



## Libraries in the Light of the Concepts of Administrative Ethics and Organizational Justice: Libraries in Izmir

Yusuf Yalçın<sup>a,\*</sup> and Halil İbrahim Gençbüyür<sup>b</sup>

<sup>a</sup> Izmir University Library, Uckuyular, Izmir, Turkey.

<sup>b</sup> Dokuz Eylul University Library, Izmir, Turkey.

\* Corresponding author. Tel.: +90-232-246-4949 Ext: 130; e-mail: yusuf.yalcin@izmir.edu.tr

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#### ABSTRACT

Both administrative ethics and organizational justice concepts that are the subparts of occupational ethics have become important day by day. In this context, creating ethical values has an important role in establishing a safe relation among users, libraries and top management. The concept of "administrative ethics and organizational justice" that guide to select and apply the truth in the process of decision-making also leads to apply the principles such as justice, equality and merit in management. Within the scope of the principles of the study, a survey was applied to the staff and the managers of the library who work in both public and private libraries in Izmir in order to measure the perception about the concept of "administrative ethics and organizational justice". The results of the survey revealed that the answers of the managers have been more positive than the answers of the staff.

**Keywords:** Ethics, Administrative ethics, Organizational justice, Administrative ethics and organizational justice in libraries, Job satisfaction.

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### I. Introduction

Although ethics has many different definitions it is known as "the expression of right and wrong measures for past and today" (Aydın, 2010, p. 3). When the concept of ethics is analyzed in terms of morality it has been emerged from the different ways since the beginning of human history, and it has become a concept that all sciences focus and discuss in recent years.

It is seen that the concept of "occupational ethics" is one of the most important elements of globalization in parallel with the overall assessment on ethics. Occupational ethics is defined as occupational principles that protect the Professional group, force the Professional members to act in the framework of specified rules, limit the personal tendencies, exclude the members from the profession, regulate the Professional domestic competition and protect the service ideals (Pehlivan, 1998, p. 4). The relations between people create the basis of occupational ethics. Obeying the specified rules among the professional groups is a necessity of occupational ethics (Kuçuradi, 1988, p. 71).

While ethics is defined as a sub-discipline of philosophy, it emerges as the whole morality principles

that create right/wrong and good/bad standards on individual or group behaviors. The concept of "administrative ethics and organizational justice" that is a sub-section of occupational ethics has gained importance.

#### a. Administrative Ethics

It is not a spontaneous case that the ethics approach has not occurred as a necessity in professional management. The widespread of behavior and practices against the social values of management shows that ethics is necessary for the management theory and practice as in every profession (Balkır, 2005, p. 204). This directs the institutions to the ethics, development of ethics codes and to make them a part of the corporate culture.

Administrative ethics became important after 1970 and it has become the discipline that some studies have been fulfilled about it. In literature, administrative ethics that started to gain importance in the beginning of 1990 has become more comprehensive. Two articles that were published in PAR (Public Administration Review) in 1974 contributed to the development of administrative ethics as a working area. One of them is "Social Equity and Organizational Man: Motivation and Organizational Democracy" that was conducted by Michaelon in 1974

and the other is "Social Equity, Justice, and Equitable Administrator" that was conducted by David K. Hart in 1974. The authors did not lay emphasis on social equality in terms of administrative applications (Cooper, 1994, p. 4-12; Sayılı & Kızıldağ, 2007, p. 232).

Administrative ethics is about ethics principles in the management. Management is an activity requires continuity and responsibility. In general, administrative ethics is about honesty, confidence, truth, respect and its aim is to apply these subjects from manager to staff in the management (Kaplan, 2009, p. 345). Aydın (2014, p. 4) define the administrative ethics as being stable, objective in giving administrative decisions and being respectful for integrity and entity of individual, and having equality, justice, honesty, clarity for selecting the actions. In brief, the administrative ethics can be defined as principles and code of conduct in the management (Thompson, 1985, p. 555). Administrative ethics provides the individuals in the organization with taking ethical decisions and forming them. For this reason, ethics has a task to distinguish the right and wrong, select the truth during the decision making process. It is necessary to think and comment on the concept of ethics by individual, society, institution and profession considering the time and the developed technologies.

The administrative ethics examines all ethical dimensions in the activities of staff and managers in that area. These dimensions are as follows (Unpan, 2004, p. 5):

- **Values:** Thoughts and acts should be fulfilled within the concepts of freedom, justice, honesty, objectivity and responsibility as individual, organizational and social.
- **Standards and Norms:** They are the principles that lead to the activities of individual/staff, direct and control their acts (law, codes, rules, etc.).
- **Acts:** They are different personal activities that are limited with norms and standards.

In this context, the main aim of administrative ethics is to regulate the relation between managers and staff and to stress on the value about social structure and to develop the appropriate acts.

### ***b. Organizational Justice***

The importance of justice has been discussed as being a basic necessity for personal satisfaction and organizational function in social sciences. Various studies have been conducted in recent times and more sensitive conceptual models have been developed for the subjects and parameters. As a result, a huge literature has been created and a new concept as "organizational justice" has been started to be used in order to describe the role of justice in the workplaces (Yıldırım, 2007, p. 256).

The studies about organizational justice start with Adams' Equity Theory. According to this theory, the staff compares their gains with their colleagues' gains and the other staff's in another organization (if there is a similarity between the gains, it means that they work in a fair organization). It is possible to explain the organizational justice with change theory. According to this theory, the staff compares the education levels, skills, abilities, experiences and efforts with their own gains in

the organization. As a result of the comparison, the decrease in their performance can be seen in addition to being late for job, resigning in case of perception decline (Robbins and Judge, 2011, p. 255; Mullins, 2007, p. 126-135; Akgündüz & Güzel, 2014, p. 2).

The number of definitions has increased in parallel with the development of organizational justice. Some definitions are as follows:

According to Moorman, it is a term that describes the justice on work areas. According to Özkalp and Kirel, it is a concept that includes the relations of individual with colleagues and organization and justice of all changes in both organization and society. Yıldırım also describes organizational justice as principles and social norms that manage the rewards and punishments in the organization. According to Çakmak, organizational justice is a set of rules and social norms related to the methods used in determining the decisions in the distribution of organizational resources and the acts between the individual during the execution of these methods (Yazıcıoğlu & Topaloğlu, 2009, p. 4). We can describe the organizational justice as perceptions that examine whether the acts of the staff are appropriate for equity principle in the distribution of organizational outcomes, in the process of decision-making or not (Çelik, Turunç & Bilgin, 2014, p. 561).

### ***c. The Concept of Administrative Ethics and Organizational Justice in Libraries***

In the literature, the concept of organizational justice has been mentioned as an important effect in the studies on the viewpoints of the staff on library, their job satisfaction and productivity while the concept of administrative ethics has been discussed as occupational ethics in the libraries because general definitions on the occupational ethics are given in the beginning section of the study, brief information on the job satisfaction will be given in this section.

It is observed that there are many definitions on job satisfaction in the literature. Some of these definitions are that job satisfaction is the total of thoughts and feelings on the work and overall satisfaction for the workplace. While Miner (1992) describes the job satisfaction as an attitude against the work about the expectations of the individual, Spector describes it as "to what extent people like or dislike their job" (Ünlüer, Kılıç & Çıray, 2014, p. 239).

Job satisfaction is a discipline that conducts scientific studies on management, business, efficiency, corporate culture. Job satisfaction for all corporate is a fact that should be taken into consideration and be evaluated in terms of factors and institutional policies will be developed. Job satisfaction is a management factor that has a decisive importance in quality, quantity and efficiency of the services. The concept of job satisfaction that has many factors can be seen as reflection or result of many effects in the process of service in an organization. Thus, to evaluate the organization in terms of production and services makes the job satisfaction to be measured in that corporate because the staff is a key element in the organization and it is clear that a lack of these elements will reflect negatively on the organization (Yılmaz,

Korkut & Köse, 2010, p. 50).

Libraries are between the social organizations that produce services. The concept of administrative ethics and organizational justice is an important element on the structure of the staff. To examine the staff in terms of the concept of administrative ethics and organizational justice means to discuss the problems on the staff. It is aimed to study the opinions of the staff on the concept of administrative ethics and organizational justice in all libraries in Izmir.

## II. Method

The concept of administrative and organizational justice has become an issue that all disciplines from management to human resources show interest. Especially in developing countries, unethical acts in private and public units increase the importance of the concept of administrative and organizational justice. It is impossible to think the libraries in both public and private sector independently from this new phenomenon. Within the scope of the subjects mentioned above, it is aimed to examine the perspective of library staff on administrative and organizational justice in the study.

Within our study, the questions about “administrative ethics” determine the level of administrative ethics and the questions about “organizational justice” determine the level of organizational justice. As a result of the literature, there is neither theoretical nor empirical studies that to examine the dimensions of the concept of administrative ethics and organizational justice in the libraries. Although there is no study about the concept of organizational justice, both theoretical and empirical studies on job satisfaction have been conducted. In this context, our study has an importance because it is paired with administrative ethics and organizational justice. We can list the limitations, universe and sample of our study as follows:

- Different results can be obtained in different institutions and different periods because the concept of administrative ethics and organizational justice is a theoretical concept.
- The concept of administrative ethics and organizational justice should be evaluated as being subjective in terms of the perceptions of subjects because it is in an abstract structure rather than a concrete one.
- The universe of our study was determined as the libraries in both private and public sectors in Izmir.
- The sample of the study has been determined as the staff in the libraries in Izmir. Turkish Librarianship has been contacted in terms of the determination of the staff who attended the survey and survey forms were sent via e-mail to 116 members on the dates of 25.02.2014, 03.03.2014 and 11.03.2014. However, 12 e-mails returned because they could not be delivered to the receivers. 45 of 104 subjects answered the survey.
- In order to have more meaningful answers at the end of the survey, we wanted the managers to answer according to the relations with top management and we wanted the other group to answer according to the relation between the library management and the

staff. While the concept of organizational justice is limited with library for the staff, it is evaluated in a wide perspective for library management.

Descriptive method was used in our study. “*Descriptive method aims to explain the interaction between the situation by considering the relations between the previous case and conditions. So, it tries to answer the questions such as What is the current situation about the subject of the study? How can we arrive there? by depending on the data in the certain period*” (Kaptan, 1998, p. 59).

Within the scope of our study, some questions on gender, age, educational status, the organization (she/he works) and work time were asked in order to determine the general structure of the subjects. Moreover, 17 different questions were asked in order to determine the perceptions in the organization by considering the concept of administrative ethics and organizational justice. Five Likert scale was used in the study.

## III. Evaluation of the Findings

In this part of the study, the findings obtained from the survey that was conducted between the staff in libraries in Izmir between February 25 and March 11, 2014 were evaluated in terms of the concept of administrative ethics and organizational justice.

The data obtained within the scope of the study was evaluated under two titles as managers and staff. 36 staff and 9 managers have joined the study. The data about the distribution of the subjects is given in Table 1.

TABLE I  
DISTRIBUTION OF THE SUBJECTS

Institution	Public		Private	
	Frequency	%	Frequency	%
Manager	4	44%	5	56%
Staff	21	58 %	15	42%

When the distribution of the subjects is examined the participation rate of public libraries is 44% and the rate of private libraries is 58%. When the participation rate of staff is examined, the participation of private libraries is 42% and the participation of public libraries is 58%. Although the number of public libraries is more than private, managers in private sectors are more sensitive about the case.

Qualified workforce is necessary to give the library services in a universe level. In this context, the data about the education status of the staff is given in Table 2. When the data that is obtained in terms of the educational status of the subjects were examined; 67% of the staff in the management level have master degree and 11% of them have doctoral degree. The rate of bachelor’s degree is 22%. When the educational status of the staff has been examined; it seems that the subjects (78%) have bachelor’s degree. While there is no staff who has doctorate degree the rate of bachelor’s degree is 19% and the rate of associate degree is 3%. Four questions in total were asked to the subjects in terms of the perception of concept of administrative and occupational ethics in the libraries. The data on the questions are detailed in Table 3.

TABLE II  
LEVEL OF EDUCATION STATUSES OF STAFF

	Associate Degree		Bachelor's Degree		Post Graduate		Doctorate	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
<i>Manager</i>	0	0	2	22	6	67	1	11
<i>Staff</i>	1	3	28	78	7	19	0	0

TABLE III  
ADMINISTRATIVE AND OCCUPATIONAL ETHICS

	Manager					Staff				
	-KK	-K	K	+K	+KK	-KK	-K	K	+K	+KK
<i>I have information about the concept of occupational ethics</i>	0%	0%	0%	44%	56%	3%	3%	8%	42%	44%
<i>Occupational ethics is enough for a good management</i>	0%	11%	22%	56%	11%	6%	36%	22%	22%	14%
<i>Managers must be leader in order to have the concept of occupational ethics</i>	0%	0%	0%	44%	56%	3%	3%	0%	50%	44%
<i>Morality is important in the management</i>	0%	0%	0%	44%	56%	3%	3%	0%	23%	71%

-KK: Strongly disagree, -K: Disagree, K: Neutral, +K: Agree, ++KK: Strongly agree

Occupational ethics is an adaptation of the profession by reducing the ethical principles to private one. Principles of occupational ethics change according to the services of the profession and each profession adopts their own principles. Ethical values in the library have been considered in the context of services in library and these principles have been established within the scope of the service (Güneş, 2015, p. 235). Knowing these principles and interiorizing them should be leader for services of the library to serve in universal level. The opinion about the concept of occupational ethics that have been obtained from all managers and 86% of the staff is useful for our profession.

Within the scope of adaptation and application of ethical rules, the question “occupational ethics is enough for a good management” was positively answered by 67% of the managers and negatively by 11%. The rate of neutral is 22%. The answers of the staff were different from the answers of the managers. While the rate of the people who think that occupational ethics is not enough for a good management is 42% the rate of neutral is 22% and total rate of the people who think it is enough is 36%. It is necessary to review the answers of the managers who said that occupational ethics is enough because 67% of them have answered as “agree”.

Managers should be leaders in order to apply the concept of the occupational ethics in the libraries because it is impossible that the applications could not be internalized by the top management cannot be successful at the level of staff. In this context, it is important to give the answer for the question “Managers must be leaders in order to have the concept of occupational ethics” as 100% of the managers and 94% of the staff because they can internalize the concept.

Being successful and regular is closely associated with attitude and acts of the managers. In this context, 100% of

the managers and 94% of the staff found morality as an important factor in the management when the perception of the subjects about morality was examined.

Being fair in the management is important as well as occupational ethics and administrative ethics. 13 questions on the organizational justice in the libraries were asked to the subjects. While the managers were asked to evaluate the relation between top management and library, the staff was asked to answer by evaluating the interaction between library management and staff. The data about the organizational justice is given in Table 4.

To discuss and make actual the decisions will be taken in the process of the service of the library is directly proportional to investigate the new decisions. Within this principle, when the answers to the question “The current decision-making system provides staff to investigate the decision taken” were examined, 78% of the managers support the investigations of the decisions on the library, 11% of them could not support that opinion. 50% of the staff has the perception on investigating the decisions. While the rate of neutral is 17%, the rate of the people who could not agree is 34%. 50% of the staff thinks that the decisions could not be investigated and this shows that the managers should change their perspectives.

One of the factors that will be affected by the motivation of the staff is to ask the opinion of the staff. When the answers of the subjects on the question “the current decision-making system provides to consider all sides’ opinion” were examined, 78% of the managers said that their decisions were taken but 11% of them said that they did not agree. The rate of neutral is 11%. While the managers think that their decisions were taken by top management only 55% of the staff has the same idea. It shows that the opinions of the staff were taken into consideration less in the stage of regulation of internal affairs of the libraries.

TABLE IV  
ORGANIZATIONAL JUSTICE

	Manager					Staff				
	-KK	-K	K	+K	+KK	-KK	-K	K	+K	+KK
<i>The current decision-making system provides staff to investigate the decision taken</i>	0%	11%	11%	67%	11%	17%	17%	17%	42%	8%
<i>The current decision-making system provides to consider all sides' opinion</i>	0%	11%	11%	56%	22%	14%	19%	11%	44%	11%
<i>The current decision-making system provides to report the problems on decision and its application to the staff.</i>	0%	11%	11%	78%	0%	20%	20%	14%	40%	6%
<i>Our manager considers our thoughts.</i>	0%	0%	11%	56%	33%	12%	12%	21%	50%	6%
<i>Our manager is so kind and understanding</i>	0%	11%	0%	44%	44%	12%	12%	65%	50%	21%
<i>Our manager gives importance to the rights of the staff</i>	0%	11%	0%	56%	33%	11%	20%	17%	37%	14%
<i>Our manager gives feedback about the tasks.</i>	0%	0%	13%	50%	38%	14%	19%	11%	47%	8%
<i>Our manager makes effort to be fair.</i>	0%	11%	0%	56%	33%	14%	19%	17%	44%	6%
<i>Our manager supports us to deal with the problem.</i>	0%	0%	11%	33%	56%	14%	14%	20%	40%	11%
<i>I can share my aims and plans about my job.</i>	0%	0%	11%	22%	67%	11%	11%	11%	49%	17%
<i>Our manager tries to evaluate our performance in real and true way.</i>	0%	0%	11%	22%	67%	15%	15%	15%	45%	9%
<i>The responsibility that I have is appropriate with the prizes that I have taken.</i>	0%	0%	22%	33%	44%	19%	17%	22%	36%	6%

-KK: Strongly disagree, -K: Disagree, K: Neutral, +K: Agree, ++ KK: Strongly agree

Within the scope of reporting the problems to the staff in the stage of making actual of decision taken, while 89% of the managers said that necessary feedback were provided for their opinions, 46% of the staff provided positive feedback when the perception for the question "the current decision system provides staff to know more information and explanation about the decision" was examined. According to the data, it is necessary to give more importance to the feedback of managers.

Information flow is available in the institution within the understanding of modern management. All groups contribute for the problem solution and all responsibility belongs to the organization. While 89% of the managers answered as "agree" to the question "our managers considers our thoughts" 56% of the staff answered for the same question. Adopting the modern management in the library management and increasing the interaction can raise the quality of the services.

It is proposed that managers should be kind and understanding to the staff in the modern management philosophy. Being understanding and emphasizing is important in terms of the managers because emphasizing provides positive gains to the problems. In this context, 88% of the managers have answered as "agree" for the question "our manager is so kind and understanding for us" but this rate is 71% for the staff. Answering that question as "agree" by managers and staff should be considered in terms of organizational justice.

To see the value in the changing and evolving management in the historical process is extremely important in terms of the motivation of the staff. When the data on the question "our manager gives importance to the rights of the staff" based on, 89% of the managers just gave importance to "their own" rights but this rate decreased to 51% for the staff. The rate of neutral is 49%. For this reason, it is necessary that managers should

develop new attitude for the rights of the staff.

While feedback is evaluated in the institutions "open talks" stage of written documents of performance evaluation system are taken into consideration. Feedback flow and corporate restructuring cannot create correct initiatives. Performance and feedback are the most important source of information that is applied willingly or without being aware in daily work and social life. In this context, 88% of the managers answered as "agree" to the question "our manager gives feedback about the task" but the rate of neutral is 12%. While 56% of the staff has answered as "agree" to the same question, 33% of them have answered as "disagree" and the rate of neutral is 11%.

The managed person wants manager to have equal distance toward everyone and wants him/her to be close to everyone in an equal distance. The main task of the manager is to ensure the justice to everyone. People can feel that some people are closer than the others or love some of them more. However, this favor that is stemmed from that love and closeness can be equal with directing the ship to the iceberg. In this context, 89% of the managers have gave positive answer to the question "our manager makes effort to be fair" but this rate decreased to 50% for the staff. Managers should make more "effort" to convert that negative opinion into positive.

To deal with the difficulties that staff meets every day can cause a big pressure on them. Based on the presumption about the support of the managers against that pressure, 89% of the managers have answered as "agree" to the question "our manager supports to deal with the problems" but this rate decreased to 51% of the staff.

To share the aim and plans of the staff with the manager can increase the quality of service and reduce the mistakes. In this context, 89% of the managers have the

perception on sharing aim and plans with top management but 66% of the staff has that perception in the question “I can share aim and plans with my manager”.

Performance is an important case in terms of the managers in the organization and the result of the act of the employee. Performance can be described as total measurement of quantitative and qualitative contributions of an employee or a group. For this reason, individual job performance is important for the organization. Organization can be affected when the performance of the employee is strong or weak. When it is considered that manager has a responsibility to raise the performance of the organization; to evaluate the performance of employee is the responsibility of the manager. Thus, 89% of the managers have answered as “agree” to the question “our manager tries to evaluate the performance in real and true way” but this rate decreased to 54% for the staff. The rate of neutral is 46%.

Staff evaluate whether the wage is fair, managers or colleagues treat fairly and distribution of the prizes is fair or not. They exhibit some behaviors within the perception on this subject. The researchers who have examined the concept of organizational justice have focused that the justice is an important concept in order to understand and comment the attitudes and behaviors of the staff. 78% of the managers have answered as “agree” to the question “prizes that I have taken and responsibility are appropriate with each other” but this rate decreased to 42%. Managers should consider that 42% of the staff has the perception on the distribution of prizes and responsibility is fair.

#### IV. Result and Recommendations

The most important factor that increases the motivations of the workers is to meet the expectations and requests of the workers. The expectations of the workers, like the gains in the organization, must be distributed between the workers fairly. While taking decisions about the distribution the decisions must be delivered to workers by applying the process fairly. The administrative ethics and organizational justice on the behaviors and attitudes of the workers should be discussed by the manager. The obtained data from the study can be followed as:

1. 100% of the managers and 86% of the staff have information about the concept of occupational ethics.
2. Managers must be leaders in order to have the concept of occupational ethics and 90% of both groups have answered as “agree” about the questions that support the morality in the management.
3. 78% of the managers think that the current decision making system lets staff to investigate the decisions but this rate is 50% for the staff.
4. The managers have more positive opinion than the staff about the current decision-making system that provides to report the problems on decision and its application to the staff.
5. While 88% of the managers have answered as “agree” to the questions that top management consider their thoughts and give importance to their rights but this rate changed to 71% for the staff.

6. The perception of the managers is positive and the rate is 88% and more but this rate changed between 50% and 66% for the staff.
7. The lowest satisfaction of both staff and managers is responsibilities and prizes.

Being effective and successful for the library can be possible with most valuable manpower, a good library management and application of modern management principles and functions. In particular, managers have an important role to motivate the colleagues and direct the behaviors for the benefit of libraries and institutional affiliation and make them feel the importance on their emotions and thoughts.

#### V. Conclusion

One of the basic tasks of the managers is to provide the approaches of the staff for managers and organization in a positive way. Administrative ethics and organizational justice can be seen as an important tool for fulfilling that task. In this respect, if the staff perceives that they affect the decision and have the same right to reach the manager sense of belonging and perceptions of justice within the organization can be strengthened. Strengthening the sense of belonging and justice increases the confidence and commitment to the organization. Showing ethical and fair attitudes and behaviors can provide the staff to create organizational ethics and justice and it increases the interdependence between the long-term staff. Staff will evaluate the attitudes and behaviors of the managers and the other staff as an indicator of organizational justice. In addition, ethical and fair behaviors of the top management decrease the personal fears on being the victim and mobilize them to talk about related problems. In the contrary case, tendency of silence of the staff can increase.

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**Yusuf Yalçın** graduated from Ankara University, The Faculty of Languages, History and Geography, Department of Information and Record Management in 1995. After he had completed my postgraduate education in Hacettepe University in 2006, he got his doctoral degree from Ankara University in 2013. From 2009 until today, he continues her career as a founder manager at the Library of Izmir University. He is interested in digital libraries, electronic resources, information literacy, library science, library management, academic libraries, semantic web, archives, public archives, private archives, city archives and digitalising.



**Halil İbrahim Gençbüyük** was born in Izmir in 1977. He graduated from Information and Document Science Department in the Faculty of Language History-Geographical in Ankara University, 2000. He entered into department of Library and Documentation of Dokuz Eylül University as being expert in 2002. He worked as an expert in Database-Electronics and Information retrieval and management systems between 2002 and 2014. He has worked in the Library of Faculty of Law in Dokuz Eylül University since 2014.