



## **The Relation between Machiavellianism, Organizational Commitment and Ethical Leadership: A Field Research on Academicians in Turkey**

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### **Abstract**

Organizational commitment and ethical leadership practices are regarded as crucial in the process of achieving organizational goals in modern organizational structures and as variables that need to be enhanced within administrative policies of organizations. According to literature, the Machiavellian characteristics of the employees typically stand out as an unwanted phenomenon in organizations. The objective of this study is to examine the relationship between Machiavellianism, organizational commitment and ethical leadership in universities. A questionnaire was conducted on 385 academic staff serving in universities around Turkey and frequency, t-test, ANOVA and regression methods were utilized in the analysis of the research data. According to research findings, a positive relationship was found between the continuance commitment and normative commitment which are among sub-dimensions of organizational commitment and Machiavellianism tendency. It was observed that ethical leadership was positively related to all sub-dimensions of organizational commitment, that is, ethical leadership behaviors were an important determinant in terms of organizational commitment. No relation was found between the tendency of Machiavellianism and ethical leadership behaviors.

**Keywords:** Machiavellianism, Organizational Commitment, Ethical Leadership.

### **Introduction**

An important part of the works carried out in the administrative literature concentrates on the behaviors of employees and managers. Behavioral patterns that employees display as a result of personal and organizational characteristics are the most important factors in the success of organizations.

At this point, Machiavellian personality tendency which involves the tendency to use and direct other people as tools to maximize the personal interests of individuals and to achieve their goals, regards all the ways for achieving the goals as fair and is

indicated among non-ethical personality traits is a variable that is considered negative for the organizations. Because workers with higher Machiavellianism tendency exhibit behaviors outside the ethical norms defined within the traditional morality form. Contemporary organizations, on the contrary, are trying to keep distance from unethical behaviors in order not to be affected by both the conscious social structure, and possible legal or economical harms. A healthy organizational structure resulting from the application of ethical values in organizations produces positive effects on all organizational variables and organizational goals.

The most important role for the creation of ethical climate in organizations is the responsibility of the leaders. Leaders perform the task of shaping the organizational structure in line with the ethical values while motivating the organization's employees about ethical values. While performing these tasks, ethical leaders are required to set an example for employees and to promote the ethical behaviors within the organization by exhibiting the behaviors that are consistent with the ethical values and corporate codes of ethics.

For organizations, commitment is also one of the values that stand out as the ethics. Organizational commitment is the attitude of employees which is developed towards their organizations and which ensures that the employees exhibit behaviors that are loyal to and in the interest of the organization even under negative working conditions. It is known that organizational commitment has positive effects on many organizational variables and increases employee performance (Booth-Kewley et al., 2017, pp.1798-1799; Cesário and Chambel, 2017, p.156; Demirel, 2009, p.128; Lorber and Skela-Savič, 2014, p.298; Meyer et al., 2002, pp.36-37; Mousa, 2017, p.25; Pooja et al., 2016, p.373; Özler et al., 2008).

In this context, it is important to examine the relationship between the tendency of Machiavellian personality and organizational commitment and ethical leadership which are two positive variables. On the basis of the assumption that organizational conditions are also an important variable in the emergence of worker behaviors in the organizations, it can be stated that not only the Machiavellian tendencies of the employees may have an influence on the organizational variables but also the organizational variables may be influential in terms of increasing or decreasing the Machiavellian tendencies of the workers.

In this study, primarily the effect of the increase in organizational commitment and ethical leadership variables on the employees' Machiavellian tendencies is examined. In addition, an answer is also sought on the effect of ethical leadership on organizational commitment within the scope of the study. When the previous studies on Machiavellianism are examined, it is observed that the effects of the Machiavellianism-ethic relation or the Machiavellianism tendency of the employees on the organizational variables are examined intensively. It is believed that because the primary problem of the study is the influence of employees' organizational commitment on Machiavellian tendencies and the answers to be obtained at this point will provide important gains for both the literature and the practitioners.

### **Machiavellianism**

Machiavellianism refers to a system of ideas that emerged in line with the opinions recommended to the administrators in the work of Niccolò Machiavelli named Prince which was dedicated to Lorenzo di Piero de' Medici in 1513.

Niccolo Machiavelli cynically judged people as unreliable, selfish, weak and cruel in his work titled "The Prince" and accordingly he advised the administrators to strategically use cunning, deceit, flattery and other exploitative measures in order to achieve their goals (Becker and Dan O'Hair, 2007, p.251).

The recommendations made by Machiavelli to the administrators in the work named "The Prince" can be summarized as follows (Machiavelli, 2013):

- A Prudent person must always follow the path that great people have paved and imitate the perfect people.

-The person who always wants to be a good human will surely go under the wrecking ball among all people who are not good.

- A prince who wants to protect its status should learn not to be good and should either use or not use this characteristic as the case may be.

Humans are generally ungrateful, capricious, frauds and cheaters; they flee from danger and pursue profit.

- The princes who did not care to stick to their promises and who dissuaded people by cunning overcame those who had accomplished great things and eventually based on honesty.

- A prince should know how to make good use of an animal and human.

- Because people are bad and because they do not remain true to their words, you do not have to remain true to your words as well.

- A prince should use his lion and fox masks well; he must be able to imitate the nature of these two animals.

- A Prince, in his every action, should give the impression of he has superior intelligence and he is a great person.

Machiavelli's opinions, also lead to a management paradigm whose influences would be reflected and discussed to this day (Kara, 2009, pp.438-439); according to this point of view, the administrator should convince the governed people that he is devout, true, honest, reliable, kind-hearted, fair, neutral even if he is not so. The fact that the manager acts in this way will both legitimate any method he will use to achieve his goals and will prevent the methods implemented by the administrator from being criticized by the governed people once the goals are achieved.

Machiavelli's views were highly criticized in terms of morality. Such that, some church men described the book named prince as the work of the devil. In fact, Machiavelli's ideas are today expressed by the concept of "Machiavellianism" reflecting the belief that cruelty or immorality would be more effective than acting ethical in order to achieve goals although Machiavelli deals with the political effects of good or bad rather than the emergence of good or bad behaviors in terms of administrative activities (Güney and Mandacı, 2009, p.84).

This set of beliefs and practices put forth by Machiavelli has been the subject of extensive research since the publication of works by Christie and Geis (1970) named "Studies in Machiavellian" (Becker and Dan O'Hair, 2007, p.251). In their studies, Christie and Geis (1970) developed the Machiavellian personality traits that express the willingness of individuals to use manipulative techniques on basis of examining

political and religious figures upon examining political and religious figures who manipulate their subordinates for their own interests and regarded Machiavellianism as one of the negative personality traits characterized by the willingness to use manipulative tactics and the approval of a sarcastic, unreliable perspective regarding the fraud of human nature.

According to this idea, every way and method used to achieve the goal are considered acceptable (Ayan, 2017, p.54). These persons apply strategies that can manipulate people and situations to the best of their advantage by not acting in accordance with ethical norms (Becker and Dan O'Hair, 2007, p.248).

At this point, Machiavellianism can be defined as unethical personality traits, including tendencies to maximize the personal interests of individuals and to use and direct other people as tools to achieve their goals (Ayan, 2017, p.54; Czibor et al., 2017, p.221; Demirtaş and Biçkes, 2014, p.102; Karkoulouian et al., 2010, p.2).

According to Markova (1987), Machiavellianism is the manipulation of the situation, feelings, information to form other people as desired by a manipulator. Contrary to cooperation, a manipulator will benefit from manipulated individuals in order to achieve its goals (Dawkins and Krebs, 1978; Wilson et al., 1998, p.204).

Individuals with Machiavellian personality traits, often exhibit flexibility and external control personality traits which are an important part of behavioral strategies in order to maximize their own interests when interacting with others (Czibor et al., 2017, p.221). They have a feeling of distrust against the people they communicate with, they are in desire for control, they are eager for a dominant status, and tend to be able to cheat by acting unethically (Christie and Geis, 1970; Dahling et al., 2009). The persons with higher levels of Machiavellianism insecurity tend to make others insecure since their feelings of distrust towards others encourage them to benefit from others; they tend to manipulate others by acting in the first place instead of waiting to become the victims of manipulation because they believe others will try to manipulate themselves (Greenbaum et al., 2017, p.587). These individuals are people who have insecure attitudes, are able to hide their feelings, keep distance at people, who are cynical, pragmatic, do not think on the moral basis, make long-term strategic plans, act on the basis of lies and abuse and who are successful in terms of persuading others and solving social dilemmas (Ayan, 2017, pp.54-55). A relation was also found between Machiavellian values and authoritarian personality traits (Kara, 2009, p.442); although Machiavellian individuals keep distance at other people, they have personality traits that could demonstrate the ability to persuade people in the direction of such individuals' own goals so that they could exploit these people.

Christie and Geis (1970), defined the persons with higher levels of Machiavellianism as individuals who could be aggressive and obsessive to reach their goals, are much less worried about the feelings and welfare of others; who are charismatic, self-confident and calm, at the same time proud, insecure towards others and tend to influence and exploit others. On the other hand, people with lower levels of Machiavellianism are individuals who are gentle, obedient and socially incompetent, who are less likely to manipulate or control others in favor of themselves, but who are concerned with the interests of others. The results of research study conducted by Paulhus and Williams (2002, p.557) also reveal that Machiavellianism overlaps with personality traits of psychopathy and narcissism.

Individuals with higher levels of Machiavellianism are more likely to act contrary to ethics (Elias, 2015a, p.177; Güney and Mandacı, 2009, p.85; Jones and Paulhus, 2009; Karkoulian et al., 2010, p.2; Tuna and Yeşiltaş, 2013, p.190). They may exhibit unethical behaviors such as unethical behavior towards stakeholders and customers, exaggeration of the performance and causing social harm to colleagues (Greenbaum et al. 2017, p.588). Christie and Geis (1970), who approached to the subject from a different point of view, argued that individuals with higher Machiavellian levels attitudes exhibited behaviors according to some ethical principles which are not accepted in traditional idea of ethics rather than being deprived of ethical behavior.

Employees with higher levels of Machiavellianism are also influential on organizational structures. According to research findings conducted by Elias (2015b, p.23), it was found that employees with higher levels of Machiavellianism disrupted the functioning of organizations, that they tended to steal at work more than other employees and that they had lower job satisfaction and productivity. Current research studies has put forth that the structuring of Machiavellian personality traits in organizations is an important factor for organizational criteria such as leadership, economic opportunism, betrayal, theft, job satisfaction, choice of profession, assisting behaviors, organizational trust, ethical leadership, organizational politics (Dahling et al., 2009, pp.220-223).

Research conducted by Greenbaum et al. (2017, p.588) has revealed that employees with higher levels of Machiavellianism they would be able to exhibit socially harmful behaviors that can increase their welfare levels by preventing their colleagues' achievements that they could exploit the insecurity of others because they have claim for status and control and that they could try to manage the security clearances. For instance, the fact that the employees have higher levels of Machiavellianism could cause them to develop behaviors that will villainize the works of colleagues or disclose misleading information about the work in order to bring colleagues to a disadvantageous position.

Employees with higher levels of Machiavellianism are more likely to direct others, earn more, are less convinced and persuade others more, love their jobs less, feel more stressed due to their jobs and exhibit more unusual behaviors compared to employees with lowers levels of Machiavellianism (Robbins and Judge, 2013, p.141).

Within types of leadership, Machiavellianism is regarded as one of leadership styles that is not parallel with the ethics (Brown and Treviño, 2006, p.604). A manager, who is committing fraud and prioritizing its interests rather than the organization and subordinates by exhibiting the forms of Machiavellian behaviors, will not be effective when it has directed its subordinates at the point of ethical values and organizational goals (Kwak and Shim, 2017, p.1489).

Nevertheless, Machiavellian employees can be expected to be successful in jobs where bargaining skills are required, and grand prizes are presented for winning (Robbins and Judge, 2013, p.142). Machiavellian leaders can be useful in terms of organizations because they are very successful in creating competitive strategies focused on winning in a rational way in circumstances where bargaining and persuasion skills are at the forefront (Christie and Geis, 1970).

In order to avoid causing harm to organizational climate in organizations, the Machiavellian perspective must be kept under control. In this case, the success

motivation within the organization, the power to influence others, and the goal orientation will be protected while the opportunistic, selfish and fraudulent aspects of the Machiavellian individuals will be prevented (Güney and Mandacı, 2009, p.85).

### **Organizational Commitment**

Commitment is a force that directs individuals to act in the direction of their goals (Meyer and Herscovitch, 2001, p.301). Allen and Meyer (1996, p.252) define organizational commitment as a psychological link that characterizes the connection between employee and organization and that makes it difficult for employees to leave the organization voluntarily. It is possible to regard organizational commitment as a psychological structure independent from behavioral intentions of the employees (Meyer and Allen, 1991, p.63).

The concept of organizational commitment is closely related to loyalty. It can be argued that organizational commitment is an attitude related to the organizational loyalty of employees to which they are willing to transfer their energies to the social systems within the organization (Luthans, 2011, p.147; Mowday et al., 1982). Organizational commitment could be explained by employees' loyalty to the social system, the desire to be involved in the social system, and the tendency to social relations within the system on the basis of strengthening the relationship between the organization and employees (Demirel, 2008, p.183).

A comprehensive definition of organizational commitment was made by Perçin and Özkul (2009, p.23). "Organizational commitment refers to the employee's embracing the objectives and goals of the organization, assimilating such objectives and goals with their own goals, feeling the equality between the benefits they provide to the organization and the prizes they receive, working together with all the strength for the success and effectiveness of the organization and not leaving the organization by taking into account their affective and moral values even if they think such action would be for their own benefit".

In a model formed by Meyer and Allen (1990, 1991, 1997), they addressed the organizational commitment in three dimensions through affective commitment, continuance commitment and normative commitment. When all these dimensions of dependence, which are based on different causes, are effectively handled in organizations, the employees' organizational commitment will continue:

*Affective commitment* means that employees are willing to stay in the organization and feel positive about their organization because of the pride they feel as being part of their organization. Employees who have an affective commitment to the organization identify themselves with the organization, perceive the problems of the organization as their own problem, and develop the behavior in favor of staying in the organization because of the pleasure they feel as being member of the organization.

*Continuance commitment* is based on a perceived obligation to remain in the organization in terms of employees. Because leaving the organization may lead to negative consequences for the employee. Continuance commitment is a form of rational behavior exhibited when it is believed that the benefits that can be achieved by remaining in the organization for employees are more likely to be than the detriments of separation from the organization.

*Normative commitment* refers to organizational commitment as a moral feel. The willingness of employees to remain in the organization results from a moral obligation. Because the employees believe that remaining in the organization is the most accurate and moral attitude when their normative commitments are high, they prefer to remain in their organizations even if there is a better alternative.

Affective commitment among these three dimensions of organizational commitment, provides significant contributions to the achievement of organizational goals such as the increase in employee performance, support for organizational citizenship behaviors etc. on the other hand other dimensions will not provide the same benefit as they ensure the commitment through obligations rather than sentiments (De Araújo and Lopes, 2014, pp.4-5).

Organizational commitment has an influence on different variables within the organization (Mooghali and Bahrapour, 2015, p.146; Nikolaou et al., 2011, p.736). According to research findings, negative relationships were found between organizational commitment and organizational cynicism (Mousa, 2017, p.25), stress (Booth-Kewley et al., 2017, pp.1798-1799; Meyer et al., 2002, p.37), mobbing (Özler et al., 2008), intention to leave the job (Meyer et al., 2002, p.36) and organizational conflict (Pooja et al., 2016, p.373). It is seen that the burnout levels of employees also increase as the affective commitments and normative commitments of employees decrease and as their continuance commitments increase (Çetin et al., 2011, p.67). The development of organizational policies that will ensure the organizational commitment will be effective in avoiding counterproductive work behaviors (Demirel, 2009, p.128).

Employees' commitment to the organizations could lead to many positive behaviors such as higher job performances by means of increasing employees' job satisfaction, employee performance (Cesário and Chambel, 2017, p.156; Lorber and Skela-Savič, 2014, p.298; Meyer et al., 2002, p.36), intention to remain at work (Devece et al., 2016, p.1860) and their organizational citizenship behaviors (Chung, 2001; Meyer et al., 2002, p.37, Shanker, 2016, p.405). The perception of organizational support has a positive effect on the organizational commitment (Boezeman and Ellemers, 2008, p.169; Booth-Kewley et al., 2017, pp.1798-1799; Lorber and Skela-Savič, 2014, p.298; Panaccio and Vandenberghe, 2009, p.224). Similarly, it was demonstrated by the results of research studies that organizational trust has a positive influence on organizational commitment (Akgündüz ve Güzel, 2014, p.13; Top, 2012, pp.272-273), that the employee satisfaction resulting from work-life balance policies to be developed by organizations would increase the organizational commitment (Kim and Ryu, 2017, p.273) and that the perception of organizational justice has an impact on organizational commitment (Lashari et al., 2016, pp.188-189; Rahman et al., 2016, p.195, Rahmani, 2014, pp.120-121).

Furthermore, a relationship between leadership qualities and organizational commitment that employees perceive is also observed. Leadership skills positively affect the employees' individual performances by increasing their affective and normative commitment levels (Araújo and Lopes, 2014, p.3). A positive relationship between transformational leadership skills and organizational commitment is observed (Avolio et al., 2004, p.962), while confidence in the leader has an influence on the affective commitment of employees (Demirel, 2008, p.192). According to the results of the research, it is found that leaders are influential on organizational commitment by

affecting job satisfaction of employees positively (Ismail and Razak, 2016, p.35) and that leader-member exchange is an important determinant of the organizational commitment (Leow, 2011, p.139).

### **Ethical Leadership**

Ethical leadership introduced to literature by Brown et al. is defined as demonstrating normatively appropriate behavior through personal actions and interpersonal relationships, and introducing this behavior to followers through mutual communication, empowerment and decision-making (2005, p.120). Brown et al. tried to explain the ethical leadership model with Bandura's social learning theory (2005, p.119); according to Bandura (1986), almost everything that could be learned through direct experience could be learned by observing the behaviors of others and the results of these behaviors. Social learning will become more important when behavior expected from employees is ethical. It is an important source of this model what behavior is to be rewarded or to be penalized is taught by the leaders as a role model because of their statutes, successes and the power to influence the behavior and consequences of others in the organization.

Ethical leaders create a personification for employees with the personal and professional lifestyles adopted by such leader and encourage the employees to avoid moral harmful behaviors and to show desirable, normatively appropriate behaviors (Brown and Treviño, 2006). In order to be an ethical leader that can influence the organizational behavior of employees, the leader should be seen as an attractive, reliable and legitimate role model which exhibits normatively appropriate behaviors and makes the ethical message evident (Brown et al., 2005, p.130).

As can be understood from these explanations, three characteristics of the ethical leader are important (Bhal and Dadhich, 2011, p.487) in the conceptualization of Brown et al. (2005); First of all, the leader exhibits behavior that is ethical in normative terms. Second, such a leader is regarded as a role model by the subordinates. Third, an ethical leader deals not only with his moral values but also supports the moral behaviors of subordinates by creating appropriate norms, practices and systems. These characteristics place ethical leadership among forms of positive leadership and focus on the leadership behavior (Mihelič et al., 2010, p.33).

It can be said that the ethical leadership involves both transformational and transactional forms of leadership and in particular it is in positive connection (Bass and Avolio, 2000) with the dimensions of transformative leadership (Brown et al., 2005, p.130). The fact that ethical leadership, which possesses a combination of transformational and transactional forms of leadership uses both operational and transformational elements, tends to make ethical leadership a behavioral trait of the leader (Bhal and Dadhich, 2011, p.487). The distinctive feature of ethical leaders is their ethical administrative aspects which represent their perceptions regarding personal qualities, character, and motivation for thinking others (Brown and Treviño, 2006, p.597).

In terms of personality traits of ethical leaders, it can be stated that the ethical leaders are persons who are respectful, trustworthy, (Babalola et al. 2016, p.18), fair, responsible (Eisenbeiss, 2012, p.805), honest, confident, hopeful, optimistic, flexible, moral (Lawton and Pa'ez, 2015, pp.641-642), modest, encouraging and developing others and serving them in this sense, courageous (Mihelič et al., 2010, p.35), able to

make balanced decisions (Piccolo et al., 2010, p.261), focused on internal control (Brown and Treviño, 2006, p.606) and who are able to be inspiration to others (Lawton and Pa'ez, 2015, p.641).

For leaders creating an ethical organization is important in terms of overcoming obstacles, give confidence to stakeholders, creating a safe environment, being able to attract skilled employees, ensuring the commitments of employees for the organization, being transactional, creating a relevant and ethical corporate image, being able to determine ethical standards, creating a positive environment that influences innovation positively, reducing fear cultures, ensuring balanced decision making, providing organizational culture consistency, establishing transparency and all the benefits brought forward by the transparency (Knights, 2016, p.6).

The results of a numerous research studies have shown that ethical leadership is positively impacting organizational behavior. Ethical leadership positively relates to the development of conflict skills (Babalola et al. 2016, p.18), organizational commitment (Brown and Treviño, 2006, p.608, Kim and Brymer, 2011, p.1020), establishment of an ethical climate (Engelbrecht et al., 2017, p.6; Erogluer and Yılmaz, 2015, p.299; Shin et al., 2015, p.54), job satisfaction (Brown et al., 2005, Kim and Brymer, 2011, p.1020, Sharifabad et al., 2017, pp.8-10), organizational justice (Aykanat and Yıldırım, 2012, p.271; Brown et al., 2005; Kugun et al., 2013, p.161, Shin et al., 2015, p.54, Yeşiltaş et al. 2012, p.33), leader-member exchange (Walumbwa et al., 2012), employee performance (Ayan, 2015, pp.133-134; Liu et al., 2013; Piccolo et al., 2010, pp.270-272; Shin et al., 2015, p.54; Walumbwa et al., 2012, p.959), organizational citizenship behaviors (Brown and Treviño, 2006, p.607; Liu et al., 2013, p.578; Mayer et al., 2009, pp.10-12; Piccolo et al., 2010, pp.270-272; Shin et al., 2015, p.54), employee voice behavior (Walumbwa and Schaubroeck, 2009), productivity (Sharifabad et al., 2017, pp.8-10), work life balance (Liao et al., 2015, pp.542-544 ) and motivation (Ayan, 2015, pp.133-134, Brown and Treviño, 2006, p.608; Piccolo et al., 2010, pp.270-272).

Also, ethical leadership practices could reduce the expected damages of undesirable behaviors by being influential on deviation behaviors (Mayer et al., 2009, pp.10-12; Yeşiltaş et al., 2012, p.33), organizational cynicism (Akan et al., 2014, p.53), Machiavellianism and counterproductive work behaviors (Brown and Treviño, 2006, pp.604-608) which are considered to be unwanted behaviors for organizations.

## **Methodology**

### **Objective and Importance of the Study**

In this study, it will be tried to determine the direction and effect of the organizational commitment, Machiavellianism tendency and ethical leadership relation of the teaching staff serving in the higher education institutions.

In the examination of the national and international studies for the research, there was no study that examined these three variables together even though there were some studies that examined the relation of organizational commitment, Machiavellianism tendency and ethical leadership with different variables. For this reason, it is believed that the study would be a pioneering and original study for the future research studies.

## Research Models and Hypotheses

The research model is designed to determine the relation between affective, continuance and normative commitments, which are among sub-dimensions of organizational commitment, Machiavellianism tendency and ethical leadership perception.

The research hypotheses are as follows;

### H<sub>1</sub>: Organizational commitment affects the behavior of Machiavellianism.

H<sub>1a</sub>: Affective commitment affects the behavior of Machiavellianism.

H<sub>1b</sub>: Continuance commitment affects the behavior of Machiavellianism.

H<sub>1c</sub>: Normative commitment affects the behavior of Machiavellianism.

### H<sub>2</sub>: Ethical leadership perception affects organizational commitment.

H<sub>2a</sub>: Ethical leadership perception affects affective commitment.

H<sub>2b</sub>: Ethical leadership perception affects the continuance commitment.

H<sub>2c</sub>: Ethical leadership perception affects normative commitment.

### H<sub>3</sub>: Ethical leadership affects the behavior of Machiavellianism.

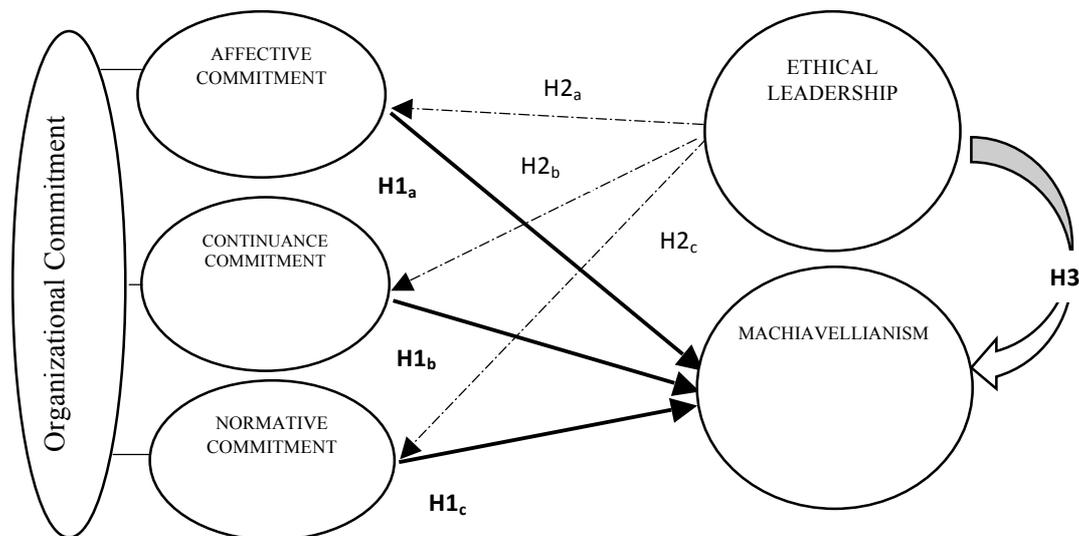


Figure 1: Research Model

## Research Population and Sampling

Research population consists of 155.256 lecturers working in universities in Turkey (<https://istatistik.yok.gov.tr/>). In this context, the questionnaire form was prepared in electronic environment due to time and source constraints and a questionnaire form was sent to 4193 e-mail address which can be reached with official 'edu' extension. At the same time, we tried to reach the academicians through social media connections. The prepared questionnaire form was applied between 01 November and 31 December 2017. It was observed that the instructors were reluctant to fill out the questionnaire due to the lack of time for filling the questionnaire form, and quite

difficulties were experienced with regard to return of the forms. We were able to receive only 385 feedbacks as a result of sending e-mails for a couple of times and making requests in this regard.

According to Yazıcıoğlu and Erdoğan (2004), the number of 384 samples for the error margin of 0.05 bears the feature of representing a population of 100 million. For this reason, we can state that the number of sampling for the participants achieved in this research study bears the feature of representing the population.

### **Data Collection and Analysis**

Questionnaire form was used as data collection tool in the research. Questionnaire form was made of three separate scales with 9 demographic questions. The scales used in the research study are as follows.

**Mach IV Scale:** A scale consisting of 20 question expressions developed by Christie and Geis (1970) was used in the research to measure the Machiavellian behaviors of the instructors. In the scale, 10 questions were designed to support Machiavelli's view, and 10 are designed not to support his view. For this reason, the 10 expressions in the scale were coded in reverse manner. As the overall score in the scale increases, Machiavellian behavior also increases. When selecting the scale, we attached specific attention to select a scale which is adapted to Turkish and is subjected to validity and reliability test in Turkey for the reliability of our research study. As a result of examination it was observed that validity and reliability analysis of Turkish version of Mach IV scale were conducted and that the reliability coefficients were high in the study of Güney and Mandacı (2009) applied to banking sector ( $\alpha = 0.77$ ) and the studies of Demirtaş and Biçkes (2014) applied to various sectors ( $\alpha = 0.75$ ). In the original work of Christie and Geis (1970) Cronbach's Alpha Coefficient of the scale is 0.79. In answering the questions, the scale which was formed by scoring in the form of 7-point Likert ranging between; 1= I Strongly Disagree and 7= I Strongly Agree, was used with the form of 5-point Likert determined by the values of *I strongly disagree = 1, I disagree partially = 2, I am neutral = 3, I agree partially = 4, I strongly agree = 5* as implemented by Güney and Mandacı (2009) in their studies.

If a variable has a large weight as an absolute value under which factor it is closely related to the variable factor and the factor weight for the number of observations above 350 must be at 0,30 and above. Weights over 0,50 are considered to be quite good (Kalaycı, 2006, p.330). For this study, reliability and factor analysis were applied on the Mach IV scale and it was decided to use it in one dimension as in the original form. The total variance explained by one dimension is 33,62%. Factor values of each item reached as a result of factor analysis were found to ranged between the lowest “, 398” and the highest “,706” (KMO: 883, Chi-Square: 2,206E3, Sd: 190, p: ,000). Cronbach's Alpha coefficient of the scale was found to be 0,675.

**Table 1. Mach IV Scale Factor Analysis**

Statements	Factor Loads
1. The best way to handle people is to tell them what they want to hear.	0,536
2. When you ask someone to do something for you, it is best to give the real reasons for wanting it, rather than giving reasons which might carry more weight. (r)	0,550
3. Anyone who completely trusts anyone else is asking for trouble.	0,643
4. It is hard to get ahead without cutting corners here and there.	0,607
5. Honesty is the best policy in all cases. (r)	0,706
6. It is safest to assume that all people have a vicious streak, and it will come out when they are given a chance.	0,637
7. Never tell anyone the real reason you did something unless it is useful to do so.	0,623
8. One should take action only when sure it is morally right. (r)	0,635
9. It is wise to flatter important people.	0,619
10. All in all, it is better to be humble and honest than important and dishonest. (r)	0,595
11. Barnum was very wrong when he said there's a sucker born every minute. (r)	0,464
12. People suffering from incurable diseases should have the choice of being put painlessly to death.	0,463
13. It is possible to be good in all respects. (r)	0,542
14. Most people are basically good and kind. (r)	0,505
15. There is no excuse for lying to someone else. (r)	0,539
16. Most men forget more easily the death of their father than the loss of their property.	0,540
17. Most people who get ahead in the world lead clean, moral lives. (r)	0,618
18. Generally speaking, men won't work hard unless they're forced to do so.	0,398
19. The biggest difference between criminals and other people is that criminals are stupid enough to get caught.	0,560
20. Most men are brave. (r)	0,622

**Organizational Commitment Scale:** In this study, "Organizational Commitment Questionnaire" (OCQ) which is developed by Meyer and Allen (1984, 1997) and also commonly used in Turkey and proved by many studies in terms of validity and reliability have been used in order to measure the organizational commitment of academicians. The scale was used in the study of Eroğlu et al. (2011) and Boylu et al. (2017) for the Turkish adapted form. There are three factors on the scale, normative commitment, continuance commitment, and affective commitment. 5-point Likert form determined by the values of *I strongly disagree = 1, I disagree partially = 2, I am neutral = 3, I agree partially = 4, I strongly agree = 5* was used in answering the questions. For this study, explanatory factor and reliability analyzes were applied to organizational commitment scale. Firstly, Kaiser Meyer-Olkin (KMO) and Barlett test were applied to test whether the scale was appropriate for analyzing. For the Kaiser Meyer-Olkin test, the value of 0,50 should be the lower limit which indicates that it is not appropriate for the factor analysis of the six data sets (Field, 2000). The result of the analysis indicates that the analysis is appropriate for factor analysis of the data set (KMO: 927, Chi-Square: 4,378E3, Sd: 136, p:;000). As a result of factor analysis, the three-dimensional structure of the organizational commitment scale was confirmed.

**Table 2. Organizational Commitment Scale Factor and Reliability Analysis**

Dimensions	Lowest Factor Load	Highest Factor Load	Cronbach's Alpha	Explained Variance	Total Explained Variance
Affective Commitment	,756	,912	,947	44,724	67,806
Continuance Commitment	,488	,709	,793	62,348	
Normative Commitment	,472	,758	,874	67,806	
Kaiser Meyer Scale Reliability	,927				
Bartlett's Sphericity Test Chi-Square	4,378E3				
Sd	136				
P value	,000				

As a result of factor analysis, it is determined that affective commitment loads range between the lowest “,526” and the highest “,912” that continuance commitment ranges between the lowest “,488” and the highest “,709” and that normative commitment ranges between the lowest “,472” and the highest “,798” among organization commitment dimensions. The total of all three sub-dimensions accounts for 67,806% of the variance.

**Table 3. Organizational Commitment Scale Factor Analysis**

Statements	Affective Commitment	Continuance Commitment	Normative Commitment
1. I would be very happy to spend the rest of my career in this instituion.	,796		
2. I enjoy discussing my insttution with people outside it.	,526		
3. I really feel as if this institutions’s problems are my own.	,763		
4. I feel like “a member of the family” at this institution.	,912		
5. I think I can easily adapt to this business and adapt to another business as well.	,837		
6. I feel “emotionally attached” to this institution.	,769		
7. If I left this institution now, it cause me to suffer material damage in rest of my life.		,488	
8. Staying in this institution right now is a necessity		,520	
9. I believe I have too few options to consider should I decide to leave my job at this intitution.		,557	
10. Deciding to leave this institution at the moment has a lot to do with my life.		,556	
11. It is very hard for me to find a good job in a short time if I want to leave this business.		,709	
12. One of the major reasons I will continue to work for this institution is require considerable personal sacrifice; another place may not match the overall benefits I have here.			,494
13. I feel it is not right to leave this institution at this point if it is advantageous for me.			,472
14. This institution deserves my loyalty.			,798
15. Because I feel obliged to the people in this area, I would not leave this place.			,505
16. I owe a lot to the institution I work for.			,758
17. If I leave this institution now, I think guilt.			,595

**Ethical Leadership Scale:** "The Ethical Leadership Scale (ELQ)" was developed by Brown, Trevino and Harrison (2005) to measure the ethical leadership perceptions of the instructors participating in the research study (Brown et al., 2005, p.125). The scale developed by Brown et al. has a structure consisting of 10-item and one-factor. The adaptation of the scale into Turkish was conducted by Tuna, Bircan and Yeşiltaş (2012) and the Cronbach Alpha coefficient of scale was found was 0,928 (Tuna et al., 2012, p.152). As a result of the factor and reliability coefficient analysis conducted for this study, the scale was determined as one dimension (KMO: 621, Chi-Square: 5,29E3, Sd: 45, p:,000). The Cronbach's Alpha coefficient of internal consistency coefficient of the scale was found was 0.928. As a result of confirmative factor analysis, factor loads of the 10-item ethical leadership scale were found to range between the lowest “,615” and the highest “,907”. The single dimension accounts for the 74,878% of the total variance.

**Table 4. Ethical Leadership Scale Factor Analysis**

Statements	Factor Loads
1. In this institution, managers take into account the proposals of workers.	,860
2. Administrators in this institution enforce sanctions against employees who violate ethical standards.	,615
3. In this institution, the executives carry out their private life ethically.	,706
4. In this institution, managers are closely interested in the opinions of employees.	,900
5. Administrators in this institution shall make fair and balanced decisions.	,907
6. Managers in this institution are trustworthy people.	,892
7. In this institution, managers discuss work ethics or values with employees.	,895
8. Administrators in this institution set out examples of how to do things correctly in ethical terms.	,900
9. Managers in this institution evaluate success not only by results, but also by the way they succeed.	,876
10. In this institution, managers ask when they make a decision, "what is the right thing to do?"	,877

### Findings and Evaluation

This section of the study involves the demographic features of the participants (age, gender, education, working period, marital status, title) and findings obtained as a result of the data analysis.

**Table 5. Descriptive Statistics Related to the Socio-Demographic Features of the Participants**

Demographic Features	Participant Number (N) and Percentage (%)		Demographic Features	Participant Number (N) and Percentage (%)	
<b>Gender</b>			<b>Marital Status</b>		
Male	222	57,7	Married	118	30,6
Female	163	42,3	Single	267	69,4
<b>Total</b>	<b>385</b>	<b>100</b>	<b>Total</b>	<b>385</b>	<b>100</b>
<b>Age</b>			<b>Educational Status</b>		
21-25	93	24,1	Undergraduate	22	8,8
26-30	92	23,9	Master's Degree	33	31,4
31-35	77	20	Doktoral Degree	230	59,7
36-40	54	14,1			
41-45	69	17,9			
<b>Total</b>	<b>385</b>	<b>100</b>	<b>Total</b>	<b>385</b>	<b>100</b>

<b>Period Worked in the Institution</b>			<b>Period Worked in the Sector</b>		
Less than 1 year	42	10,9	Less than 1 year	23	6
1-4 years	107	27,8	1-4 years	92	23,8
5-8 years	95	24,7	5-8 years	103	26,8
9-12 years	55	14,3	9-12 years	63	15,6
13 years and over	86	22,3	13 years and over	104	27,8
<b>Total</b>	<b>385</b>	<b>100</b>	<b>Total</b>	<b>385</b>	<b>100</b>
<b>Title</b>					
Research Associate	83	21,3			
Teaching Associate	96	25,7			
Instructor	18	4,4			
Dr.	44	11,4			
Assistant Professor.	82	21,3			
Associate Professor	40	10,4			
Prof.	22	5,5			
<b>Total</b>	<b>385</b>	<b>100</b>			

Table 5 contains demographic information on the participants. According to the obtained data, 57,7% (222 persons) of the participants are male and 42,3% (163 persons) are female and 69,4% (267 persons) of the participants are single. With regard to educational status, 59,7% (230 persons) of participants have doctoral degree and 31,4% (33 persons) of them have master's degree. In general terms 24,1% (93) of the participants are between the ages of 21-25, 9% (92 persons) of them are between the ages of 26-30 and 20% (77 persons) of them are between the ages of 31-35. With regard to periods worked in the institutions, 27,8% (107 persons) of the participants worked in their institutions for 1-4 years, 24,7% (95 persons) worked for 5-8 years. Considering the working periods based on the sector, 26,8% (103 persons) worked for 5-8 years, 27,8% (104 persons) worked for 13 years and over. When we look at the participants, 25,7% (96 persons) of them are teaching associate, 21,3% (82 persons) are assistant professors and 21,3% (82 people) are research associates.

#### **Significant Difference Analyzes on the Demographic Features of the Employees**

For the determination of the tests to be applied in the study, it was controlled whether each variable was normally distributed. As a result of the tests, it was observed that the skewness and kurtosis coefficients of the distributions of gender, age, working period, educational status and marital status variables were between -1,5 and +1,5. For this reason, the use of parametric tests has been decided.

**Table 6. Relationship between Demographic Features and Organizational Commitment**

Demographic Features	Organizational Commitment		
	Affective Commitment	Continuance Commitment	Normative Commitment
Gender	t = ,850 p ,392	t = -1,059 p ,290	t = -,194 p ,847
Marital Status	t= -1,125 p ,261	t= 2,363 p ,019*	t = ,678 p ,416
Education	F = ,645 p ,525	F = 1,032 p ,357	F = ,963 p ,038
Age	F = ,592 p ,706	F = 3,546 p ,004*	F = 1,607 p ,157
Period Worked in the Institution	F = ,606 p ,658	F = 1,167 p ,325	F = 1,249 p ,290
Period Worked in the Sector	F = ,801 p ,525	F = 1,397 p ,234	F = 1,596 p ,175
Title	F = 6,592 p ,000*	F = 3,232 p ,004*	F = 4,414 p ,000*

\*:p&lt;0,05

Table 6 shows the results of t-test and ANOVA analyzes applied in order to determine the relationship between the demographic features of participants and the affective, continuance and normative commitments which are sub-dimensions of organizational commitment. According to obtained data, significant relationships were found between the marital status, ages and titles of the participants and their continuance commitment. Significance between marital status and continuance commitment is that the continuance commitment levels of married participants are higher than the levels of single participants ( $p < 0,05$ ). As a result of the Post-Hoc Tukey test applied to find the difference in other demographic features, following data are obtained. The significant difference between the participants' age and continuance commitment results from the fact that the 21-25 age groups has higher commitment scores compared to the 36-40 age group. Again, considering the title, it has been found that the affective commitments of the research associates are lower than that of teaching associates and that the normative commitments of the teaching associates are higher than the other participants and that similarly the lecturers who work in the status of doctorate have higher continuance commitment levels than the associate professors and professors.

**Table 7. Relationship between Demographic Features and Ethical Leadership and Machiavellianism**

	Machiavellianism	Ethical Leadership
Gender	t = 2,470 p ,014*	t = -1,103 p ,383
Marital Status	t= ,678 p ,498	t= ,484 p ,629
Education	F = 3,007 p ,051	F = 2,147 p ,118
Age	F = 1,607 p ,157	F = 1,329 p ,251
Period Worked in the Institution	F = ,348 p ,845	F = 1,760 p ,136
Period Worked in the Council of Higher Education	F = 1,892 p ,111	F = 1,406 p ,231
Title	F = 1,778 p ,102	F = 6,240 p ,000*

\*:p&lt;0,05

According to table 7, there is a significant difference between Machiavellian behavior and gender. According to the obtained data, the Machiavellian behavior tendency of male participants is higher than female participants. Another difference is between the title and ethical leadership perception. Ethical leadership perceptions of working under the status of doctorate are lower than those of other participants. It can be argued that the reason for this is that the staff expectation may be lasting long.

**Relationships between Variables Addressed by Testing the Hypotheses within the scope of Research and Findings on the basis of Effects (Correlation and Regression Analysis)**

The results of the correlation analysis applied in order to determine the relationships between the variables addressed within the scope of study are given in Table 8. The Pearson Correlation Coefficient (r) values used in the study are addressed as follows (Sungur, 2014, p.116).

<u>r</u>	<u>Relationship</u>
0, 00-0, 25	Very Weak
0, 26-0, 49	Weak
0, 50-0, 69	Medium
0, 70-0, 89	High
0, 90-1, 00	Very High

**Table 8. Mean, Standard Deviation and Correlation Coefficients of Variables**

	<b>Avg.</b>	<b>S.S</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1- Affective Commitment	3,03	1,176	1	,-220*	,773*	,094	,698*
2 - Continuance Commitment	3,31	,878		1	-,046	,253*	-,161
3- Normative Commitment	2,95	1,069			1	,249*	,632*
4-Machiavellianism	3,26	,365				1	,010
5 -Ethical Leadership	2,72	1,033					1

\*:p<0,05

When the table mean (Arithmetic Mean) is interpreted, the values between 1,00-2,33 are regarded as "low participation", the values between 2,34-3,66 are regarded as "partial participation and the values between 3,67-5,00 are regarded as "higher participation" (Çankaya, 2017, p.277). In Table 8, it is seen that affective commitment mean is; (mean: 3,03), continuance commitment mean is; (mean: 3,31) and normative commitment mean is (mean: 2,95) Machiavellianism tendency is at the level of (mean: 3, 26) on the other hand ethical leadership is at the level of (mean: 2,72).

As a result of the correlation analysis applied in order to determine the relation between the variables of research model, it is determined that there is a significant relationship between affective commitment, normative commitment and ethical leadership at the moderate level (0,50<r <0,69; p <0,01). A significant positive

correlation was found between continuance and normative commitment and Machiavellianism behavior ( $0,26 < r < 0,49$ ;  $p < 0,01$ ). There was no significant relationship between ethical leadership and Machiavellianism behavior. *For this reason the H3 hypothesis was rejected.*

If it is applied for estimating an unknown and normal scattered numerical variable with interrelationships apart from known and normal scattered numerical variable, it is defined as simple linear regression on the other hand if it is used for modelling for the purpose of estimating a variable by utilizing more than one variables, it is defined as "multiple linear regression." It analyzes the relationship between the dependent variable (y) and the independent variable(s) (x, ..) and it is formulated as  **$Y=a+bX$  or  $Y=B_0+B_1X$** . When the value of one variable is known, the value of the other variable is found. If the p value found for the model is  $<0.05$ , the regression coefficient is different from 0, that is the relationship between the two variables is statistically significant, and there is a linear relationship between the two variables. On the other hand, the conformity indicator of the model is referred as  $R^2$  and the closer the  $R^2$  to the number of 1 the better is the model (Alpar, 2010).

There must be a multiple linear relationship between the independent variables in these three dimensions in order to ensure the reliability of the analyses to be performed. Before the model is installed for testing this, the Variance Inflation Factors (VIF) and tolerance values have been checked. The variance increase factor is used to determine the relationship of an independent variable with another independent variable, the VIF value should be equal to 10 or should not be greater than 10, and otherwise, there is a multiple linear connection problem (Albayrak, 2005, p.110). The obtained VIF and tolerance values indicate that there are no multiple linear connections.

**Table 9. Variance Inflation Factors and Tolerance Values**

<b>Dimensions (Organizational Commitment)</b>	<b>VIF</b>	<b>Tolerance</b>
<b>Affective Commitment</b>	2,720	,368
<b>Continuance Commitment</b>	1,095	,913
<b>Normative Commitment</b>	2,594	,386

Durbin Watson (DW) statistic was used in order to determine autocorrelation among independent variables in the study. The Durbin Watson coefficient tests autocorrelation and takes variable values ranging from 0 to 4. Durbin Watson value is expected to be between 1,5 and 2,5 (Kalaycı, 2006, p.264).

**Table 10. Impact of Organizational Commitment on Machiavellianism (Multiple Regression Model)**

<b>The dependent variable: Machiavellianism Durbin Watson =1,908</b>			
<b>Independent Variable:</b>	<b>Beta</b>	<b>t Value</b>	<b>p value</b>
Affective Commitment	-,136	-1,731	,084
Continuance Commitment	,240	4,809	,000*
Normative Commitment	,365	4,759	,000*
<b>R =,372; Adjusted R<sup>2</sup>=,139; F value =20.387; p value =0,000</b>			

\*:p<0,05

Table 10 shows the results of multiple regression analysis on the effect of dependent variable Machiavellianism behavior on the sub-dimensions of organizational commitment such as affective, continuance and normative commitments. According to the obtained data, the participants' Machiavellianism behavior is influenced by the sub-dimensions of organizational commitment at the rate of 13,9%. ( $R=,372$ ; Adjusted  $R^2=,139$ ;  $F=20,387$ ;  $p<0,001$ ). The effect of affective commitment, which is among organizational commitment, on the Machiavellianism behavior is insignificant. *Therefore,  $H1_a$  the hypothesis was rejected.* The effect of continuance commitment on the Machiavellianism behavior was found to be significant in the positive direction ( $\beta=0,240$ ;  $p=0,000$ ). *Therefore,  $H1_b$  hypothesis was accepted.* When the significance (p) value is examined; dependent and independent variables are significant. According to the coefficient ( $\beta$  value) in the non-standardized regression equation; one unit increase in continuance commitment leads to an increase of 0,240 units over the employees' Machiavellian tendencies. Again, the effect of normative commitment, which is a sub-dimension of organizational commitment, on the Machiavellianism tendency is significant in the positive direction ( $\beta=0,365$ ;  $p=0,000$ ). *Thus,  $H1_c$  hypothesis was accepted.* It could be stated that one unit increase in continuance commitment leads to an increase of 0,365 units on the employees' Machiavellian tendencies.

**Table 11. Effect of Ethical Leadership Perception on Affective Commitment (Simple Linear Regression Model)**

Dependent variable: Affective Commitment			
Independent Variable:	Beta	t Value	p value
Ethical Leadership Perception	,698	19,073	,000*
<b><math>R=,698</math>; Adjusted <math>R^2=,487</math>; F value=<math>363,775</math>; p value=<math>0,000</math></b>			

\*:  $p<0,05$

Table 11 shows the results of simple linear regression analysis applied in order to determine the effect of ethical leadership perception on affective commitment which is among the sub-dimensions of organizational commitment. According to the obtained data, the ethical leadership perception accounts for 48,7% of affective commitment ( $R=,698$ ; Adjusted  $R^2=,487$ ; F value =  $363,775$ ; p value =  $0,000$ ). When the significance (p) value is examined; dependent and independent variables are significant. According to the coefficient ( $\beta$  value) in the non-standardized regression equation; one unit increase in the perception of ethical leadership leads to an increase of 0,698 units on affective commitment. *This finding supported  $H2_a$  hypothesis.*

**Table 12. Effect of Ethical Leadership Perception on the Continuance Commitment (Simple Linear Regression Model)**

Dependent variable: Continuance Commitment			
Independent Variable:	Beta	t Value	p value
Ethical Leadership Perception	-,161	-3,197	,002*
<b><math>R=,161</math>; Adjusted <math>R^2=,023</math>; F value=<math>10,222</math>; p value=<math>0,002</math></b>			

\*:  $p<0,05$

Table 12 shows the results of simple linear regression analysis applied in order to determine the effect of ethical leadership perception on the continuance commitment

which is among sub-dimensions of organizational commitment. According to the obtained data, the ethical leadership perception only accounts for 2,3% of the continuance commitment ( $R = ,161$ ; Adjusted  $R^2 = ,023$ ; F value = 10,222; p value = 0,002). The effect of the ethical leadership perception on the continuance commitment is very weak and negative. According to the coefficient ( $\beta$  value) in the non-standardized regression equation; one unit increase in the perception of ethical leadership leads to a decrease of 0,161 units on continuance commitment. *This finding partially supported H2<sub>b</sub> hypothesis.*

**Table 13. Effect of Ethical Leadership Perception on Normative Commitment (Simple Linear Regression Model)**

Dependent variable: Normative Commitment			
Independent Variable:	Beta	t Value	p value
Ethical Leadership Perception	,632	15,969	,000*
<b>R =,632; Adjusted R<sup>2</sup>=,400; F value =255,005; p value =0,000</b>			

\*:p<0,05

Table 13 shows the results of simple linear regression analysis applied in order to determine the effect of ethical leadership perception on normative commitment which is among the sub-dimensions of organizational commitment. According to the obtained data, the ethical leadership perception accounts for only 40% of the normative commitment ( $R = ,632$ ; Adjusted  $R^2 = ,400$ ; F value = 255,005; p value = 0,000). The effect of the ethical leadership perception on the continuance commitment is moderate and positive. According to the coefficient ( $\beta$  value) in the non-standardized regression equation; one unit increase in the perception of ethical leadership leads to an increase of 0,632 units on normative commitment. *Therefore H2<sub>c</sub> hypothesis is supported.*

### Conclusion

The increasing number of international enterprises penetrating the market along with the globalization and the developments requiring the orientation to the customer demands from the understanding of "I can sell whichever product I manufacture" has made the competition for the enterprises harder. Some enterprises, which have to meet customer demands at the top level in order to make profit and ensure the continuance of this profit, could show tendency towards non-ethical misleading behaviors. As a result, the understanding of "the ends justify the means" which is based on Machiavellianism could be regarded as a strategic behavior for the employees of the enterprises as well as for the enterprises. This Machiavellian understanding may be between the enterprise and the customer on the other hand it could take place inside an enterprise with the idea of employees earning too much with little effort.

All these developments have caused the issues such as business ethics, work ethics, and ethical climate to be included by the literature in the recent years. Despite the legalization of ethical codes for both the public sector and private enterprises, norms of legal nature could be ignored. This study is designed on the examination of Machiavellian behavior in the education sector in the light of these developments. The basic hypothesis of the study is based on whether organizational commitment and ethical leadership perceptions influence the Machiavellian behaviors of academicians and/or how much influence the organizational commitment and ethical leadership perceptions have on these behaviors.

In the research conducted on the academicians, it was concluded that the academicians partially exhibited the Machiavellian behaviors with an average of 3.26. With the assumption that the questionnaire forms are answered honestly and sincerely, it is possible to state that academicians partly have Machiavellian tendencies based on this conclusion. In addition, we can state that male academicians tend to be more Machiavellian than female academicians ( $p=,014$ ).

As a result of other findings obtained from research it was observed that continuance commitment and normative commitment which are sub-dimensions of organizational commitment had a weak effect on the Machiavellian behavior ( $p<0,05$ ). As it is known, the continuance commitment is the situation where the employee is unable to sever the ties with the organization due to various reasons. It is possible to say that this situation could lead them to Machiavellian behavior at a weak level. Normative commitment is the view that it is not appropriate to leave the organization in moral terms. But the fact that academics who believe that it is inappropriate to leave the organization from the moral point of view shown tendency to Machiavellian behaviors, even at a weaker level, is not an expected outcome for this research study. The most important reason for this is that some unethical behaviors are believed to be correctly accepted in the society.

Another result obtained in the research is that the ethical leader perception of academicians does not affect Machiavellian behavior ( $p>0,05$ ). It is possible to state that the Machiavellian behaviors exhibited by the academicians are completely an individual decision; that the ethical or unethical behaviors of the manager are not effective in their behaviors related to their works. Ethical leadership perceptions significantly influence the organizational commitment of academicians ( $p<0,05$ ). The obtained findings indicate that the ethical behavior of the leader increases the affective commitment of the academicians in particular, and that it significantly increases the normative commitment which is defined as person's remaining in the organization in moral terms. It is also observed that the ethical behavior of the leader negatively affects the continuance commitment of the academicians. To summarize, the ethical behavior of the leader creates an effect for academicians that will increase their commitment to organization in affective and ethical sense.

**Table 14. Summary of Hypothesis Tests**

<b>H1: Organizational commitment affects the behavior of Machiavellianism.</b>	Partial Accepted
H1 <sub>a</sub> : Affective commitment affects the behavior of Machiavellianism.	Rejected
H1 <sub>b</sub> : Continuance commitment affects the behavior of Machiavellianism.	Accepted
H1 <sub>c</sub> : Normative commitment affects the behavior of Machiavellianism.	Accepted
<b>H2: Ethical leadership perception affects organizational commitment.</b>	Accepted
H2 <sub>a</sub> : Ethical leadership perception affects affective commitment.	Accepted
H2 <sub>b</sub> : Ethical leadership perception affects the continuance commitment.	Accepted
H2 <sub>c</sub> : Ethical leadership perception affects normative commitment.	Accepted
<b>H3: Ethical leadership affects the behavior of Machiavellianism.</b>	Rejected

Other findings in the study are related to the demographic features of the academicians. Significant relationships were found between the marital status, ages and titles of the participants and their continuance commitment. Significance between marital status and continuance commitment is that the Continuance commitment levels of married participants are higher than the levels of single participants ( $p<0,05$ ). As a result of Post-Hoc/Tukey test; the significant difference between the participants' age and continuance commitment results from the fact that the 21-25 age group has higher commitment scores compared to the 36-40 age group. It has been found that the affective commitments of the research associates are lower than that of teaching associates and that the normative commitments of the teaching associates are higher than the other participants and that similarly the lecturers who work in the status of doctorate have higher continuance commitment levels than the associate professors and professors.

It is believed that it is important to examine the relationship between Machiavellian behavior and different organizational behavioral outcomes apart from this research study which is examining the relationship between Machiavellian behavior, organizational commitment and ethical leadership perception. As a result of the research, the suggestions are made as follows;

- The bylaws and norms of all enterprises should be determined; the necessary criminal proceedings should be imposed if the employees do not comply with the established principles.
- It should be noted that employees who behave in accordance with all principles and rules in the organization can be directed to negative behaviors when necessary criminal actions are not taken and/or the employee is not warned pursuant to required actions in case enterprise principles and rules are neglected by the employees.
- The ethical climate should be established within the enterprise and the organization culture should be based on the principles of honesty and ethical behavior.
- Employees who behave in accordance with appropriate behaviors within the organization should be rewarded and appreciated so that these behaviors are approved.
- The necessary supervisory structure should be established in order to detect inappropriate behaviors within the organization.

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