

## The Role of Managers' Ethical Leadership Behaviour on Hotel Employees' Perception of Organizational Justice

Cenk Murat KOÇOĞLU <sup>a</sup> Yurdanur YUMUK <sup>b</sup>

<sup>a</sup>Karabük University, Safranbolu Tourism Faculty, Karabük, Turkey. [cenk-murat@hotmail.com](mailto:cenk-murat@hotmail.com)

<sup>b</sup>[yarin58@hotmail.com](mailto:yarin58@hotmail.com)

---

### ARTICLE INFO

#### Keywords:

Ethical Leadership  
Organizational Justice  
Hotel Businesses

Received 20 December 2018

Revised 20 February 2019

Accepted 8 March 2019

#### Article Classification:

Research Article

### ABSTRACT

**Purpose** – The purpose of the research is to reveal the role of managers' ethical leadership behaviours on the employees' perceptions of organizational justice in five-star hotels in Ankara.

**Design/Methodology/Approach** – Quantitative research method was used and it was benefited from questionnaire technique in data gathering in this study. Data was gathered by means of a questionnaire from 398 participating employees working in 9 five-star hotel businesses in Ankara.

**Findings:** It was determined that managers exhibited behaviours within the framework of ethical principles and this situation affected the employees' perception of justice positively in the organization. Also, it was suggested that ethical leadership behaviour affected distributive justice mostly.

**Discussion** – It is thought that the research will make contributions to hotel managers about human resources management. The important limitation of the research constituted that it was only conducted on the hotel employees in five-star hotels in Ankara. For future researches, it will be beneficial that determining different destinations and tourism establishments as application field will provide opportunity for evaluate the topic thoroughly.

---

#### Suggested Citation:

Koçoğlu, C.M., Yumuk, Y. (2019). The Role of Managers' Ethical Leadership Behaviour on Hotel Employees' Perception of Organizational Justice, *Journal of Business Research-Turk*, 11 (1), 337-346.