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## Business Ethics and Unethical Behaviours in Human Resource Management\*

*İnsan Kaynakları Yönetiminde İş Ahlakı ve İş Ahlakına Uygun Olmayan Davranışlar*

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ABSTRACT

The main purpose of this study is to explain the concept of business ethics in human resources management and the components that make up business ethics. In addition, behaviors that do not comply with business ethics in human resources management are explained. In this study, the document analysis method was used. In this method only written and visual materials are used, if direct observation and interview are not possible in the research. In other words, examining and analyzing documents is also used as a method in this research.

The moral institution is one of the most important institutions that ensure the integrity of society and keep it alive. Business ethics is essentially an integral part of social ethics. For this reason, business ethics should be established together while establishing social ethics. Business ethics generally consists of three basic elements. These are work ethics, professional ethics, and business administration ethics. As in the "compound containers principle" in chemistry, these three elements support each other. These three elements decrease together in societies where business ethics principles are ignored. This decrease leads to an increase in unethical behaviors. In a society where the principles of business ethics are not followed; Social diseases such as discrimination, favoritism, corruption, bribery, embezzlement, conflict, use of affection and intimacy, violence, sexual harassment, dogmatic behavior, arrogance, and superiority are increasing. To prevent these social diseases, it is necessary to establish social ethics and business ethics. The concept of business ethics is explained to understand better the behaviors that do not comply with business ethics. Then, the definition of business ethics is made and the three sub-components of business ethics (elements of business ethics) are explained. In the continuation, human resources management and behaviors that do not comply with business ethics are explained under ten sub-titles.

**Keywords:** HRM, Ethics, Business Ethics, Unethical Behaviors

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ÖZET

Bu çalışmanın temel amacı insan kaynakları yönetiminde iş etiği kavramını ve iş etiğini oluşturan bileşenleri açıklamaktır. Ayrıca insan kaynakları yönetiminde iş etiğine uymayan davranışlar anlatılmaktadır. Bu çalışmada doküman analizi yöntemi kullanılmıştır. Bu yöntem, araştırmada doğrudan gözlem ve görüşmenin mümkün olmadığı durumlarda yalnızca yazılı ve görsel materyaller kullanılır. Yani bu araştırmada dokümanların incelenmesi ve analiz edilmesi yöntem olarak kullanılmaktadır.

Ahlak kurumu toplumun bütünlüğünü sağlayan ve onu ayakta tutan en önemli kurumlardan birisidir. İş ahlakı esas olarak sosyal ahlakın ayrılmaz bir parçasıdır. Bu nedenle toplumsal ahlak oluşturulurken iş ahlakının da birlikte oluşturulması gerekir. İş ahlakı genel olarak üç temel unsurdan oluşur. Bunlar; çalışma ahlakı, meslek ahlakı ve işletmecilik ahlakıdır. Kimyadaki "bileşik kaplar prensibinde" olduğu gibi bu üç unsur birbirini destekler. İş ahlakı ilkelerinin göz ardı edildiği toplumlarda bu üç unsur birlikte azalır. Bu azalma ahlaki olmayan davranışların artmasına neden olur. İş ahlakı ilkelerine uyulmayan bir toplumda; Ayrımcılık, adam kayırma, yolsuzluk, rüşvet, zimmete para geçirme, çatışma, şefkat ve yakınlık kullanma, şiddet, cinsel taciz, dogmatik davranışlar, kibir, üstünlük taslama gibi toplumsal hastalıklar artar. Bu toplumsal hastalıkların önlenmesi için toplumsal ahlakın ve iş ahlakının oluşturulması gerekmektedir. İş ahlakına uymayan davranışların daha iyi anlaşılabilmesi için öncelikle iş ahlakı kavramı anlatılmaktadır. Daha sonra iş ahlakının tanımı yapılmakta ve iş ahlakının üç alt bileşeni (iş ahlakı unsurları) açıklanmaktadır. Devamında insan kaynakları yönetimi ve iş ahlakına uymayan davranışlar on alt başlıkta anlatılmaktadır.

**Anahtar Kelimeler:** İKY, Ahlak, İş Ahlakı, Etik Dışı Davranışlar

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## 1. Introduction

The main purpose of this study; is to explain the concept of business ethics and the components that make up business ethics in the context of human resources management. However, some behaviors that do not comply with business ethics in human resources management are explained.

In this study, the document analysis method, which is one of the qualitative research methods, was used. In this method, if direct observation and interview are not possible in the research, only written and visual materials are used. In other words, examining and analyzing documents are also used as a method in the research (Yıldırım and Şimşek; 2006: 187). In this study, within the framework of the definition and scope of business ethics, attitudes and actions that do not comply with business ethics are explained. In the context of human resources management, concrete and systematic information was obtained by scanning the literature. In this respect, the study provides important data for researchers and practitioners.

First of all, the concept of business ethics is explained to better understand the behaviors that do not comply with business ethics. Then, the definition of business ethics and the three sub-components (elements of business ethics) that make up business ethics are explained. In the continuation, human resources management and behaviors that do not comply with business ethics are explained under ten sub-titles.

## 2. The Concept Of Business Ethics

The concept of business ethics has been extensively discussed in the literature, but a complete consensus on its definition has not been reached yet. Therefore, it causes both misunderstanding and confusion. Discussions on the concept of business ethics in literature started with Milton Friedman and Keith Davis in the 1970s. According to Friedman, the main purpose of the business world is; to protect the interests of its stakeholders at the highest level. Because the main task of the business world is to provide production and employment. As long as the business world does this, it is deemed to have done its duty by fulfilling its moral responsibility and doing its duty. Friedman argues that the business world is not within the jurisdiction of morality. Davis also differs from Friedman in this regard. Friedman states that not only profitability but also moral responsibility should be undertaken in the business world (Celep et al., 2004). In today's world, Davis's view has gained more importance. For this reason, the issue of business ethics has become an important concept in determining standards in all areas of life (such as health, education, environment, management, media, industry, and service) (Bozkurt and Doğan, 2013: 74).

The concepts of "ethics" and "morality", which are frequently used in literature in recent years, have also been reflected in the business world. While businesses are preparing their "code of ethics", almost most of them prefer to use the concept of "business ethics" (Aktaş, 2014: 25). Just as business life is a part of social life, business ethics is also a part of social ethics. Business ethics or moral problems encountered in the business world cannot be handled separately from general moral problems (Arslan, 2005: 4). Because when talking about business ethics, social ethics cannot be discussed and evaluated separately. In other words, work ethic is good in a society where individual morality is good, and work ethic is ugly in a society where individual morality is ugly. In that case, to talk about business ethics, individual ethics must first be established.

### 2.1. Definition of Business Ethics

Business ethics provides criteria for determining whether an individual performs his/her behaviors in his/her job following moral teachings. In other words, business ethics investigates to what extent the individual reflects his ethics in his work. At what level does the individual reflect his morality to his work or at what level does he put his morality into practice? The morality that a person reflects in his work cannot be more different from his morality. The morality that advises on how to change and improve the practices in business life is within the scope of normative business ethics (Takala, 2005: 20). According to Özgener, business ethics is a discipline that examines the principles and values that guide making prudent choices in the business world (Özgener, 2002: 177). The ability of an individual to make prudent choices depends on being equipped with individual moral values.

Considering business ethics apart from individual ethics confuses the minds of managers. If the principles of individual ethics and business ethics are not in the same direction, the person doing the work will experience confusion. Ultimately, this confusion will negatively affect the right decision. In other words, if the principles of individual morality and the principles of the business world are different, how will the decision-maker decide? When the decision maker has a dilemma in his decision, will he choose his truth or the truth of the workplace? This dilemma will make it difficult for the person to make a decision. However, as long as the principles of individual morality and business ethics are compatible with each other, the decision-maker will make his decision without any difficulty. Some problems occur when individual ethics and business ethics are separated. The perception arises as if business ethics is something different from personal ethics.

The thoughts that emerged from the scientific studies are generally as follows (Özgener, 2009: 53):

- The concept of business ethics is the subject of religion rather than business management,
- Employees act by business ethics. For this reason, we do not need to consider business ethics separately,
- Business ethics is a discipline that can be expressed by theologians and academics,
- The code of ethics is superfluous because it only speaks of kindness,
- Business ethics is a matter of good people advising bad guys,
- Work ethic is the new police officer in the enterprise,
- Business ethics cannot be managed,
- Business ethics and social responsibility are the same thing,
- Our business has no problem with the law, so we act ethically,
- Ethical management in the workplace has little practical validity,
- Moral problems can be resolved without much time and effort,
- What the business needs is a very well-communicated code of ethics,
- All that is necessary for everyone is a good set of moral principles,
- There is only one truth to solve moral dilemmas.

These different ideas about business ethics are caused by the fact that the functions of "work" in society are not clearly defined and "morality" is not emphasized while defining "work" (Primealuks, 1994: 287).

Business ethics studies explore how staff can act and make recommendations on how to act. Business ethics requires every individual who produces products (goods and services) to deliver the product to its customers at the promised time and quality, without departing from social and moral principles. In this context, the main

issues on which business ethics are based are as follows (www.philiphumbert.com):

- Business ethics is based on personal ethics: There is no clear distinction between moral behavior in the private life of individuals and being truthful and honest in business life.

- Business ethics is based on honesty: The parties' respect for each other while making a transaction, the continuation of good faith bargaining, and their activities within this framework mean that the rules of business ethics are complied with.

- Business ethics requires being honest: Honor expressed here; stands for reliability and consistency. It states that it is necessary to act in line with the principles of business ethics, to be honest, and respectful, and to stand by the promises made.

- Business ethics requires being truthful: Being truthful in business life is a requirement of business ethics. It is necessary, to tell the truth about the goods or services offered to the customers.

- Business ethics requires being reliable: Giving real information to the parties related to the business means avoiding giving information that will mislead the parties.

- Business ethics requires a business plan: The business ethics of a business depends on its perception, vision, and social role in society. The clarity of the plans of the business will increase the behavior under business ethics.

- Business ethics are applied internally and externally: Businesses operating by adhering to the principles of business ethics behave ethically towards both their staff and customers.

- Business ethics requires profit: Businesses operating by business ethics have a strong management and self-control system.

- Business ethics is based on values: Morality determines the lowest rules. These values are built on ideals and expectations.

- Business ethics starts from the top management of an enterprise: All behavior in a business is shaped by the attitude of the top management. Employees under the management of a manager who adheres to the rules of business ethics will also adhere to the principles of business ethics.

## 2.2. Elements of Business Ethics

The concept of Business Ethics consists of three basic elements (essence). For a better understanding of business ethics, it is necessary to look at the relationship between the three basic elements. The basic elements of business ethics are work ethics, professional ethics, and business administration ethics (Orman and Parlak, 2009: 305; Arslan, 2005: 51). These basic elements can be illustrated in Figure 1 below.

**Figure 1**  
Elements of Business Ethics



Reference: Orman and Parlak, 2009: 305

### 2.2.1. Work Ethics

Work ethic refers to the attitudes and behaviors of individuals forming a society towards work (Akıncı, 2013: 93). As individuals' attitudes towards work may differ from each other, societies' attitudes towards work will also differ from each other. In some societies, the importance given to the job is extremely high, while in some societies the value given to the job is low. It is accepted that the cultural structure of society is very effective in the way individuals view work. The cultural structure of society can put work at the center of life, or it can put it in the secondary plan. While working in some cultures is considered sacred at the level of worship, in some societies it is sufficient to meet only the needs. Societies that place work at the center of life transfer their cultural accumulation to new generations. Societies that do not attach importance to work also transfer laziness to their generations. Nevertheless, the negative features of society can be transformed into positives with education (Bahar, 2014: 55). The society's work ethic returns its view to work and work standards. These expressed standards do not always have to be in writing. Industriousness or laziness is passed on from generation to generation as a culture.

Work ethic mainly targets work discipline. Work discipline also ensures efficiency and productivity. However, work discipline obliges one to act according to the rules of the work itself. The most important of these rules consists of feelings that glorify the work such as hard work, frugality, honesty, sincerity, a sense of belonging to the work, awareness of workplace citizenship, and self-sacrifice when necessary. Institutionalization of this consciousness will create a social work culture. The constructive development of work culture will lead to an increase in work ethic in society. In this context, the foundations of work ethic can be summarized as follows (Arslan and Berkman; 2009: 36):

- Work is the central occupation of life,
- Work is a social duty,
- Work is more important than leisure time,
- Work is an action that puts time in order,
- Work makes a person punctual, frugal, and disciplined,
- Work gains to personnel identity, respect, psychological satisfaction, and status.
- Work leads to the emergence of new abilities in the individual.

German sociologist Max Weber's book "The Protestant Ethic and the Spirit of Capitalism (1905)" describes the Protestant business ethic and states that adopting Protestantism is equivalent to being hardworking. He considers work as a form of worship and states that laziness is disrespectful mean to God. When a person does not use the mind and time given to him properly, he considers these blessings given to him by God as ungratefulness. If God has given this intelligence and time to humans, they are responsible for using them in the best way.

Similarly, the religion of Islam attaches great importance to work and directs humanity to hard-working events. "Let it be known that there is nothing for humans but his work" (Qur'an Necm, 39). Prophet Hz. Muhammad emphasized the importance of working in many hadiths. Some of them (Orman and Parlak, 2009: 321):

- "The best of you are those who do not leave their hereafter for their world and their world for their hereafter".
- "A good Muslim works both in his world and in the hereafter, and gets his share of both".
- "A person has not earned a cleaner, more halal income than the labor of his own hands."

In the letter sent to the King of the Netherlands by a Dutch ambassador who served during the reign of Sultan Suleiman the

Magnificent in the Ottoman Empire, where the Islamic work culture was dominant, he describes the business ethic at that time as follows (Arslan, 2005: 51):

"In them are the resources of a great empire, the habit of victory, ability to fight, endurance to hard work, thrift, order and discipline, caution, in our case widespread poverty, luxury, and waste in some quarters, laziness and lack of education. So what outcome can we expect from this situation?"

The meaningful determination, which reveals the business ethic in the Ottoman Empire, actually presents the basic principles for success. Societies that adopt these principles are naturally successful. Because the rules of science are universal. The established rules of nature are also just for every society. Elements such as religious belief, nationality, race, and gender of the society are not active in the operation of the rules. People and societies that act in the light of the rules of nature and science have been successful. The same rules will apply from now on.

### 2.2.2. Professional Ethics

Professional ethics is one of the sub-elements of business ethics. This element refers to the principles that members of the profession must comply with. However, professional ethics envisages the profession to be performed by the requirements, importance, honor, and dignity of the profession (Zaim, 2012: 91). Every profession produces goods or services to meet a need in society. So each profession is valuable and sacred for social life. For this reason, every individual who practices his profession is obliged to protect the value and dignity of his profession. Here again, the importance of individual (personal) morality emerges. The individual who protects his dignity as an individual will also protect the honor of his profession. Because his wealth and his profession continue together, since he cannot be isolated from his profession, he is responsible for protecting his individual morals and professional ethics. For this reason, a person should preserve both his values and the universal values of his profession while performing his profession. In addition to the universal values of professional ethics, each profession has some unique moral principles (Akıncı, 2013: 92). For example, professional principles specify how medical doctors should behave in the "Hippocrates oath" while practicing their profession. Similarly, judges and financial advisers have similar professional principles. Shortly professional ethics reveals the general rules to be followed in the performance of a profession (Orman and Parlak, 2009: 305).

For any activity to be considered a "profession", it must have the following characteristics:

- It covers a certain academic education process,
- It requires certain training to specialize,
- It requires a professional organization. The organization develops standards for professional practice and monitors and supervises its members.

Do professions require a very different work ethic? Professions such as medicine, judgment, law, journalism, military service, engineering, and academics do not require different work ethics. Although each profession has its methods, the principles of business ethics are not different. Because professional principles take their main source from the basic moral principles of society. Professional ethics are built based on the basic moral values of society. Of course, the work processes in the execution of each profession are different from each other and the differences in professional ethics stem from this (Arslan and Berkman, 2009: 37).

Professional ethics presents the principles to be followed in the conduct of the profession. For example, the ethical principles that a

public official must comply with while carrying out his profession are considered professional ethics. For example, principles and values related to professional ethics in the public are listed as follows (Şen, 2010: 12):

- They guide public officials to behave well with their interlocutors while performing their duties.
- They increase the trust in public officials and provide state-people integration.
- They raise the service standards of public institutions.
- Guiding decision makers.
- Strengthen the rule of law,
- It strengthens the economy.
- They reduce costs and improve the quality of public service.

### 2.2.3. Business Administration Ethics

Business administration ethics is the continuation of its activities by taking the general moral principles of an organization as a guide. It applies the strategies, policies, procedures, and tactics created by the management while performing these activities. Managers must act with ethical principles towards all their stakeholders (employees, customers, suppliers, and the natural environment) while performing business activities. Shortly, business administration should observe the rights of both internal and external stakeholders while carrying out business activities. However, while performing all the functions of the business, it should act according to moral principles.

Business administration ethics is an issue that concerns managers more than professional and work ethics. Therefore, it envisages the application of moral principles in management. The adoption and application of ethical principles by the operators will have a positive effect on all personnel. The personnel will also behave meticulously in terms of work ethic and professional ethics while doing their work. Therefore, business administration ethics which is the third component of business ethics will positively affect the other two components. In an enterprise where business ethics is not at the desired level, it cannot be expected that the work and professional ethics will be at the desired level. Because business practices hierarchically affect all employees from top to bottom.

## 3. Human Resources Management and Business Ethics Relationship

As in all areas of management, business ethics is one of the most fundamental issues in human resources management. For this reason, human resources management (HRM) activities carried out without the principles of business ethics will not achieve the desired success. Research on the relationship between human resources management and morality is intense in literature (Aktaş and Cesur, 2015: 270). Based on this idea, the need to deal with the relationship between human resources management and business ethics arose. The relationship between HRM and business ethics emerges as a serious research topic (Winstanley et. al, 1996: 5). Because there is a close relationship between HRM and business ethics. All processes such as personnel selection and recruitment, training, performance evaluation, career management, job evaluation, wages, and industrial relations, which are the basic functions of human resources management, are related to business ethics. It can be said that HRM plays a strategic role in all business stages (Bayraktaroğlu and Yılmaz Ersoy, 2012: 20). Human resources managers who act by business ethics will achieve success faster. In this context, it is possible to list the characteristics that human resources managers

who act by business ethics should have as follows (Kingir and Okçu, 2011: 380):

- To create business ethics awareness and value,
- To give responsibility to the staff,
- To be a leader to the staff,
- To make decisions within the framework of values,
- To take care that policies and practices are in harmony,
- To educate staff on values and morals,
- To focus on a stable and accelerating change,

The labor force is the element with the highest efficiency among the production inputs of the enterprise. So business management should fulfill its social responsibilities as well as its legal responsibilities towards its personnel. Because legal responsibilities present minimum requirements both in financial matters and in the physical work area. An important component of being ethical in the workplace is not only to determine moral values but also to use these determined values in business policies and human resources management (Mishra and Aithal, 2023: 5). Human resources management, by its nature, requires basic moral principles as well as social, human and economic activities (Djurkovic and Maric, 2010: 77). The opportunities offered by these activities to the personnel will enable them to work more peacefully and safely.

In the contemporary perspective, personnel is described as "internal customers". Increasing the efficiency of the internal customer will also increase the satisfaction of the external customer. The method of doing this; depends on good relations between managers and employees. Internal customers will feel the presence of human resources managers who can support them, and they will be more willing to reach organizational goals and be more productive in their work (Doğan and Karataş, 2012: 105). Good relationships are mutual sharing, respecting the staff, communicating successfully, appreciating and rewarding the employees.

The main principles that human resources managers should consider in ensuring personnel satisfaction (internal customer) are as follows (Doğan and Kılıç, 2008: 81):

- Getting to know each of the internal customers, handling and solving their problems individually.
- Understanding internal customers and developing strategies that can meet their expectations and needs.
- To set more realistic goals by including internal customers in the plans made by human resources managers.
- To include the opinions and thoughts of internal customers in the decision process while making and implementing decisions.
- To eliminate all negative factors that hinder the development of internal customers.
- Establishing open communication with internal customers and ensuring that their problems are resolved more quickly.
- Establishing a fair reward system that will encourage internal customers.

The sustainable success of human resources management can only be carried out by adhering to the principles of business ethics. Clear, understandable, fair, and concrete business ethics principles will facilitate the work of both managers and personnel. A human resource management system based on moral rules will be successful. To carry out human resources management according to ethical principles, it is useful to explain the behaviors that are not by business ethics.

#### 4. Unethical Behaviors in Human Resources Management

Unethical behaviors that do not comply with business ethics manifest themselves mainly in two ways. These; are intentional and

unintentional immoral behaviors. Those who act intentionally immoral consciously believe that business and morality should not be confused. Because for them, the rules that apply in business are different from other areas of life. People who deliberately do not act immoral do not attach importance to business ethics. In other words, they do not sufficiently consider the dimensions of business ethics in their decisions and activities.

People who do not adopt moral principles generally adopt the utilitarian approach and exhibit behaviors that do not coincide with moral principles. Those who act with this thought say that they can ignore moral behavior for the benefit of their businesses (Özdaşlı and Derya, 2011: 71). In addition, people who act immoral act by prioritizing their interests at every opportunity. Although some of their behaviors seem to be prioritizing the interests of the business, they mostly act "self"-centered. People who exhibit this behavior equate their interests with the organization's interests. There are many studies in the literature on unethical behavior in businesses (Varinli, 2004: 46; Güler and Yükselen, 2010: 255, Wong, 1998: 107; Büte, 2011: 105; Güney, 2006: 135). The most common of the immoral behaviors are explained below (Bektaş, 2020: 73).

##### 4.1. Discrimination

Discrimination behavior is an action that occurs with prejudice. This behavior is to act in a way that gives some people more opportunities and harms others. Discrimination is unfortunately one of the important problems encountered in the business world. In businesses, individuals may differ in terms of gender, ethnicity, race, etc. They may be exposed to different treatments due to some of their characteristics (Bektaş, 2020: 74). Prejudices and distinctions based on race, gender, belief, and ethnic origin remain current as an important ethical problem in the business world (Orman and Parlak, 2009: 54).

Discrimination in any organization usually occurs in two ways (Töre, 2006: 17): First is open discrimination based on gender or racism, and the second is institutional discrimination, which refers to the unequal representation of women and minorities in the organization with other groups (Velasquez, 1988: 319). It is thought that social awareness and legal regulations will make an important contribution to the elimination of discrimination (Gül, 2006: 69). In addition to taking some legal measures to eliminate discrimination in business life, it should be explained that discrimination offends people and therefore does not comply with moral principles. Since the absence of discrimination will enable different segments of society to work together, it will contribute to social peace.

##### 4.2. Nepotism

Nepotism is defined as the behavior that occurs by emphasizing emotional and traditional loyalties (Gül, 2006: 69). Nepotism is examined under three main headings such as nepotism cronyism, and political favoritism (Aktan, 2001: 58). For whatever reason, nepotism causes the rights of the deserving person to be taken and given to the undeserving. In a society where political favoritism is common, the sense of citizenship is damaged. In the same way, in a business where political favoritism is experienced, the organizational citizenship feelings of the individuals wear out and disappear over time.

Any kind of nepotism that is illegal and violates moral rules means violating the rights of society. The violation of rights here is greater than the violation of individual rights. Employees in public institutions use the facilities of the institution in their private jobs, causing waste by purchasing more than necessary, cheating by not being transparent in the tenders means violation of public rights

(Bektaş, 2016: 158). For this reason, favoritism is one of the most unethical behaviors.

#### 4.3. Corruption

Corruption is defined as "any misuse of entrusted authority in a way that harms public and private interests" as a result of corruption in the decision-making mechanisms of public and private institutions (Bektaş, 2020: 75). Corruption means going astray in every way. The path is the procedures to be followed. Any action that is not done properly can be described as corruption. Corruption is a general concept that includes concepts such as bribery, embezzlement, extortion, money laundering, fraud, gaining an unfair advantage, and nepotism. In other words, corruption includes actions that negatively affect all segments of society (Zaim, 2012: 65). To put it more clearly, going out of the determined ways while performing a transaction can be expressed as "corruption".

#### 4.4. Bribery

Bribery is defined as "the benefit provided to a person in the form of goods and money to provide illegal convenience and speed in a job that is desired to be done". The unfair benefits obtained in return for bribery make the main right holders aggrieved and the justice, which is the basis of the property, is shaken (Sever, 2009: 161). Bribery is a behavior that hinders rights and laws and disrupts the social order. The presence of the undeserving in a place where the deserving should be will cause the quality of the goods and services to be produced and offered to be low. It is always doubtful that the decisions of a person appointed to an office by bribery will be correct in that office. Because the culture of bribery destroys the justice system by shaking society to its foundations. "He who keeps honey licks his finger", and "If you do not do it, others will." The words used in society are irresponsible and suggestive of evil that shakes the society deeply (Bektaş, 2016: 164).

#### 4.5. Embezzlement

Embezzlement means stealing from the entrusted thing. Embezzlement is the unlawful spending of money or property for personal use by officials. Embezzlement is equivalent to stealing. The difference between embezzlement and bribery is that there is no barter process, that is, there is no receiver or giver (Büte, 2011: 109, Aktan, 2001: 57).

Kınahzade Ali Efendi states that "the profit must be obtained through honest ways and on this subject, "The property gained through usurpation and injustice is very much, but very little. The property that is earned legitimately and without injustice, on the other hand, is small in appearance, but in fact, it is fertile and valuable" (Bektaş, 2020: 76). Whether carried out in a private or public institution, embezzlement, and conflict is behavior that is incompatible with business ethics. As stated before, embezzlement is an immoral behavior since business ethics cannot be distinguished from individual ethics.

#### 4.6. Using Creation and Proximity

Although the behavior of using affection/closeness, which is mostly on the agenda in subordinate-superior relations, seems to contain good intentions, it causes employees to be uneasy with each other and to disrupt work peace (Gül, 2006: 70). Where there is power, there will be those who seek to be close to power. In order not to disturb the peace in the business, the manager should act carefully and not tolerate such behaviors.

#### 4.7. Violence

Violence emerges as the product of desperation. In other words, violence is a form of behavior that is revealed by the belief and fear that there is nothing left to do (Gül, 2006: 71). Violence which is immoral in the business, will weaken the organizational ties of individuals, cause conflicts and leave the personnel from their jobs.

#### 4.8. Physical and Sexual Harassment

Physical and sexual harassment is physical or verbal behavior that damages the honor of male or female employees in institutions (Ergün, 2009: 156). Physical and sexual harassment generally occurs in three ways: First, the employer or manager makes an explicit or implicit sexual request as a condition for hiring the personnel. This request is the rudest form of sexual harassment. There is a direct offer of sexual intercourse. Later is the subjugation of harassment by a person using their internal authority. Such offers often involve suggestive conduct. The third and most common are; emotional looks, sexual signs, unnecessary friction, and touches or other physical behaviors (Orman, Parlak, 2009: 92). To prevent physical or sexual harassment in the institution, managers should take the necessary precautions and develop some programs (Özgener, 2009: 106). The measures to be taken against sexual harassment, which is an immoral behavior, should be more preventive measures. Although the methods to be carried out after the harassment are deterrents, there are victims. For this reason, it is necessary to prevent the formation of conditions for physical and sexual harassment by taking into account issues such as the regulation of working hours and the physical conditions of the working environment.

#### 4.9. Dogmatic Behavior

Dogmatic behavior is taking a fixed stance on previously held beliefs. This behavior closes the individual to innovations. At the same time, dogmatic behavior causes groupings and conflicts among employees. To eliminate dogmatic behaviors, the individual must first follow all kinds of economic, political, and social changes in his environment. However, he must accept that he can make mistakes as a human being. Because forgetting and making mistakes are a result of being human. One way to get rid of dogmatic behaviors is to question one's thoughts and behaviors, in other words, to control oneself from time to time.

#### 4.10. Sense of Arrogance

Arrogance is the behavior of a person to show himself greatly, to see himself as superior even though he is not superior to others. Being arrogant both in social life and in business life is seen as a behavior that does not comply with moral principles. The person who behaves arrogantly thinks of himself as more talented, intelligent, and intelligent than others. Self-conceit is seen as belittling others and seeing themselves as inferior (Özel, 2013: 253). This is a huge mistake. With this mistake, the person becomes lonely by closing himself to new ideas.

The sense of arrogance will make it difficult for individuals to make and implement decisions as a team. Someone who trusts only his knowledge and thinks that his ideas are perfect will not be able to try to learn the opinions of others. A person who acts only with his opinion and does not use common sense is also likely to be mistaken.

The greatness of the ruler is not that he makes others serve, but that he serves others. The importance of servant leadership is mentioned based on the hadith "The notion of a nation is the one whose head is the one who serves them" (Ayni, 1939: 138). A servant leader is a manager who behaves modestly and is far from arrogant.

## 5. Conclusion

Business ethics is one of the most important actors that ensure the integrity of society and keep the nations alive. Therefore, for the social and economic development of society, the rules of business ethics should be institutionalized in society. Business ethics is essentially an integral part of social ethics. For this reason, while establishing social ethics, business ethics should be established together. Business ethics generally consists of three basic elements. These are work ethics, professional ethics, and business administration ethics. Like the "composite containers principle", these three elements support each other and evolve together. In a society where business ethics principles are ignored, these three basic elements decrease together. This decrease enhances unethical behavior in business and the community. Unless business ethics are ignored social and economic diseases occur. Social and economic diseases such as discrimination, political favoritism, corruption, bribery, embezzlement, abuse and intimacy, violence, physical and sexual harassment, dogmatic behavior, and arrogance increase. To prevent these social and economic diseases, the establishment of business ethics in society should be the main duty of every responsible human resources manager.

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