

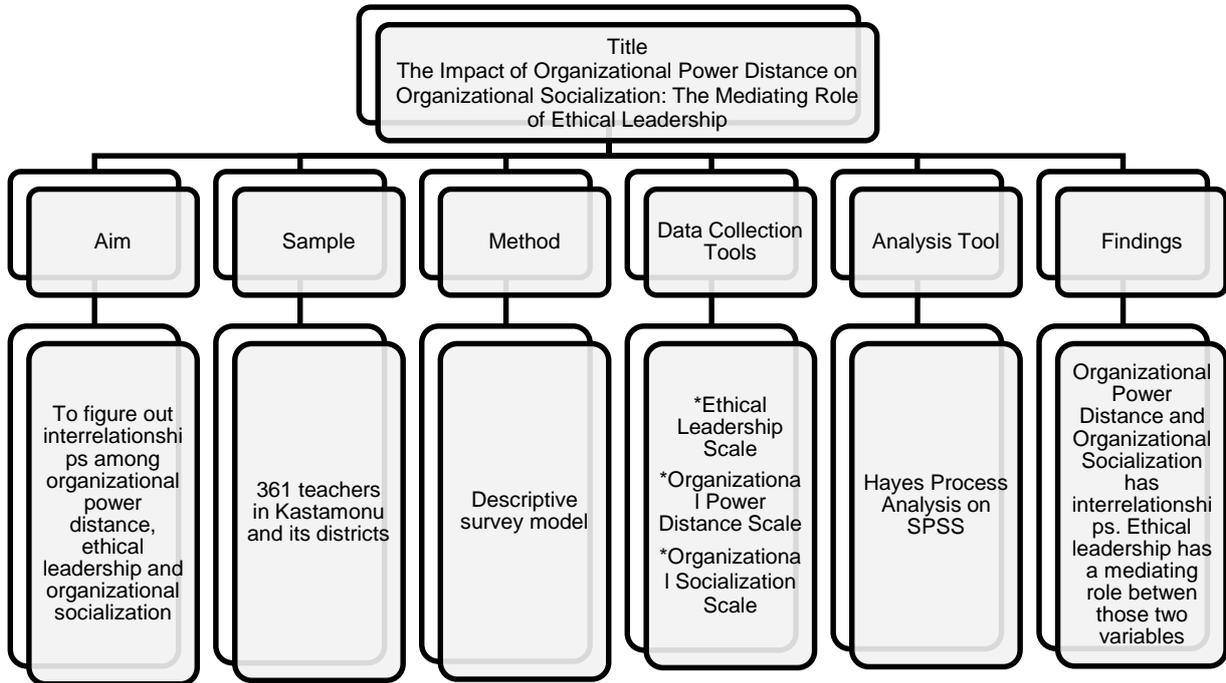


# **The Impact of Organizational Power Distance on Organizational Socialization: The Mediating Role of Ethical Leadership**

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## **Graphical Abstract**



## **Abstract**

The aim of this study is to figure out the interrelationships among organizational power distance, ethical leadership and organizational socialization. Ethical leadership can contribute to the factors which enable organizations function more efficiently and effectively. Organizational power distance and organizational socialization can be regarded to be the most important components of organizational effectiveness. In this study, the mediating role of ethical leadership for the impact of organizational power-distance on organizational socialization was scrutinized through the opinions of 361 teachers in Kastamonu. The study is in a descriptive survey model. The analysis was carried out through Hayes Process Analysis on SPSS. It was found out that there is a significant interrelationship between organizational power-distance and organizational socialization and ethical leadership has a mediating role for this interrelationship between these two variables. Ethical leadership serves as a fully mediating role for the relationship between organizational power distance and organizational socialization.

**Key words:** Organizational power distance, organizational socialization, ethical leadership

## **Highlights**

1. Organizational power distance and organizational socialization has close interrelationships
2. Ethical leadership has a fully mediating role for the interrelationship between organizational power distance and organizational socialization

## **Introduction**

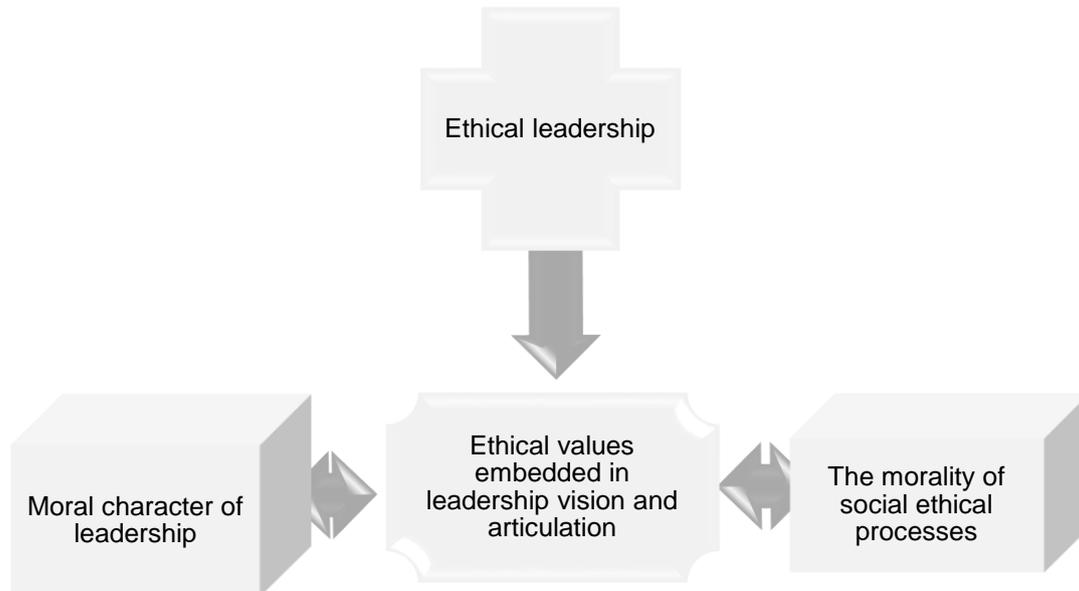
Organizational health is influenced by many factors and leadership can be alleged to be one of the most important. Leadership directly affects or has an indirect effect on organizational components related with efficiency and effectiveness. Despite the huge amount of research, the subject of interrelationship of leadership with factors affecting organizational efficiency and effectiveness is open ended. Therefore, the subjects of organizational effectiveness must be studied with a multilateral perspective.

Trust in public institutions is an important component of public management in our age and an emphasis on moral values plays a vital role in the establishment of social trust in public management (Whitton, 2009, p. 236). Ethical norms and moral values can help employees and administrators in public institutions in making healthy decisions in difficult and tough situations. This in turn will have positive projections on social politics as it will direct the individual efforts and institutional politics and applications towards the public interest (Drazilova & Williams, 2011, p. 7). Directing the institutional politics and applications towards the public interest can be regarded to be one of the most significant responsibilities of administrators of public institutions.

Ethical principles and moral values lead the administrators' behaviors and applications. So ethics is in the heart of leadership (Mullane, 2009, p. 1). Leadership ethics is an applied discipline which focuses on the ethical problems and the features which are

utilized to distinguish ethical leaders from unethical ones (Ciulla, 2005, p. 324). Leadership ethics aims at establishing a practical and applied interrelationship between ethics and leadership (Northam & Dunn, 2005, p. 29). Leadership ethics focuses on some components which are related to the interrelationship between ethical principles and leadership and Nikoi (2008, p. 188) summarizes these components as in the Figure 1;

**Figure 1.** The components of leadership ethics



Nikoi, A. A. A. (2008), Ethical leadership and business decision: Making in contemporary times. *International Journal of Business and Management*, 3(10), 183-193.

The components of leadership ethics play a crucial role in the establishment of ethical leadership in an institution. Gini (1998, p. 40) defines an ethical leader as the one who articulates what is right and wrong and who directs the followers towards the ethically right behavior by taking their values into consideration. Leader's behaviors, values and some driving forces which direct the leaders are functional in defining the term "ethical leadership" (Yukl, 2013, p. 341). Lawton et al., (2013, p. 156) put forward four different components which are regarded to be functional in defining ethical leadership;

- The commitment of the leader as an individual to the ethical values and moral values,
- The role of the ethical principles for the communication and interaction between the leader and the followers,
- The role of ethics during establishing leadership,
- The extent to which the leader takes the ethical principle and moral values into account for his or her behaviors,
- The significance attached to ethical principles in the social context to which the leader belongs to.

Establishing an ethical leadership in an organization is a multi-faceted process and thus it might be a challenging process for the leaders; however, once it was set up it can fulfil various functions in any institution. Ethical leadership can directly contribute to the performances of the employees in an organization (Kelidbari et al., 2016, p. 469). Ethical leadership has a mediating role in adding to the effectiveness and efficiency of the organizations and ascribing sustainability to these features (Hegarty & Moccia, 2018, p. 1). This results from the fact that ethical leadership has a close interrelationship with some factors which contribute to the effectiveness and efficiency of organizations such as positive organizational climate (Madhukar & Sharma, 2017, p. 276) and trust in the leader (Men, 2015, p. 13). Ethical leadership has a positive impact on also establishing constructive attitudes towards profession (Brown & Treviño, 2006, p. 608), job satisfaction (Yates, 2014, p. 10) and organizational citizenship behaviors (Pitzer-Brandon (2013, p. 86). In this regard, when the organizational components which ethical leadership contributes to is taken into regard, it can be asserted that ethical leadership has a direct impact on employee performance (Obicci, 2014, p. 2).

Ethical leadership can be correlated with organizational components such as power-distance and socialization. Hofstede (1980; as cited in Dotse & Asumeng, 2014, p. 63) defines power distance as inequality which exists and is admitted by individuals with and without power in a certain culture. Power distance is related to the degree to which individuals, groups and societies accept inequalities as inevitable and legitimate (Hofstede, 1980; as cited in Daniels & Greguras, 2014, p. 1203). Ghosh (2011, p. 89) asserts that power distance has a highly negative impact on organizational progress, participation and empowerment of employees and overall organizational health. Power distance has is also related to the organizational leadership as power distance influences the way the leaders interact with their followers (Daniels & Greguras, 2014, p. 1216). Tyler et al., (2000, p. 1138) found out that employees with low power distance values have focused on how their leaders treat them while assessing their leaders and employees with high power distance value focused on their outcomes. Loi et al. (2012, p. 361) also found out that ethical leadership and power distance orientation could be functional in coping with job insecurity. As such researches suggest, ethical leadership can be correlated with some organizational components which play a crucial role in organizational health.

Organizational socialization refers to the period of newcomer adjustment and learning to meet organizational standards and norms (Cooper-Thomas & Anderson, 2005, p. 119). Organizational socialization is the process by which employees learn about and adapt to new jobs, roles, and the culture of the workplace (Van Maanen & Schein, 1979; as cited in Klein & Weaver, 2000, p. 47). Effective socialization has positive impact on the factors that contribute to the health of the organizations (Fang et al., 2011, p. 127) whereas ineffective socialization leads to losing productivity in the organizations (Shaw et al., 2005, p. 52). Socialization tactics play a key role in satisfying the needs of the newcomers at an organization (Chong et al., 2021, p. 315) and the principles of ethical leadership could be the basis for such effective tactics.

Organizational socialization is the process in which a newcomer adapts to the norms of an organization (Cooper-Thomas & Anderson, 2006, p. 492) and it could easily be alleged that a successful socialization process could play an important role integration, cooperation and coordination of the employees (Woodrow & Guest, 2020, s. 129). This

might also be the basis for a positive working environment in which supportive behaviors and attitudes are encouraged. Organizational power distance is the extent to which an individual accepts the unequal distribution of power in institutions and organizations” (Clugston et al., 2000, p. 9). Acceptance of this unequal distribution by the employee could contribute to the formation of a motivating and positive working climate. In this regard, orientation of power distance might play an important role for such a positive climate. Administrators should evaluate their employees’ power distance orientations because it could be low for employees close to the higher managerial hierarchy and high for employees at the lower levels of the hierarchical structure (Hober et al., 2021, p. 7).

Leadership styles and organizational socialization can be interrelated concepts although there are conflicting studies about the interrelationship between different types of leadership styles and organizational socialization. For example, Kadi (2015, p. 101) found out that there is no interrelationship between organizational socialization and transformational, transactional and laissez-faire leadership styles. However, Turan (2019, p. 2) found out positive interrelationship between transformational leadership and organizational socialization. In literature, no study was found out about the interrelationship between ethical leadership and organizational socialization. This study aims to discover the mediating role of ethical leadership for the impact of organizational power distance on organizational socialization. Focusing on this objective, the study is intended to answer the following questions;

1. What is the level and direction of the interrelationship between organizational power distance and organizational socialization?
2. What is the impact of organizational power distance on organizational socialization?
3. Does ethical leadership have a mediating role for the interrelationship between organizational power distance and organizational socialization? If ethical leadership has a mediating role for the interrelationship between organizational power distance and organizational socialization, what is the level and direction of this role?

## **Method**

Under this heading, the model of the research, data collection tools, sampling, data collection procedures and data analysis techniques are summarized. This research is in quantitative descriptive survey model. Descriptive research aims at describing the characteristics and features of the subject matter in detail (Howitt & Cramer, 2017, p. 29). Descriptive surveys are used to reveal the opinions, attitudes and skills of participants in relation to a specific topic (Büyüköztürk et al., 2008, p. 226). In short, descriptive surveys describe data on variables of interest (Cohen et al., 2018, p. 335).

Three different data collection tools were utilized for the research. In the ethical leadership variable of the research, Ethical Leadership Scale which was developed by Brown et al., (2005) and adapted to Turkish by Tuna et al., (2012) was utilized. The test-retest reliability coefficient of the scale is  $\alpha = 0,985$ , and internal consistency reliability is  $\alpha = 0,928$  in the study. Factor loadings have been found between 0,678 and 0,872 by explanatory factor analysis. In Organizational Power Distance variable, Organizational Power Distance Scale which was developed by Yorulmaz et. al. (2018, p. 686) was made use of. As a result of EFA and CFA analyses, a 20-item and four factor structure was found out.

Total variance explained by four factors are %56,58. The goodness-of-fit index results of the scale are  $\chi^2/sd = 2.29$ , GFI=.90, AGFI=.86, RMSEA=.07, RMR=.07, SRMR=.07, CFI=.95, NFI=.92, NNFI=.95. Cronbach alpha internal consistency coefficients of four factors varies between .74 and .80. For Organizational Socialization dimension of the research, Organizational Socialization Scale which was developed by Erdoğan and Dönmez (2019) was utilized. The data was collected from 416 teachers working in primary and secondary schools in Malatya. As a results of EFA, a five factor structure was found out and factors accounted for %58,5 of total variance. Goodness of fit indexes are [ $\chi^2 (276) = 476$ ,  $p < .001$ , CFI = .96, TLI = .95, RMSEA = .04, SRMR = .04] and Cronbach's  $\alpha$  coefficients ranged from .84 to .91. In the light of these, data collection tools were regarded to be valid and reliable tools.

Teachers in Kastamonu province constitute the whole population and 361 teachers from the city center and its seven districts, Daday, Devrekani, Küre, Seydiler, Taşköprü, Tosya and İhsangazi, have been taken into the sampling of this research. For sampling, random stratified sampling method was used. Random stratified sampling involves dividing the population into homogeneous groups, each group containing subjects with similar characteristics, and then randomly sampling within those groups (Cohen et al., 2018, p. 217). In this research, Kastamonu city center and its seven districts were regarded to be different groups. Moreover, quota sampling was also made use of in the research. Quota sampling strives to represent significant characteristics (strata) of the wider population and sets out to represent these in the proportions in which they can be found in the wider population (Cohen et al., 2018, p. 218). In this respect, city center and seven districts of Kastamonu was represented in the sampling in accordance with their population rates. The details about descriptive statistics about the participants are provided in Table 1:

**Table 1.** Details about descriptive statistics about the participants

		n	%
Gender	Male	215	59,55
	Female	146	40,44
Seniority	1-10 Years	82	22,7
	11-20 Years	168	46,5
	21-30 Years	105	29,1
	31 years and over	6	1,7
School Level	Primary School	98	27,14
	Secondary School	84	23,26
	High School	179	49,58
Education Level	Bachelor of Art	324	89,75
	Master's Degree	33	9,14
	Doctor of Philosophy	4	1,10
Region	Kastamonu City Center	175	%48,47
	Daday	25	%6,92
	Devrekâni	22	%6,09
	Küre	21	%5,81
	Seydiler	17	%4,70
	Taşköprü	27	%7,47
	Tosya	49	%13,57
	İhsangazi	25	%6,92

Google survey tool was utilized in data collection process. Before main application, forms was sent to three different teachers to check for any kind of mistakes. After the pilot application, form was sent to the teachers via WhatsApp. For the data analysis, SPSS 20.0 was made use of. Data cleaning, outlier analyses, tests of normality were carried out on SPSS. Moreover, the mediating role of ethical leadership between the variables of organizational power distance and organizational socialization was tested through Hayes Process Analysis which was integrated into the SPSS 20.0 packet program.

## **Data Analysis**

Before main analysis, data was prepared for analysis on SPSS. First of all, the second and fourth items of Organizational Power Distance Scale were reverse coded. After reverse coding, missing value analysis was carried out. In the analysis, it was found out that there are no missing values more than %5 in any of the data sets. Hair et al. (2014, p. 58) put forward that any missing value lower than %5 means an insignificant statistical level. In the analysis, missing values were detected in 38 data sets and the percentage of missing values change between .03 and 1.4.

The result of Estimated Statistics (EM) analysis is  $p=.941$  and  $p>.05$ . This verifies that missing data shows a random distribution and averaging can be utilized as a method to replace missing data with series means. According to Çokluk and Kayrı (2011, p. 305) averaging (series means) is an effective method to replace missing values. In the same way, Hair et al. (2014, p. 62) put forward that mean substitution is one of the most widely applied methods to replace missing values in the data sets. As a result, in this research, averaging method was used to replace the missing values.

After missing value analysis, outlier analysis was implemented. One way of determining outliers in a data set is transforming data into z-scores (Field, 2009, p. 153). In the analysis, the highest z score was calculated to be 2.926. Field (2009, p. 216) asserts that a z score between the values of  $-3.29$  and  $+3.29$  can be regarded to be the verification of normal distribution. The highest z-score was calculated to be  $+1.23$  and the lowest score was calculated to be  $-3.09$ . The z score analysis signified that there no outliers exceeding the threshold values in the data set. The residuals were evaluated by means of Cook's distance. Cook's distance is one way of evaluating the effect of a case on a model (Field, 2009, p. 217). In the analysis, the highest Cook's distance was calculated to be  $p=.192$  verifying that there are no residuals in the data set. According to (Field, 2009, p. 217) values greater than 1 in Cook's distance analysis should be regarded as the indicators of residuals.

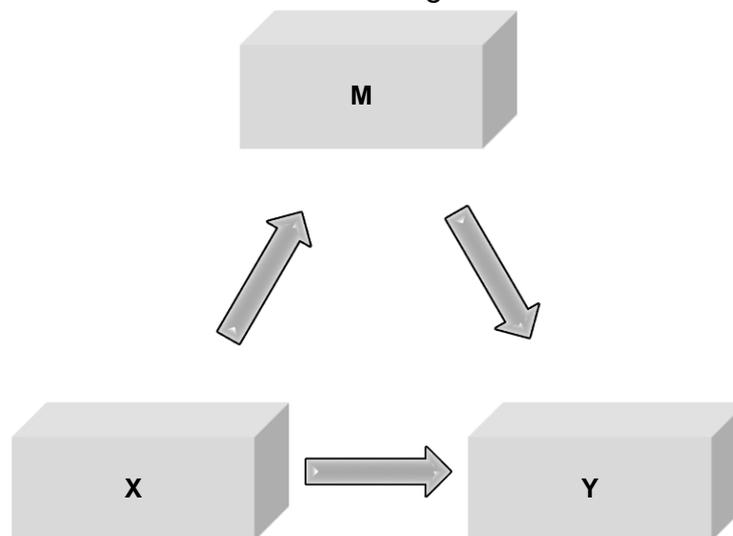
Normality tests were also fulfilled for the data set. First of all, Skewness and Kurtosis values were calculated. Field (2009, p. 139) asserts that in small samples values lower than 1.96 and in larger samples values lower than 2.58 should be regarded as sign of normal distribution. In the analysis carried out by means of three dimensions of the scale, only in Organizational Socialization Scale Skewness and Kurtosis values were calculated to be over 1; Skewness  $-1.319$  and Kurtosis  $1.067$ .

For normality, Kolmogorov-Smirnov goodness-of-fit test was also carried out and the result was found to be  $p=.206$  and  $p>.05$  for ethical leadership,  $p=.173$  and  $p>.05$  for organizational power distance and  $p=.144$  and  $p>.05$  for Organizational Socialization

dimensions of the data collection tool. These statistics show that the dataset has a normal distribution (Martin & Bridgmon, 2012, p. 114). Histogram of the distribution was also examined and the normal distribution was verified by the histogram. Normality was also tested with Levene test and it was calculated to be  $p=.310$  and  $p>.05$  which proves the homogeneity of the variances (Stockemer, 2019, p. 104). In the light of all these, it was decided that data has a normal distribution.

The analysis for the mediating role of ethical leadership to identify the impact of organizational power distance on organizational socialization was carried out by Hayes Process Analysis on SPSS. The analysis program was downloaded and integrated into the SPSS program and then the analyses were carried out on SPSS. Hayes Process is an analysis which determines the mediating role of a variable through a regression based approach (Hayes, 2018, p. xi). According to Hayes Process analysis, for a M variable to have a mediating role between X and Y variables, the model should conform to the following structure (Hayes, 2018, p. 7);

**Figure 2.** A simple mediation model with a single mediator variable M



Source: Hayes, A. F. (2018). Introduction to mediation, moderation, and conditional process analysis: A regression based approach. The Guilford Press.

Process analysis, which provides a simple way to determine the mediating role of variables and bootstrap analysis in Process Macro, is a functional and easy way to interpret the interrelationships between the variables in the research model (Hayes, 2018, p. 23). Being a simple and functional way of determining mediation, Hayes Process Analysis was determined as the analysis method of this research and the model for the research was established as follows;

**Figure 3.** The model of the research



The model for the mediating role of ethical leadership between the variables of organizational social distance and organizational socialization is presented in Figure 3. For the variable of ethical leadership to have a mediating role, the regression coefficient must be meaningful (Korkmaz, 2018, p. 600). Before the findings of the analysis, components of validity and reliability are presented under the following heading.

### **Validity and Reliability**

In this section, first of all, validity and reliability values for the data collection tools have been provided. Internal validity of the scale was tested through Cronbach Alpha coefficient and value was calculated to be .928. For the reliability of the scale, a test-retest technique was also utilized and as the result of the analysis, t test value was calculated to be .903 and  $p=.374$ . These vales denote that the difference between the two groups are not meaningful. Test-retest technique was applied three weeks after the first application and the period is suitable for a test-retest technique. The item-total correlations of the items in the scale are between the values of .828 and .610 (Tuna et al., 2012, pp. 151-152). These signify that the Ethical Leadership Scale is a valid and reliable scale.

For the development of Organizational Power Distance Scale both EFA and CFA analyses were carried out. As for the result of the factor analyses, the scale was found out to have a four factor structure and the factor loadings are between .41 and .82, which are between acceptable values. Total variance explained by four factors are 56.58%. The goodness of fit values computed with CFA were:  $\chi^2/df = 2.29$ , GFI = .90, AGFI = .86, RMSEA = .07, RMR = .07, SRMR = .07, CFI = .95, NFI = .92, NNFI = .95. Internal consistency was calculated through Cronbach Alpha separately for each factor and the highest value is .85 for Acquiescence of Power dimension and the lowest is .73 for Justification of Power (Yorulmaz et al., 2018, p. 9-673). Regarding these findings, scale was found out to be valid and reliable.

For the development of Organizational Socialization Scale, both EFA and CFA analyses were applied. The EFA denoted a five factor structure and the factor loadings were calculated to be between .46 and .84. Total variance explained by the five factors is 58.5 %. The goodness of fit values for CFA are [ $\chi^2 (276) = 476, p < .001, CFI = .96, TLI = .95, RMSEA = .04, SRMR = .04$ ]. The internal consistency was tested through Cronbach Alpha separately for each factor and the values varied between .84 and .91. These denote that the scale is valid and reliable (Erdoğan & Dönmez, 2019, p. 290).

Data quality was one of the most important reliability components of this research. To ensure data quality, google survey tools was sent to some experts to check for design and structure. Compatible with their recommendations, some changes were applied. For example, mail entry was added to the survey so as to ensure each participant for only one entry. Then, a pilot application of the survey was applied to ten different participants to check for anything to check for clarity and design of the survey. After the pilot application, the instructions were revised in the light of the feedback received from the participants.

For data collection, some precautions were taken to ensure convenience for the participants. They were clearly explained that the security and privacy will be assured through measures. The researcher assured them about the ethical considerations which he will stick to. They were also provided enough time to fill in the survey. To increase motivation for the research, some randomly determined participants were given books as gifts and this was also stated in the WhatsApp groups in which the Google Survey was shared.

To ensure variety for participants, different geographical areas were included in the sampling process. The variety was assured on geographical features, socio-economic structure, seniority and gender. To ensure variety, some schools were visited to apply the survey in written form. Every day a short report was prepared about the data collection process and the statistics for participants were reported regularly.

## Findings

For Hayes Process analysis on SPSS, model 4 was applied to determine the mediating role of ethical leadership for the interrelationship between organizational power distance and organizational socialization. Before determining the mediating role of ethical leadership for the interrelationship between organizational power distance and organizational socialization, findings for the research questions were provided.

Our first research question was “What is the level and direction of the interrelationship between organizational power distance and organizational socialization?”. As for the findings of the analysis, the effect of organizational power distance on organizational socialization is presented in Table 2;

**Table 2.** Direct and indirect effect of organizational power distance on organizational socialization

Ef. Typ.	Path	Effect	t	p	Bootstrapping		
					se	%95 Con. Inter.	Inter.
					LLCI	ULCI	
Direct	OPD→OS	.469	9.405	.000	.050	.371	.567
Indirect	OPD→OS	.244			BootSE	BootLLCI	BootULCI
					.054	.140	.350
Stan. Ind. Effect	OPD→OS	.277			.061	.158	.398

OPD: Organizational Power Distance, OS: Organizational Socialization, n=361, k=5000

In Hayes Process analysis, the total effect on y variable is calculated through the values of direct and indirect effects. The direct of organizational power distance on organizational social distance was calculated to be  $\beta=.469$  and the indirect effect to be  $\beta=.244$ . The standardized indirect effect is  $\beta=.277$ . In the light of the findings, it can be

alleged that there is positive relationship between the variables of organizational power distance on organizational socialization.

Hayes puts forward that if there is a “0” value between “BootLLCI” and “BootULCI” values, that signifies that the intermediary variable is not a full intermediary variable and if there is not a “0” value, the intermediary variable is a partial intermediary variable. The values (BootLLCI=.140 and BootULCI=.350) signify that ethical leadership variable is a full intermediary variable for the interrelationship between the variables of organizational power distance and organizational socialization.

Our second research question was “What is the impact of organizational power distance on organizational socialization?” The total effect size of organizational power distance on organizational socialization was scrutinized through R and R<sup>2</sup> values. In the light of the analysis results, the effect of organizational power distance on organizational socialization was found out to be meaningful. The findings are presented in Table 3;

**Table 3.** The total effect of organizational power distance on organizational socialization

Mod. Sum.	R	R <sup>2</sup>	MSE	F	df	p
	.808	.652	.217	673.882	1.000	.000
Model	Coeff	se	t	p	LLCI	ULCI
Constant	1.272	.103	12.391	.000	1.070	1.473
x (OPD)	.713	.027	25.959	.000	.659	.767

Table 3 demonstrates that organizational power distance has a meaningful effect on organizational socialization p=.000. This is one of the most important prerequisites of the research model. The total effect was calculated to be meaningful, (R=.808, R<sup>2</sup>=.652, F=673.882, p=.000). The total effect size is calculated by adding direct and indirect effect size values, total effect= .469 + .244= .713.

Our third research question focused on the intermediary role of ethical leadership between the variable organizational power distance and organizational socialization. The level and direction of mediation was also tested. To have a clearer understanding for the path from organizational power distance to organizational socialization with the mediation of ethical leadership, first of all, the effect of organizational power distance on ethical leadership was tested. The findings are presented in Table 4;

**Table 4.** The effect of organizational power distance on ethical leadership

Mod. Sum.	R	R <sup>2</sup>	MSE	F	df	p
	.849	.721	.263	930.001	1.000	.000
Model	Coeff	se	t	p	LLCI	ULCI
Constant	.307	.113	2.719	.007	.085	.529
x (OPD)	.921	.030	30.496	.000	.862	.981

OPD: Organizational Power Distance

Findings in Table 4 put forward that the variable organizational power distance has a meaningful effect on the variable of ethical leadership, (R=.849, R<sup>2</sup>=0.721, F=930.001, p=.000). When the interrelationship between organizational power distance and ethical leadership is taken into account, it is observed that non-standardized regression coefficient between two variables is  $\beta$ =.921. LLCI (Lower Level of Confidence Interval)

and ULCI (Upper Level of Interval Confidence) show the lower and upper levels of regression coefficient for .95 confidence levels and the values have been calculated to be .862 for LLCI and .981 for ULCI. The findings demonstrate that the interrelationship between organizational power distance and ethical leadership must be statistically meaningful,  $p=.000$ . This shows that ethical leadership could have a mediating effect for the interrelationship between organizational power distance and organizational socialization. In the next phase of analysis, the effect of both organizational power distance and ethical leadership on organizational socialization was scrutinized. The findings are presented in Table 5;

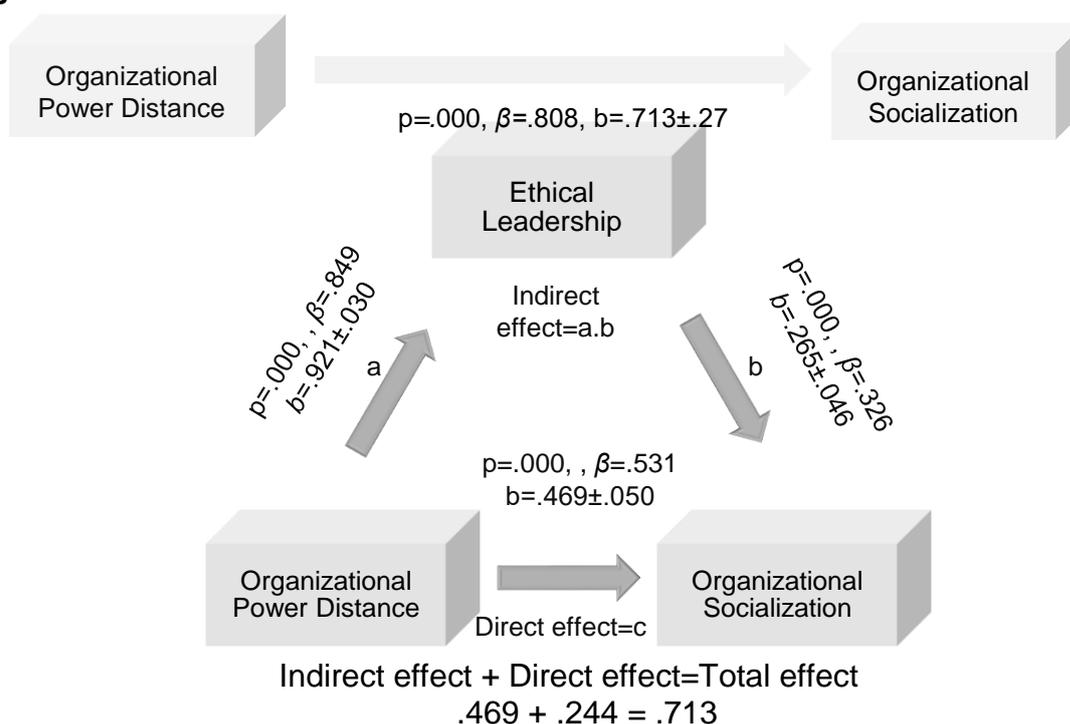
**Table 5.** The effect of organizational power distance and ethical leadership on organizational socialization

Mod. Sum.	R	R <sup>2</sup>	MSE	F	df	p
	.826	.682	.200	383.805	2.000	.000
Model	Coeff	se	t	p	LLCI	ULCI
Constant	1.190	.099	11.985	.000	.995	1.386
x (OPD)	.469	.050	9.405	.000	.371	.567
m (EL)	.265	.046	5.764	.000	.175	.355

OPD: Organizational power distance, EL: Ethical leadership

Table 5 shows the effect of organizational power distance and ethical leadership on organizational socialization. For ethical leadership to have a mediating role between organizational power distance and organizational socialization, ethical leadership must have a meaningful effect on organizational socialization. The findings signify that ethical leadership has a meaningful effect on organizational socialization,  $p=.000$ . This denotes that ethical leadership has a mediating effect on the interrelationship between organizational power distance and organizational socialization. The standardized regression coefficient between organizational power distance and organizational social distance is  $\beta=.531$  and between ethical leadership and organizational socialization is  $\beta=.326$ . The model also demonstrates *that* organizational power distance and ethical leadership together have a meaningful effect on organizational socialization ( $R=.826$ ,  $R^2=.682$ ,  $F=383.805$ ,  $p=.000$ ). In the light of all these findings, the model of the research can be structured as in Figure 4;

**Figure 4.** The model of the research



Note: Unstandardized beta coefficients have been used

The findings signify that ethical leadership plays a mediating role between organizational power distance and organizational socialization ( $R=.826, R^2=.682, p=.000$ ). Beta coefficients ( $X-Y= \beta=.808, X-M=, \beta=.849, M-Y=, \beta=.326$ ) denote a positive mediating effect of ethical leadership for the interrelationship between organizational power distance and organizational socialization. Furthermore, the model puts forward that the interrelationship between organizational power distance and organizational socialization is fully moderated by ethical leadership ( $p=.000$ ).

## Results and Discussion

There can be many factors which can add to or have a direct or an indirect impact on organizational socialization processes. It is very important to get to know the factors which can contribute to the integration of the newcomers to the organization as organizational socialization is a determining factor for newcomers' adaptation to the organizations. Ethical leadership in could be a driving force for setting up a balanced orientation, leading to organizational socialization of the employees. The findings of the research signify that organizational power distance has a direct positive effect on organizational socialization and ethical leadership adds to this effect playing a fully positive mediating role between the two variables.

The results are also supported by findings of research. For example, Poohongthong et al. (2014, p. 17) found out that ethical leadership could strengthen organizational socialization. Therefore, it can be alleged that ethical leadership behaviours demonstrated could facilitate the process of socialization process at organizations. In a similar study, it was found out that ethical leadership could play a key in role in organizational identification processes (Kılınç, 2017, p. 87). When relationship of organizational socialization and organizational identification (Hayashi, 2013, p. 157)

are taken into consideration, it can be put forward that ethical leadership is a variable which can contribute to the factors related with organizational socialization.

Ethical leadership also can be functional in engagement of employees to work. Ethical leadership with the mediating role of psychological empowerment can contribute to the engagement processes of employees to their work (Ahmad & Gao, 2018, s. 1991). As organizational socialization is the engagement of the newcomer to the work (Saks & Gruman, 2018, s. 2). It might be alleged that ethical leadership has an indirect impact on organizational socialization in the context of its contribution to engagement to work processes.

There are some researches also about the indirect effect of organizational power distance on organizational socialization. For example, Khatri (2009, s. 1) puts forward that “employees in a high power distance context are unwilling to participate in decisions and are content with their managers making decisions and giving them instructions, which they follow passively”. Participation of employees in organizational activities means interaction of newcomers with others and this adds to their socialization (Filstad, 2011, s. 376). That means high power distance in organizations might function as an inhibitor of participation in organizational activities and processes, leading to a negative impact on organizational socialization.

The fully positive mediating role of ethical leadership for interrelationships between organizational power distance and organizational socialization denotes that ethical leadership could play an important role for establishing a healthy climate for newcomers to an organization.

### **Conclusions and Recommendations**

Organizational socialization has a very important role in organizational management aspects such as human resource management Taormina & Bauer, (2000, p. 263). Developing effective strategies for integrating newcomers into the norms of the organization might be an effective component of optimizing the capacity and motivation of the employees. Many factors could have a facilitating impact on socialization process and activities at an organization and the findings of this research put forth that organizational socialization has close interrelationships between organizational power distance and ethical leadership and ethical leadership. Apart from the direct effect of organizational power distance on organizational socialization, ethical leadership plays a mediating role between these two variables. Ethical leadership could facilitate the process of adaptation of the employees to the new role they undertake in the new organization of which they become a part of. Organizations lead their lives on a form of hierarchy and it is very important that employees admit some form of inequality that this hierarchical structure leads to. Actions taken by school administrators to contribute to these processes at organizations should be led by research in the field. In the context of this study, some recommendations could be put forth;

1. Further research could be carried out figuring out the interrelationships among organizational power distance, ethical leadership and organizational socialization processes at organizations and schools.
2. School administrators should have applicable action plans to implement healthy socialization processes for newcomers to the schools.

3. Socialization processes should be designed taking the principles of ethical leadership into account.
4. School administrators should take action to assist employees and teachers at schools to have a balanced notion of the power distance at school.
5. It should be kept in mind by the school administrators that ethical leadership can both be effective in forming a balanced notion of power distance at schools.
6. School administrators should conform to the norms of ethical leadership to help newcomer teachers socialize at schools.
7. An effective socialization process could be the basis for a harmonious working environment and creating a sense of belonging for teachers towards the school. Thus, integration processes and applications especially for newcomers at schools should be designed in the light of the research.

Much of the responsibility belongs to the school administrators for socialization applications at schools. Power distance balance and ethical leadership principles could have stimulating and facilitating effect on healthy socialization processes. To form a unified and integrated working climate for teachers and other personnel at schools, effective socialization processes, applications and activities could be the first and the most effective step for school administrators.

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