



**The Effects of Ethical Leadership on Work Engagement,
Intrapreneurship, and Service Innovation Behaviour:
Sample of Chambers of Commerce and Industry**

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The Effects of Ethical Leadership on Work Engagement, Intrapreneurship, and Service Innovation Behaviour: Sample of Chambers of Commerce and Industry

International Journal of Public Leadership

ABSTRACT

The main purpose of this study is to reveal the effects of ethical leadership on work engagement, intrapreneurship, and service innovation behavior with a qualitative method approach based on social exchange theory. Thus, it is possible to obtain knowledge on the cultural structure of the chambers of commerce and industry. The sample of the study consisted of 568 employees from various chambers of commerce and industry affiliated with the Union of Chambers and Commodity Exchanges of Turkey. A phenomenological research method was adopted for this research. Four open-ended questions were asked to the participants. The coding process (Conceptualization, Classification, Component analysis) was used, respectively in data analysis. According to the qualitative analysis results, findings showed the association between ethical leadership, work engagement, intrapreneurship, and service innovation behavior. The common **subjects** proposed by the participants was management, ethical leadership, and human resources. The study reveals the importance of ethical leadership in chambers of commerce and industry. This is the first study that reveals the effects of ethical leadership on work engagement, intrapreneurship, and service innovation behavior of the chambers of commerce and industry. Theoretical background, discussion, managerial implications, limitations, and recommendations for future studies are discussed.

Key Words: Ethical leadership, service innovation behaviour, intrapreneurship, work engagement

Introduction

Social interaction triggered the formation of legal rules and so ethical principles were created.

Ethics, **affecting a significant part of our lives**, forms the **basis** of deontology (Mendonca and Kanungo, 2007), a crucial process that allows people to keep behaviors under control and keep people under influence (Rost, 1993). **Ethics is the indicator of good behavior with total**

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3 acceptance. In this context, ethics is a way of thinking and reflecting on philosophy and social
4 morality (Gardner, 1990). Understanding ethics is important due to the effect ethics has on the
5 behavior of leaders and the commitment of the employee to the organizations and leaders in
6 today's organizations. Commitment and engagement are two different concepts. Engagement
7 is an action of participating, association, or involvement. Commitment is an act of
8 engagement, duty, responsibility, or obligation. "Engagement" is the basic and triggering
9 movement to follow the leader. The most fundamental difference between these two words is
10 that commitment involves obligation and engagement is related to voluntariness. The basic
11 principle of ethics is the adoption without obligation. It does not contain an obligation, which
12 makes ethical principles different from laws. Work engagement is the amount of resources
13 and effort that the employee is willing to invest in the business role (Peng, Ngo, Shi and
14 Wong, 2009), identifying the psychological state or emphasizing the job of the employees
15 (Schaufeli et al., 2002; Salanova and Schaufeli, 2008).

16
17 An individual who adopts ethical principles and is engaged in his/her work is likely to enact
18 innovative behaviors (Hisrich and Peters, 1998). Intrapreneurship is a form of behavior in
19 which such behavior occurs between the employee and the employer. Intrapreneurship is an
20 individual or organizational development of innovative behavior or phenomenon (Gartner et
21 al., 1992). The process of sustaining opportunities independent from the sources that
22 individuals control within the organization (Stevenson and Jarillo, 1990) is the spirit of
23 entrepreneurship within the organization (Hisrich and Peters, 1998). Felício et al. (2012) put
24 forward intrapreneurship as proactivity, innovation, taking risks against uncertainty and
25 challenges, procuring competitive energy, and ensuring autonomy. These elements enable
26 individuals to be innovative when they serve their customers and thus service innovation
27 behavior is revealed.

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3 Service innovation is the lifestyle, the individual, and collective processes related to
4 organization, timing, and placement varied by the product and sector (Barcet, 2010; Carlborg,
5 Kindström and Kowalkowski, 2014; Barras, 1986; Hu et al., 2009). New service development
6 and innovations in providing services constitute service innovation behavior. However, the
7 realization of all these behaviors is possible through the harmony between the employee and
8 the leader, and the invisible bond between them. This bond emerges with ethics. Therefore,
9 good management process forms a renewable cycle with ethical leadership.

10 Ethical leadership is based on two fundamental theories: social learning and social exchange.
11 According to the theory of social learning, followers imitate their leaders and are influenced
12 by them via observation (Bandura, 1986). The theory of social learning assists in
13 understanding the interrelationships shared by leaders and their followers (Dhar, 2016). The
14 social exchange theory, based on the approach of the exchange of individuals' mutual
15 expectations in social relations, reveals the engagement behavior. The fulfillment of mutual
16 commitments in the relationship between the organization and the individual brings about a
17 crucial cycle of social balance. Social exchange is an important balance factor in
18 organization-employee relations, such as career development, self-realization behavior, turn
19 opportunities into benefits, and fair distribution of resources (Saks, 2006; Schaufeli, 2006).
20 The fact that mutual exchange takes place in a fair and balanced manner in the organization-
21 employee relationship, helps to develop engagement behavior (Kahn, 1990).

22 Previous studies showed that ethical leadership was positively and significantly associated
23 with work engagement of the followers (Engelbrecht et al., 2017; Brown et al., 2005; Den
24 Hartog and Belschak, 2012; Macey, Schneider, Barbera and Young, 2009; Cheng, Chang,
25 Kuo and Cheung, 2014), ethical climate (Yasir and Rasli, 2018; Aryati, Sudiro, Hadiwidjaja
26 and Noermijati, 2018; Mayer, Kuenzi, and Greenbaum, 2011), intra-group role performance
27 and group collaboration behaviors (Peng and Lin, 2017), task performance (Yang and Wei,
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3 2017), customer relationship (Zheng, Wang, and Li, 2011), organizational citizenship
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5 behavior (Yang and Wei, 2018; Wang and Sung, 2016; Shareef and Atan, 2018; Brown and
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7 Trevino, 2006; Frisch and Huppenbauer, 2014; Yang, Ding, and Lo, 2016), leader-member
8
9 exchange relations (Hassan, Mahsud, Yukl and Prussia, 2013), and ethical voice behavior
10
11 (Afsar and Shahjehan, 2018; Lee, Choi, Youn and Chun, 2017). When these studies are
12
13 evaluated together, the research suggests ethical leadership effects work engagement,
14
15 intrapreneurship, and service innovation behavior. Therefore, inspired by these studies, the
16
17 questions in table 1 were included in the scope of the study:
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21 INSERT TABLE 1 HERE
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23
24 Chambers of commerce are professional organizations that enable government, companies, and
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26 individuals to interact. These organizations are private or public law institutions. They are
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28 important actors in the context of ensuring the professional solidarity of members of the
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30 chambers of commerce, developing macro and micro economy, transferring private sector
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32 problems to the state, and communicating with national and international actors. These actors
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34 represent their country at international fairs and meetings. For this reason, researching the
35
36 leadership and ethical issues of these organizations, which have important roles in the
37
38 development of the state and economy, and providing competitive power, will make important
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40 contributions to the literature. Also, considering the effects of chambers of commerce on public
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42 policies in the context of commercial life, its public aspect is remarkable. Because the leaders
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44 of these organizations are in communication with public bureaucrats. The studies to be carried
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46 out in this context can play an important role in the development of public leadership.
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The main purpose of this study is to reveal the effects of ethical leadership on work engagement, intrapreneurship, and service innovation behavior with a qualitative method based on social exchange theory. Thus, it is possible to obtain knowledge on the cultural structure and climate of the chambers of commerce and industry. **An ethical leader enables to learn about the organization's cultural structure, lifestyle, and business principles (Freeman and Stewart, 2006).**

Methodology

Sample

The population of the research consisted of 12 Chambers of industry, 56 Chambers of commerce, 182 Chambers of commerce and industry in Turkey. There are a total of 4,141 employees, including 2,553 males and 1,588 females in these chambers of commerce and industry. **Data of 585 employees were collected and 17 were deemed inappropriate, thus excluded from the study, resulting in a sample that consisted of 568 employees in chambers of commerce and industry operating in Turkey. The reason for the high number of samples to be determined is Turkey has a different geographical and cultural characteristics. Because Turkey consists of the Mediterranean, the Black Sea, Aegean, Central Anatolia, Eastern, and Southeastern Anatolia, employees work in chambers of commerces with different cultural characteristics in each region. In this way, the sample represents Turkey.**

Participants had to fulfill the following eligibility criteria: a) offering service and b) working in a chamber of commerce or chamber of industry. Surveys were administered in Turkish by eleven interviewers. The surveys were carried out with randomly selected employees. The reason why the chambers of commerce or chambers of industry were selected for research was to determine the effect of ethical leadership on service innovation performance, intrapreneurship, and work engagement of the professional organizations with public

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3 institution status. The compulsory membership system of the chambers of commerce and
4 industry is adopted in Turkey. These chambers are legal entities with public law. This study
5 was approved by Aksaray University Senate Ethics Committee.
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10 11 12 *Qualitative Research Method* 13

14 In qualitative research, there are four methods: phenomenology, ethnography, grounded
15 theory, and case study. Ethnography is a scientific thought revealing groups and culture to
16 understand current and/or past relationships. Grounded theory aims to reveal the theories and
17 concepts embedded in the qualitative data (Willig, 2013). The case study method is based on
18 an in-depth and systematic study of the events taking place in real life (Hagan, 2006).
19 Phenomenology is a qualitative research method that tries to reveal social reality and
20 evaluates experience and phenomenon together (Smith, Flowers and Larkin, 2009). A
21 phenomenological research method was adopted in the research. Open-ended questions were
22 asked to the participants. While preparing the questions, the purpose and data collection tools
23 of the qualitative data were evaluated together.
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38 *Phenomenological Method* 39

40 Phenomenology is a philosophical thought that reveals the causes of social events, the causes,
41 and connections of experiences, and allows them to evaluate current events (Van Manen, 2016).
42 Human emotions affect their behavior. Understanding the causes of emerging behaviors may
43 require an in-depth examination of individuals' lives (Giorgi & Giorgi, 2003). It is possible with
44 phenomenology to investigate the causes of the behavior of individuals under social, physical,
45 and emotional effects (Wojnar & Swanson, 2007). Phenomenology enables the invisible causes
46 of the events to be revealed. The reason for using the phenomenological method in this study
47 is to contribute to the literature by revealing the reasons behind the subject of the study. Because
48 chambers of commerce are non-governmental organizations with very little research subject in
49 the literature. Researching employee-leader interactions of these organizations will provide
50 significant practical benefits.
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60 The following process was followed in the phenomenological method:

- ❖ Selection of the tools to obtain the data and identification of the questions. Data is obtained through interview, e-mail, telephone, and digital experience.
- ❖ Identification of data. Experience and phenomenon are defined.
- ❖ Determination of the steady main subject.
- ❖ Identifying the associations between the experience and the phenomenon. Revealing the meaning given to the facts and personal experience.
- ❖ Theorizing of the essence of experience.

Interview Questions

Qualitative data were obtained by a semi-structured interview technique in accordance with the interpretive phenomenological research method in order to provide detailed data on the subject. The semi-structured interview creates a situation that will provide detailed responses over the course of the interview with predetermined questions. Questions were prepared by using a detailed literature review regarding the research subject by using the qualitative research method. Qualitative questions were developed in order to obtain knowledge that cannot be obtained through quantitative methods.

In developing the interview questions, the sentences were created in advance with emphasized work appropriately placed in the sentences. MAXQDA and Voyant Tools, programs that use concept mapping techniques, were used in the analysis of qualitative data.

Qualitative data were analyzed by an academician expert in qualitative analysis, which had not previously worked in the chambers of commerce and industry to eliminate the risk of systematic error (Maxwell, 1996). Walcott (1994) stated that there was no definite framework for qualitative analysis. Therefore, the same data were analyzed by the researcher and the results of both analyses were compared. The study was basically carried out by three-stage coding performed by two different researchers. The findings were compared to obtain the required reliability at the end of the study. Finally, in the third stage, the findings were reported. Responses were primarily processed into the Microsoft Excel program by the

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3 traditional method. Each question was copied to one line and then all the responses were read
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5 one by one. The reading was repeated two or three times per response.

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7 Conceptualization, classification, and component analysis were applied respectively in data
8
9 analysis (Spradley, 1980). In cases where data need to be coded, the following analyzes in the
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11 coding process proposed by Miles and Huberman (1994) were used respectively. 1-

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14 Conceptualization: a) reading and absorption the words, sentences, and paragraphs in the data
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16 set; b) associating the responses with the fields (management, personnel, etc.) of the
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18 researched subject; and c) associating the subjects highlighted by the participants with the
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20 fields and determining the priority areas. 2-Classification analysis: classification of each field
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22 within itself: simplification of data, creation of themes (categories) by grouping related
23
24 concepts, and grouping themes close to each other. 3-Component analysis: defining the
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26 properties of the state encoded under the theme and supporting these definitions with
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28 participatory data (Strauss and Corbin, 1990). The analysis performed during the coding
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30 process as shown in figure 1.
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40 Results

41 42 *Demographic characteristics*

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44 Demographic variables on participants' gender, age, marital status, the term of office, legal
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46 status, type of chamber, and education level were given in table 2.
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3 61% of the participants in the study were male and 39% were female. 74.9% of the
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5 participants were married and 83% were over 30 years of age. 63% of the participants had a
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7 bachelor's degree and 82.5% had more than 4 years of work experience in their current
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9 workplace. Almost half of the participants (46.5%) worked in the chambers for more than ten
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11 years. 39.4% of the participants were contract employees with labor law, 36.9% were contract
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13 employees with the UCCET Regulation, and 23.7% were permanent employees. **There were**
14
15 **223 contract employees with labor law (36,9%) who participated in the study. 25,1% of the**
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17 **employees were single and 74,9% were married. The chambers where the study was carried**
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19 **out are as follows: 8.8% is chamber of industry, 39.8% is chamber of commerce, and 51.4% is**
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21 **chamber of commerce and industry.**
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28 *Content Validity*

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30 In qualitative research, questions should be understood by each participant in the same
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32 manner. The words that do not make sense for the participants and unknown words should be
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34 avoided (Salant and Dillman, 1994). **The sample of the study was determined by considering**
35
36 **the number (50-100) recommended in the literature** (Reynolds, Diamantopoulos and
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38 Schlegelmilch, 1993). A pilot study was carried out with the **Adana** Chamber of Commerce
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40 employees (N: 51) who were over the age of 18. The clarity and comprehensibility of the
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42 responses were scored with the Likert scale. It was determined that the study had content
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44 validity.
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51 *Work Engagement*

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53 The first question (Q1) was asked in order to get the most basic problems experienced by the
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55 participants regarding work engagement. Five main themes were revealed in the evaluation of
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3 responses through the field and theme analysis. The percentages of these themes were shown
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5 in table 3.

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7 INSERT TABLE 3 HERE
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10 As a result of theme and coding analysis, participants suggested issues related to human
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12 resources management (79,23%), fair behaviors of managers towards employees (35,04%),
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14 the shortcomings of managers' practices (27,11%), and the work environment (20,95%).

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16 7.57% of the participants suggested to develop the sense of belonging of the employees and
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18 highlighted the characteristics that the employees should have: institutionalization, strategic
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20 planning, and project development.
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24 79.23% of the participants stated that their work engagement can increase with fair human
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26 resources management. Samples of comments on this subject are as follows: "Human
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28 Resources Management in the real sense... "; "Powerful human resources management.. ".
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31 Participants underlined the lack of studies or systems to increase their motivation for human
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33 resources management problems. Chamber employees think that regular financial incentives
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35 will significantly support their work engagement, in return for their successful and devoted
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37 work. Participants emphasized the importance of the award or premium. The importance of
38
39 appreciation, spiritual satisfaction, and the organization of personal rights were emphasized
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41 by the participants: "The supervisors should appreciate the staff's success and keep the staff
42
43 motivation high...." Employees stated that they did not want to live with the fear of being
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45 dismissed due to various reasons such as the impositions of the managers, unethical job
46
47 demands or nepotism: "having job security, permanent elimination of concerns about the
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49 stress experienced by the employees...."
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53 Another issue that can increase employee loyalty is the fairness behaviors of the executives to
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55 the employees. Employees stated that wages were not included in a certain standard: "As I
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57 gave in the service example, a trade register assistant manager at a 15-minute distance
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3 received a salary of 3000 TL, as I receive 1800 TL. If a standard is put on this issue in
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5 Turkey, I am sure that the engagement will increase." The participants stated that eliminating
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7 the deficiencies caused by the practices and personal characteristics of the managers would
8
9 increase their work engagement. The main phenomenon that the employees try to clarify is
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11 the effects of the practice outputs of the managers due to the leadership characteristics. First
12
13 of all, participants desire managers to be tolerant, sensitive, friendly, humane, and open-
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15 minded: "The general secretary and management should be a little more sensitive."

16
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18 Good managers should have professional characteristics such as supervising without regular
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20 micro-management sense, having knowledge of the chambers, trying to be informed, staying
21
22 open to new ideas or projects, being legalistic, having a vision, willing to keep up with the
23
24 modern world, and focusing mainly on the work of the chamber rather than the staff or other
25
26 unnecessary details. Work environment, which was underlined regarding work engagement,
27
28 was explained with two sub-components as colleagues and physical-technological
29
30 infrastructure: "...activities for creating team spirit" and "providing the best possible
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32 technological equipment to do the job."

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35 The key recommendations of the participants on the work engagement were as follows:
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38 human resources management to protect the rights of employees; to develop practices such as
39
40 promotions and awards and fair manager behavior; to focus on employee-oriented managerial
41
42 practices; to improve the working environment; to improve the sense of belonging of
43
44 employees; to have some personal characteristics such as work ethics, institutionalization of
45
46 the chambers, strategic planning, and project development.

51 *Intrapreneurship*

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53 The second question (Q2) was asked in order to get the most basic problems experienced by
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55 the participants regarding intrapreneurship. Seven main themes were determined in the
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3 evaluation of responses through the field and theme analysis. The percentages of these themes
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5 were shown in table 4.

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7 INSERT TABLE 4 HERE

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10 Participants expressed their problems regarding intrapreneurship as the processes of
11
12 generating new ideas of employees (34.33%), supporting the successful ideas and projects of
13
14 employees (30.11%), generating the organizational climate of managers (24.27%), self-
15
16 improvement of employees (8.98%), the personal characteristics (6.87%), and working
17
18 conditions (5.81%). The recommendations of 3.35% of the participants were determined as
19
20 follows: benchmarking, proving technical and technological infrastructure to employees, and
21
22 adding the value of new ideas and projects.
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25
26 Certain processes need to take place to create new ideas or projects. The participants did not
27
28 reach a consensus on this issue. One group emphasized that their ideas should be requested by
29
30 the managers, while other groups emphasized that the ideas should be listened by the
31
32 managers, and another group emphasized that sharing ideas or creating collective ideas would
33
34 be best. The group, which stated that the idea should be requested, thought that managers
35
36 should be active in this process. This group stated that it would be useful to ask questions
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38 about what the employee's thoughts are with regular techniques such as surveys, organizing
39
40 meetings and constitute a suggestion-complaint box. On the contrary, the group stating that
41
42 the idea should be listened to by the managers thinks that employees should be active. The
43
44 participative group thinks that everyone working in chambers is responsible. This group
45
46 recommended sharing ideas with techniques such as brainstorming, competition, quality
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48 circles, and regular participant meetings. This group defined the meetings as employees-
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50 centered meetings. Meetings, where subject headings are selected by the managers, are not
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52 considered useful in this context. The common view of the majority of the participants is that
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3 they are not taken seriously or respected, even a manager asked for the employee's opinion.

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5 Therefore, participants think that the staff will avoid expressing opinions in the next stages.

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7 The participants argued that the support of the employees' successful ideas and projects would
8
9 be possible through a fair and objective performance evaluation system. It was stated by the
10
11 participants that the conditions such as the adjustments of personal rights, effective human
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13 resources management, and providing necessary resources for the project development would
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15 have positive effects on the employees. These positive effects would help indirectly
16
17 generating new ideas.
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21 Organizational climate emerged as two different components: manager characteristics and
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23 management policies. Participants stated the managers' features as follows: open to
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25 innovations and new ideas, being effective, listen to employees, and to have a participatory
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27 communication characteristic, providing the responsibilities, authority, and initiative to the
28
29 employees, encouraging personnel, fair, and carry out fair applications, caring about the merit,
30
31 motivating the sense of belonging and family, preferring the form of democratic management,
32
33 establishing dialogue, supporting staff, being tolerant, role model, participative, trustworthy,
34
35 humanistic, respectful. Suggested issues related to management policies were as follows:
36
37 participatory management; new ideas or project competitions; strategic planning; avoiding
38
39 bureaucracy and hierarchy; fair recruitment process and wage politics; privatization of units
40
41 based on work; and division of labor. Additional issues included: decreasing work intensity,
42
43 evaluating personnel according to ability, and mobilizing all necessary resources.
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49 The participants emphasized the importance of education regarding intrapreneurship: "It is
50
51 necessary to increase the competence of the chamber staff with continuous training and also
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53 to provide suitable environments for the employees who want to do Master's degree in terms
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55 of material and working conditions. As a result, a new idea of a staff and project proposal will
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57 be directly proportional to their development. For this reason, staff should not only be
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3 involved with their business, but also something for their personal development.” Participants
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5 highlighted employee characteristics such as self-confident, risk-taker, entrepreneurial, lack
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7 anxiety, confident, recognize the organization, and work with team spirit.
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10 Some suggestions of the participants were as follows: implementing practices that contribute
11
12 to the process of generating new ideas by managers and employees by the chamber;
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14 supporting the successful ideas and projects of the employees; establishing the organizational
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16 climate necessary for the managers to develop new and creative ideas; improving the
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18 employees with the activities such as education; participating in projects; having personal
19
20 characteristics such as being an entrepreneur and a self-confident; improving working
21
22 conditions; creating new ideas, gaining knowledge with the practices of chambers
23
24 (benchmarking); improving technical and technological infrastructure provided to employees;
25
26 and providing value-added for new ideas and projects. The results of the analysis showed that
27
28 the chambers did not have an adequate level of employee-focused understanding of new ideas
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30 and project proposals.
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37 *Ethical Leadership*

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39 The third question (Q3) was directed to the participants in order to get the most basic
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41 problems experienced by the participants about ethical leadership. According to the
42
43 participants, the ethical leadership characteristics of 15 main themes were determined.
44
45 58.10% of the participants stated that the ethical leader should be fair in all decisions,
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47 efficient, sensitive, and merit features with ethical values.
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51 According to the 42.45% of the participants, ethical leaders should have some following
52
53 characteristics: honest, uncompromised in his/her principles, straightforward, consistent,
54
55 courageous, and not afraid to take risks. Additional characteristics included: being ingenious,
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57 protecting moral values, and acting according to their moral values. 15.49% of the
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3 participants stated that they would like to see managers with reliable characteristics in the
4 workplace. 10.92% of the participants stated that they desired managers who were hard-
5 working, self-sacrificing, responsible and devoted to the job.
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9
10 8.45% of the participants prefer their managers to have good communication with them and
11 the chamber's members. It was stated that managers should motivate employees regularly,
12 show encouraging behaviors, and be easily accessible. 8.80% of the participants stated that
13 the managers should have personal characteristics such as tolerant, human-focused,
14 compassionate, patient, thoughtful, altruistic, calm, polite, kind, gracious, offensive, decent,
15 modest. 9.51% of the participants highlighted the features of equality, judgmental, free-
16 standing, libertarian, and non-discriminatory. 11.09% of the participants stated that they
17 desired their managers to be good leaders. According to the participants; a good leader takes
18 the right decision; gives his or her powers to the staff when necessary; realizes the facts and
19 the future; and is an entrepreneur, virtuous, and solution-oriented. 10.04% of the participants
20 emphasized that their managers should at least some of the following characteristics:
21 understanding, sharing, empathizing, protecting, while also being gracious, sincere, sensitive,
22 flexible, cooperative, and participative.
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42 *Service Innovation Behaviour*

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44 The fourth question (Q4) was asked in order to get the most basic problems experienced by
45 the participants regarding the service innovation behavior. Seven main themes emerged in the
46 evaluation of responses by the field and theme analysis. The percentages of these themes were
47 shown in table 5.
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53 INSERT TABLE 5 HERE

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56 Participants expressed their problems in chambers regarding service innovation behavior as
57 follows: satisfaction of the members (36.62%), technology (21.48%), human resources
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3 (18.31%), the mission of the chamber (14.96%), innovation (8.98%), training (7.92%), and
4
5 management (7.22%).

6
7 Participants stated that the chambers' members should not be conceived as the source of
8
9 income. Chamber managers should assist and approach to the members as in the private
10
11 sector, increase the services provided to the members, not discriminate among the members,
12
13 and develop practices for the development of service innovation behavior: “The chambers
14
15 serve for its members. The chambers should be formed by a member representative for each
16
17 committee and group if necessary, and the members should receive complaints and
18
19 suggestions, and all services required by the era should be provided. The member should be
20
21 proud that he/she has a chamber looking for solutions to his / her own problems.”

22
23 The participants stated that the members could be granted low-interest loans by releasing the
24
25 resources of the chambers, protecting the budget, and creating additional financial supports.

26
27 On the other hand, it was stated that the dues could be reduced by providing better service to
28
29 the members. It was indicated by the employees that the establishment of the membership
30
31 system voluntarily as who were possible by the classification of the members according to the
32
33 purpose, sector or occupations was required.

34
35 The participants stated that technological facilities should be utilized at a high level while
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37 serving the members. Following technological innovations and making these innovations
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39 functional in the chambers is crucial according to the employees. Participants highlighted that
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41 employees and managers need to increase their knowledge and skills in information
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43 technologies: “...to follow the technology, to create integrated systems, to adapt the staff to
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45 these innovations.”

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47 The participants emphasized some suggestions as follows: the improvement of their rights,
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49 social activities, and facilities, the qualified managers as well as the employees, the
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3 improvement of the services provided to the employees, the establishment of a strong team
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5 link between the personnel.
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7
8 The participants stated that the status of the chamber should be clarified as it affects the
9
10 perceptions of employees, management and members. The chamber is of a status between the
11
12 public or the private sector. This status causes some problems of autonomy: "Chambers need
13
14 to be expropriated or automatized. It should be preferred to choose between a system or
15
16 chambers where the members who believe that mandatory membership will be benefited from
17
18 their desires and the weight of the public and a system where there is no cookie in
19
20 meaningless political maneuvers."
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24 The participants recommended being open to innovative approaches to offering service for
25
26 members and following the developments to be aware of these innovations. Following current
27
28 events, dominating the domestic and foreign market, being aware of the new laws and current
29
30 developments were recommended by the participants. After these processes, the participants
31
32 highlighted their business development suggestions for the members. The participants
33
34 underlined that both employees and managers should be innovative: "They have to follow the
35
36 domestic and foreign markets closely. Members should understand the problems of
37
38 expectations, produce solutions and not work with the mentality of the public institution."
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42 Participants emphasized that a modern management approach might affect the satisfaction of
43
44 the members. The participants emphasized that institutionalization should be possible in the
45
46 chambers and that this would be possible with the strengthening of the secretary-general,
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48 implementation of the control mechanism, and reduction of the bureaucracy. According to the
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50 participants, fair management, transparency, and availability of the necessary support to the
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52 staff should be carried out by the managers.
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56 Participants emphasized the following management issues: to keep the interests of the
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58 institution ahead of the individual interests, to know the mission of the institution, to
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3 concentrate on doing their own business in the right way, to establish good and close relations
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5 with the employees, to have knowledge with the functions of chamber, to make regular
6
7 member visits, to support the employees, to create a professional competition conditions, to
8
9 distribute tasks fairly to the employees, to possess illuminating ideas, and to be unselfish.
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14 *Discussion*

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16 In this study, the association between ethical leadership and work engagement was
17
18 determined qualitatively. This result is supported by previous empirical research (Engelbrecht
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20 et al., 2017; Brown et al., 2005; Den Hartog and Belschak, 2012; Macey, Schneider, Barbera
21
22 and Young, 2009; Cheng, Chang, Kuo and Cheung, 2014). The most important feature of a
23
24 manager who adheres to moral values and the most commonly used words in the responses
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26 obtained from the main recommendations for increasing the work engagement of the chamber
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28 employees is fairness and honesty. This result demonstrates a strong relationship between the
29
30 employee perception of justice and engagement to work.
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35 A significant association was found between leadership and intrapreneurship in previous
36
37 studies (Valsania, Moriano, and Molero, 2016; Walumbwa, Avolio, Gardner, Wernsing and
38
39 Peterson, 2008; Brown et al., 2005). During the interviews, among the three most important
40
41 characteristics of a manager who complied with moral values, the participants revealed the
42
43 item of “innovative” which was the component of intrapreneurship. The other component of
44
45 intrapreneurship is proactivity which is a personality structure that transforms opportunities
46
47 into benefits, takes initiative against competition and predicts possibilities on time. Taking
48
49 risks is the possibility of allocating resources to seek new opportunities. In the study, it was
50
51 determined that there was a qualitative association between ethical leadership and
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53 intrapreneurship.
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3 According to the research findings, it was revealed that ethical leadership had an effect on
4 service innovation behavior. In the literature on service innovation behavior, few studies were
5 found on this topic. The leadership characteristics such as innovation, employee
6 empowerment, innovative support, and staff rewards increase innovation behavior level (De
7 Jong and Den Hartog, 2007; Janssen, 2005). In the evaluation of qualitative data, it was
8 observed that the participants highlighted some characteristics such as innovative, open-
9 minded, open to new ideas, producing new ideas, and having managerial skills. The managers'
10 behaviors that should be positive for the employees and support the participation, aiming to
11 contribute to the creation of new projects and having the characteristics of sharing ideas are
12 among the main recommendations of the participants to present new ideas and to encourage
13 the project proposition.
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28 These inferences support the significant association between leadership and employees'
29 innovative behavior.
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33 It is clearly understood from the following responses that the chambers should serve their
34 members with an innovative approach: “bringing together the foreseeing leader and his staff
35 in a love, respect and tolerant manner under the same roof”; “it can be possible thanks to the
36 managers who see the future”; “managers should make the members' visits after the
37 elections”; “chamber should have a Board of Directors that consist of visionary managers”;
38 and “to get rid of the executive pressure on employees.”
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47 The significant association between ethical leadership and service innovation was revealed by
48 the results of the analysis. Ethical behaviors of leaders affect the innovative behaviors of
49 employees. Unethical behaviors obstruct revealing service innovation. In particular, a
50 participant's following response and the fact that presenting the work ethic as a component
51 that points both employees and managers supports the association between ethical leadership
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3 and service innovation behavior: “qualified personnel + qualified managers + work ethic =
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5 service quality.”
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8 Work engagement, which is a positive motivational state, is associated with proactive work
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10 behavior (one of the components of intrapreneurship) (Bakker, 2011). Individuals with high
11
12 levels of work engagement depend on their work roles in cognitive, physical, and emotional
13
14 terms (Kim et al. 2012). The high level of engagement shows that the employees strengthen
15
16 the proactive business behaviors and reveal the behavior of taking initiative (Fritz and
17
18 Sonnentag, 2007; Kim et al., 2012; Hahn et al., 2012; Parker et al., 2006). There is a study
19
20 that supports the positive association between work engagement and intrapreneurship in the
21
22 literature (Gawke et al., 2017). **According to the qualitative data results, individuals, who**
23
24 **engaged in their work, should have an innovative personality by creating innovations.** In order
25
26 to reveal the work engagement, the staff's innovation suggestions should be asked regularly
27
28 by the managers and the personnel should be provided with the necessary training for each
29
30 innovation. Besides, it was stated by the participants that the employees should be given the
31
32 opportunity to achieve success at work and the risks should be shared. This finding reveals the
33
34 willingness of the employees for career development.
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40 Ensuring the self-improvement of personnel by giving importance to their education, taking
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42 necessary steps to ensure the personnel adaption to innovations, the regulations on wage and
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44 personal rights, increasing the interaction between the board of directors, members and the
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46 staff, increasing social activities, reducing the work overload by increasing the number of
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48 staff, improving the workplace climate were all presented as the cause of the employees to
49
50 improve the service innovation behavior. All of these suggestions are the factors that will
51
52 reveal the work engagement. According to the ideas presented, working with staff who love
53
54 their job will enable the chambers to provide services to their members with an innovative
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56 understanding.
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3 Keeping the motivation of the chamber staff high, improving the working conditions,
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5 rewarding, being respectful and tolerance in the leader-employee relationship will reveal the
6
7 happy personnel profile and lead to the emergence of innovative behaviors in the service.
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10 What is noteworthy in the data is the belief that the satisfaction of the employee will realize
11
12 the service innovation. It is emphasized that personnel who are satisfied in many subjects such
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14 as personal rights, social and physical facilities, and working conditions will offer a service of
15
16 high quality.
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19 According to the findings obtained from this research, ethical leadership has important effects
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21 on work engagement, intrapreneurship, and service innovation behavior. The fact that the
22
23 phenomenological research method reveals the relationships of the researched topics with
24
25 each other in a cause-effect relationship increases the importance of the findings. The analysis
26
27 of the responses of the questions about ethical leadership work engagement, intrapreneurship,
28
29 and service innovation behavior reveals a common significant issue. This issue is the effect of
30
31 ethical leadership on all three concepts. This effect generally develops negatively in the
32
33 chambers of commerce and industry. Thus, the employees avoid performing innovative
34
35 actions in the services provided to the members. This behavior can create a chain effect
36
37 regarding the regression of benefits from employee to leader, from chamber to the state.
38
39 Because service innovation is the sum of benefits provided from individuals to society, from
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41 manufacturers to consumers.
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46 The results of this study, carried out in chambers of commerce and industry with different
47
48 cultural and geographical features, clearly reveal the importance of ethics in leadership. The
49
50 participants clearly emphasized the importance of ethics in the responses to the questions
51
52 asked. This problem clearly shows the ethical problem experienced in the management of the
53
54 chambers. Considering the interaction of the chambers with the national and international
55
56 actors and their communication with the public leaders, these results become crucial. The
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3 contribution of chambers with a high level of human resources and management problems to
4
5 macro and micro-economies should be queried. It is an important problem in the context of
6
7 service innovation, the efficiency of the chambers where the value given to human resources
8
9 is low.
10

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12 The fact that these professional organizations with public institution status, which are in
13
14 contact with public leaders, lead the problems of their members to the state, make
15
16 recommendations to the state on many issues and influence the legislative, and are being
17
18 researched for the first time on ethical leadership, provides important contributions to
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20 policymakers and the literature. On the other hand, these findings on the chambers, which are
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22 public legal entities, will contribute to important improvements in terms of representing the
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24 state.
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30 31 *Limitations and recommendations for future studies*

32
33 According to the qualitative findings obtained from the study, the main themes affecting the
34
35 work engagement are human resources management, fair practices, executive characteristics,
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37 work environment, sense of belonging, personnel characteristics, institutionalization, strategic
38
39 planning, project development, and advisory board. The future studies regarding these themes,
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41 especially in the service sector, will contribute to the literature. In the studies to be
42
43 performed, the cultural aspect of the different service industries should be taken into account.
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47 It is recommended to compare the results of public and private law organizations.
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49 The results of qualitative data centered particularly on organizational justice and management.

50
51 The main limitation of the research is the sensitiveness of the employees regarding work
52
53 engagement especially in terms of the leadership types. Justice, responsibility, and honesty are
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55 all at the forefront of ethical leadership. However, ethical leadership remains limited in terms
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57 of the characteristics of other types of leadership that affect people without these ethical
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3 aspects. Work engagement is a type of work commitment such as positivity, satisfaction,
4 adoption, and mental status linked to work.
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10 The features of the transformational leadership type, such as employee well-being, creativity
11 (Shin and Zhou, 2003), task performance (Piccolo and Colquitt, 2006) associated with
12 employee behavior (Nielsen et al., 2009), is one of the deficiencies of ethical leadership, and
13 it should be taken into consideration in the context of their effects on work engagement. The
14 components of authentic leadership characteristics, such as self-awareness, balanced
15 processing, factors of transparency in relations, which have distinctive features different from
16 ethical leadership, can create a significant mediation effect (partial or full mediation) in terms
17 of work engagement.
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28 Human resources management (79.23%) and justice practices (35.04%) are important to
29 increase work engagement. Idea generation processes (34.33%), performance evaluation and
30 incentive system (30.11%) are at the forefront of the project proposal for generating new
31 ideas. The satisfaction of the chambers' members (36.62%), technology infrastructure
32 (21.48%), and human resources (18.31%) are possible by providing services to their members
33 through an innovative approach. The participant's (58.10%) comments regarding the most
34 important characteristics of a manager who conforms to moral values are as follows: to be fair
35 with decision making, to be legalistic, to be virtuous in all conditions, to be a conformist, and
36 to be transparent and sensitive with ethical values.
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48 The fact that just and ethical principles are underlined by the majority of the participants
49 reveals the lack of ethical leaders in the chambers. Therefore, it is recommended that the
50 necessary precautions be taken by the legislator to adopt the necessary policies in the
51 management of the ethical leadership characteristics of the chambers. For this reason, Table 6
52 presents the themes that are listed according to the proposed degree of importance for the
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3 policymakers to make the necessary arrangements in the subjects which have been explained
4
5 in the headings as a result of the quantitative and qualitative findings.
6

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8 INSERT TABLE 6 HERE
9

10 As it is understood from Table 6, the common theme proposed by the participants with their
11
12 responses to the questions is management, ethical leadership, and human resources. The fact
13
14 that the personnel of the chambers, which are professional organizations with public
15
16 institution status, have been merged in these three main issues and especially on the
17
18 management problem, reveals that these deficiencies should be filled. The results of the study
19
20 show that the managers of the chambers of commerce and industry affiliated to UCCET in
21
22 Turkey should ensure the fair distribution of resources, the review of human resources
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24 policies, the harmonization of technological infrastructure with the requirements of the age
25
26 and the development of employee-oriented innovation strategies.
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Table 1

The Study Questions

Order	Questions	Main Themes
Q1	What are your main suggestions for increasing the engagement of the chamber employees?	Work engagement
Q2	What are the main recommendations for the chamber employees to offer new ideas and promote project proposition?	Intrapreneurship
Q3	What are the three most important characteristics of a manager who meets moral values?	Ethical leadership
Q4	What are the main recommendations for the fact that the chambers can provide services to their members with an innovative approach?	Service innovation behaviour

Table 2

Personal Demographic Variables

Variables	n	%	Variables	n	%
<i>Gender</i>			<i>Term of office</i>		
Male	345	61,0	Less than 1 year	30	5,3
Female	220	39,0	1-3 years	69	12,2
<i>Age</i>			4-6 years	110	19,4
18-25	18	3,1	7-9 years	94	16,6
26-30	79	13,9	10 years and over	262	46,5
31-35	134	23,7	<i>Legal Status</i>		

36-40	144	25,4	Contract employee with labour law	223	39,4
41-45	100	17,6	Permanent employee	134	23,7
46-+	90	16,3	Contract employee with the UC CET	208	36,9
			Regulation		
<i>Education level</i>		<i>Marital status</i>			
Primary School	5	0,8	Single	142	25,1
Graduate					
Bachelor's	356	63,0	Married	423	74,9
Degree					
Master's Degree	90	15,9	<i>Type of Chamber</i>		
High School	64	11,3	Chamber of industry	50	8,8
Graduate					
Associate's	50	8,9	Chamber of commerce	225	39,8
Degree					
			Chamber of commerce and industry	290	51,4

Notes. UC CET: The Union of Chambers and Commodity Exchanges of Turkey

Table 3

The Qualitative Analysis Results of Work Engagement

Theme titles	f	%
Human resources management recommendations	450	79,23
Fair behaviours of managers to employees	199	35,04
Recommendations with the shortcomings of practices of managers	154	27,11
Suggestions for the work environment	119	20,95

Other Suggestions: improving the sense of belonging of employees, the characteristics of employees, institutionalization, strategic planning, project development	43	7,57
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Table 4

The Qualitative Analysis Results of Intrapreneurship

Theme titles	f	%
Suggestions for the new idea generation process of employees	195	34,33
Recommendations for supporting successful ideas and projects of employees	171	30,11
Generating organizational climate of managers	139	24,47
Employee self-development	51	8,98
Recommendations for the employee characteristics	39	6,87
Recommendations on working conditions	33	5,81
Other Suggestions: benchmarking, technical and technological infrastructure provided to employees, adding value of new ideas and projects	19	3,35

Table 5

The Qualitative Analysis Results of Service Innovation Behaviour

Theme titles	f	%
Satisfaction of the members	208	36,62
Technology	122	21,48
Human resources	104	18,31
The mission of the chamber	85	14,96

Innovation	51	8,98
Training	45	7,92
Management	41	7,22

Table 6

Table of Themes Ordered by Significance Level

Suggestions for Improving Work engagement	Suggestions for intrapreneurship	Recommendations for Improving Service Innovation Behavior	Suggestions for ethical leader characteristics
Human Resources Management Recommendations	Suggestions of the Employee's Idea Generation Processes	Satisfaction of the members	<i>Fair</i>
The fairness of the managers	Recommendations for Supporting Employees' Successful Ideas and Projects	Technology	Honest
Recommendations on Shortcomings from managers' Practices	<i>Establishing Organizational Climate by the Managers</i>	<i>Human resources</i>	Ethical
Suggestions for the Work	Self Improvement of	Chambers'	Merit

Environment	Employees	mission	
Improving the sense of belonging of employees	Personnel characteristics	Following of Innovations and Developments	Legalistic
Characteristics of Employees	Recommendations on Working Conditions	Training, Seminars, Workshops and Excursions	Transparent in management

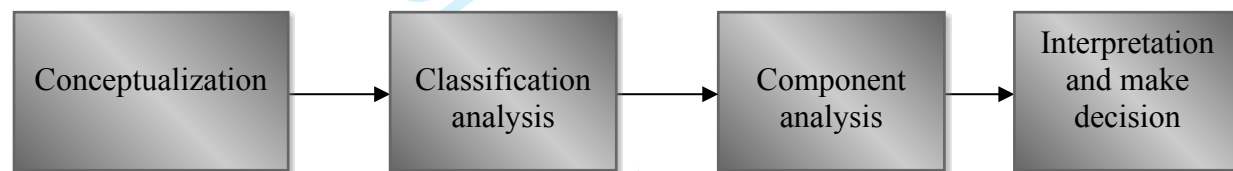


Figure 1. Analysis of qualitative data coding process