Ahmet., 2015, Celik, Dedeoglu, Inanir; 2015). These support our hypothesis, H2: Ethical leadership is positively affecting employees job satisfaction.

In the last part we discussed the relationship between intrinsic motivation and employees' job satisfaction. The literature indicates that employees' intrinsic motivation increases when they enjoy their work. And when they reach their targets, their satisfaction with their job increase. In other words, employees' intrinsic motivation

enable them to increase their performance, meet their targets, and this make them feel satisfied with their job. Also previous researches proved that employees' need of a good work environment helps them to feel more satisfied, which increase their motivation to do better performance. Many researches provided support for this relationship (Karsh and Iskender, 2009; Saleem et al.2010; Lu, 1999; Suttikun et, al., 2018; Low et al., 2001; Karatepe & Uludag, 2007; Bilal El., 2018; M. Yousaf., 2015). Thus, they support our hypothesis, H3: Intrinsic motivation is positively affecting employees job satisfaction.

To conclude, this paper's hypotheses were positively supported by literature. It indicated that ethical leadership have the potential to influence employees' intrinsic motivation. Ethical leadership have the potential to influence employees job satisfaction, also that intrinsic motivation have a positive impact on employees' job satisfaction. Nevertheless, these evidences are not sufficient to strongly support our research. We believe that culture and environment might have an effect on the results. Thereby, a questionnaire will be distributed among respondents working in the Turkish tourism sector. The results of this questionnaire would be a strong confirmation of the validity of our hypotheses.

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