

Power Usage in the Frame of Ethical Leadership: The Case of “Whiplash”

Assoc. Prof. Dr. N. Öykü İyigün*

Istanbul Commerce University
Business Administration Faculty
Istanbul, Turkey

Zeliha Ovali

Bahcesehir University, MBA Student
Istanbul, Turkey

Bartu Genel

Bahcesehir University, MBA Student
Istanbul, Turkey

Abstract

The aim of the present study is to investigate the role of ethical leadership aiming for success in terms of negative or positive impacts of the level of power usage on followers. It is also aimed to analyze the ethical leadership style while focusing on power and success. The study also explains what ethical leadership is, what kind of features ethical leader should have, why the ethical leadership is important in the organization, how the ethical leadership influences the followers. Furthermore, by analyzing Daniel Chazelle’s movie “Whiplash” which won three awards at the 87th Academy Awards and explanatory example for excessive power usage on followers, level of power usage of the leader (conductor) who is ambitious and high-disciplined and its unethical framework will be tried to investigate both on followers and leader’s perspective. In conclusion, it is discussed particularly that the results of this same compelling, high-pressure power usage to gain success in two different followers in different ways.

Keywords: Leadership, Ethical Leadership, Success, Power, Power Usage

1 Introduction

There are number of leadership styles examined by many scholars with researches for many years. Researches focused early on traits, behaviors of the leader then the contingencies. The recent approaches encounter emerging term “ethical leadership” which refers set of values and acts the leader implements in the organization according to ethical perspective. (Yıldırım, 2010) Also, according to Northouse (Northouse, 2009) ethical leadership is defined as a process by which moral person rightly influences others to do the right things in the right way for the right reasons. In today’s world, it is admitted that leadership is the strongest factor which leads to success. One of the instruments of the leader is the power and a leader must use the power on followers in ethical frames. As usage of power could change, effect on followers also changes person to person.

Although, right amount of pressure is a good motivator for working hard and reaching goals, using strong power and hard discipline could result in negatively; or on contrary, this strong power could whip the followers up. The dilemma occurs if the leaders focus on success at any cost or mitigate the ethical factors for the sake of success. The dilemma will be tried to clarify by evaluating the movie “Whiplash” from the leader shoes. Based upon the film industry, possibilities and diversities of effects linked to ethical leadership and usage of power will be determined. The movie is about the relationship between a conductor and a student who wants to be world’s one of the known drummer. Unlike the ethical leadership model, parallel with the Machiavellian motivational approach the leader (conductor) pushes his student for success at any cost. The study will unveil this contrast in the case of “Whiplash” (Whiplash, 2014).

2 Literature Review

2.1 Leadership

At the present day, with globalization, developing technology and transportation, emerging complex business organizations, even if there are dizzyingly changing in the business world, human power maintains its importance that has no alternative in the organization. (Acar, 2013). To create change in the organization or develop and achieve the goals, only manager is not enough alone, it requires existence of a “leader” who will carry the organization forward. Herewith the distance between terms “manager” and “leader” dramatically rifted. As terms have different meanings, abilities of manager and leader have also idiosyncrasy. Leadership has some common features such as merit, vision, enthusiasm, curiosity and represents people who have the goods, taking risk, well-trained and have belief of power of teamwork. (Tunçer, 2011) To achieve goals, the role of leader is extremely important.

There are many definitions for leadership in the literature. Peter Northouse defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal.” (Northouse, 2007) According to Northouse, in this definition there are several components and meanings hidden; (a) Leadership is a process (b) it involves influencing others (c) a group is necessary to leadership happens, (d) leadership involves goal attainment (e) these goals are shared by leaders and their followers. In other definition it could be said that leadership is a function that leader, audience and state variables. $L = f(l, f, s)$ (l=leader, f=follower, s=situation) for the effective leadership, these three variables should be harmonious. There is an interaction between group members and leader. Leader attracts the notice of audiences and directs to the way that is need for the organization (Kılıç, et al., 2014). Leadership is defined as persuading people to prompt to follow in line with goals determined, a complex performing field requiring ability of problem solving between people and as organizational. (Bakan & Büyükbeşe, 2010). Leader is a person who gathers potential power of group members around a goal and transforms them into action. It could be put forward that the leaders are master in their jobs and works that they do, and they do their jobs their best. They are master in human relations. They give confidence and don't abuse this trust (Tunçer, 2011).

2.1.1 Leadership Theories

As the results of many researches about leadership phenomenon, basically leadership approaches are divided into three categories that could be counted as Trait theories, Behavioral approach and Situational theory. (Çetin, 2008).

2.1.1.1 Trait Theory

This is the first theory regarding “leadership”. Researches about trait theory have been conducted until 1945. Up to that time, it was concentrated on describing qualifications of a leader to determine between leadership and personal characteristics. These comprehensive researches show that people are classified into two groups such as governing and governed. According to this approach; governing people namely leaders have different characteristics when compared with governed people. (Çetin, 2008). Underlying meaning in this theory; some people have natural endowment and characteristics about being leader which distinguish them from others. (Bakan & Büyükbeşe, 2010). In other words according to this theory, people are born as leaders, in contrast they cannot become leaders with time. These leadership characteristics and traits cannot be acquired. (Çetin, 2008) Trait theory was almost abandoned by leadership practitioners as leadership research evolved, but in the past few years, there has been a renewed interest and more research related to Trait theory. Many researchers have been conducted by researchers and top ten traits of leadership have been listed such as broad-minded, dependable, inspiring, supportive etc. However, many researchers believe that you don't have to be born with all these traits but you can develop some of these characteristics.

2.1.1.2 Behavioral Approach

Behavioral approach gained importance whilst describing leadership in 1950's. This approach examines leadership between the years, 1950-1970. Behavioral approach is concentrated on behaviors rather than other characteristics. The main idea is the factor making a leader successful and active are behaviors the leaders enact in the leadership process rather than the leader already possess (Çetin, 2008) Unlike Trait theory, according to Behavioral approach what leaders do and how they act to people around them is the important thing. Moreover, while in Trait theory it is assumed that people are born as leaders, in Behavioral approach it is proposed that people can be trained to become leader with time (Güner, 2002).

It is hypothesized in Behavioral approach that a leader should support efforts of group members; enact protecting their personal values and reveal organizational processes. (Alkin, 2006). Behavioral approach is said to have three benefits when compared with Trait theory in terms of investigating on traits, revealing behaviors and bringing out leaders that are informal (Alkin, 2006). If effective behavior patterns that can define leader are revealed, leadership behaviors can be attained through training. This creates an opportunity to examine closely relationships between leader and followers. To develop this theory, several applied and theoretical researches have been conducted. Some of these researches are; Ohio State University Leadership Model which denominates as “construct structure” and “empathizing” for leadership behavior. The other one is Michigan University Leadership Research which determined two types of leadership behavior as task-oriented and individual-oriented (Bakan & Büyükbeşe, 2010).

2.1.1.3 Situational Approach

Basic assumption of Situational approach is that several situational conditions require different leadership styles. This theory came into light between the years, 1970-1980. In this period, “situation” has been added along with traits and behaviors (Çetin, 2008). The theory hypothesizes that no single best type of leadership style exists. Effective leadership is determined by the leader, the group being led and the tasks that are required to be completed (Russell, 2011). There have been many types of researches and approaches like Fiedler’s Situational approach, Consecutive Leadership approach, Robert House and Martin Evans’ Path-Goal theory, Vroom Yetton’s Normative model, Hersey and Blanchard’s Situational Leadership theory and Reddin’s 3D Leadership model. (Bakan & Büyükbeşe, 2010) Common feature of all these approaches is that job-centered or relationship-based leadership style is not applied in each situation or condition, in some situations job centered leadership style could be more effective, on the contrary for some situations relationship based leadership could be productive for the organizations (Bakan & Büyükbeşe, 2010). Successful and effective leaders are the leaders that set their styles according to requirements of current situation (Keklik, 2012).

2.1.2 Leadership Styles

To achieve the organizational goals, accomplish missions, leadership style including attitudes, manners towards followers plays a key role in the organization. As the leaders have different characteristics, normally they enact according to these characteristics which determine their leadership styles. Leaders determine their leadership styles according to features of group, suitability of subordinates and structure of work and goals and aims of group. (Kılıç, et al., 2014)

2.1.2.1 Transactional Leadership

This approach emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers (Bolden, et al., 2003) Transactional leadership is a kind of job-oriented leadership. Transactional leader sets targets, head to actions to push the group to accomplish these targets successfully. At the same time to run properly a leader plays supervisor role in the process of productivity. It could be considered as management style that this leadership is an approach which lean reward-punishment, supervising and performance. High performance is awarded, otherwise if not, is punished. Followers believe that they will reward if they accomplish tasks (Kılıç, et al., 2014).

2.1.2.2 Transformational Leadership

This term has been first brought by Burns in 1978 in his book “Leadership” then Bass developed the term in through his book published in 1985 “Leadership and Performance Beyond” (Arslantaş & Pekdemir, 2007). Transformational leaders are the leaders who aim to get maximum benefit from their subordinates by making them as self-confident individuals and by disclosing their all abilities and skills. This leadership created by Burns and Bass has four components; (Tuna & Yeşiltaş, 2013)

- **Idealized Influence/Charisma:** It describes managers who are exemplary role models for associates. Transformational leader engenders trust, admiration, loyalty and respect amongst followers (Genc, et al., 2015).
- **Inspirational Motivation:** It describes managers who motivate associates to commit to the vision of the organization.
- **Intellectual Stimulation:** It describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group.

• **Individualized Consideration:** It describes managers who act as coaches and advisors to the associates to reach goals that help both the associates and the organization (Hall, et al., 2002). The transformational leader treats each follower as unique and acknowledges personal differences in terms of their needs, concerns and challenges (Genc, et al., 2015).

2.2 Ethics

At the present day, the term ethics is discussed broadly in retrograde values of society. It is defined as a discipline of philosophy that makes research on values, norms, rules which composes fundamentals of individual and society relationships in terms of moral such as good-bad of true-false. At this point it is said that ethics is a true false theory and morality is a practice of ethics (Sezgül, 2010). According to another definition ethics is a process that made based on humanitarian values (Yıldırım, 2010). Ethics is a social and dynamic process that is composed of based on variety of factors such as history of nations, social, political, economic and cultural (Sezgül, 2010).

2.2.1 Ethical Leadership

In last couple of decades, there have been numerous scandals in public, private and religious areas like financial and accounting frauds in Enron, WorldCom or sexual abuses in Catholic churches. As a result of these kinds of scandals, leaders are started to be questioned and the public, societies, citizens have started to seek for ethical leadership. Ethical leadership can be defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making (Akker, et al., 2009). The simplest definition of ethical leadership according to Ciulla is “the influence of a moral person who moves others to the right thing in right way for the right reason” (Ciulla, 2003). Ethical leadership is also defined as “a process by which a good person rightly influences others to accomplish a common good: to make the world better, fairer and more humane” (Gibbons, 2009).

Character is the core of the ethical leadership. The leader’s character refers to the disposition and core values of the leader. Aristotle argues that moral person shows courage, generosity, self-control, honesty, sociability, modesty, fairness and justice which all these qualities still constructs a strong character in today’s world (Homiak, 2015). Ethical leaders use moral values to accomplish their goals. Machiavellian approach expresses that “the ends justify the means” but an ethical leader acts ethically while trying to accomplish the goals. While ethical leaders take actions, they follow three main ethical principles: Showing respect, serving others (in workplace it can be demonstrated as building team, mentoring empowering others, etc.), showing justice (fairness at the center of decision making process). Goals play a determinant role to identify the leader is ethical (Harrison, 2011). The goals leaders select are the reflection of the leader. Another factor that contributes to ethical leadership is honesty. In common, it is equalized with being ethical. Honesty is also related with being open and showing reality as completely as possible. The challenge for the leader is to balance being open and at the same time to disclose in the appropriate situation. Power is the capacity to influence others. A leader has power because he/she has to influence the others to achieve the desired outcomes.

Power can be used in positive or negative ways; positive ways to benefit others or negative ways to hurt others. The way of using power is a determinant of ethical leadership. An ethical leader uses power to work with subordinates to achieve mutual goals. Final factor that contributes to ethical leadership is the values. Values are ideas, beliefs, and modes of actions that is found publicly desirable or worthy like fairness, justice, integrity. An ethical leader has strong values and encourages positive values within the organization. Although leaders and subordinates may have conflicting values, a leader should express his or her values and find a common ground to combine these values with others’.

2.3 Conception of Power

There are many definitions about power in literature. The most accepted one describes the power as ability or capacity to influence the behaviors of the one party (the “target”) by the other one (the “agent”). As a result of this influence process the target shows the requested behaviors by the agent (Çetin, 2013). Two common aspects of the power definitions have been observed. One of them is about the perception of the situation rather than objectively. Although objectivity has an influence on human behavior, beliefs and perceptions in social situations have greater influences. Secondly, power is a social concept and appears as a result of interdependent relationships. Individuals have power in social groups.

The definitions differ in the management of power in two categories. Some researchers define power as potential or ability to influence on the contrary for some other researchers, power is the actual effect. The other differentiation observed is related to the object of the influence process. For example, Finch describes power as the ability to influence the outcomes on the contrary French defines power as intentional influence over the individuals 'emotions, beliefs and behaviors (French, et al., 1959) Also, it has to be noted that power is not a static condition; it is acquired or lost over time due to the changing conditions. Social exchange theory explains how the individual leader gains and loses the power over time.

2.4 Power and Influence

As to be an effective leader, people are necessarily influenced by the leader to accomplish the demands, support ideas and apply decisions. Complex power relations and influence process are observed in all organizations. The power is an important concept when explaining the people influencing each other in organizations. The power requires the capacity of the one party to influence the other party. Not always the parties are the individuals but sometimes are a group or organization. Different types of power exist; each party has more of some types than of others. As a leader use of power would be described as the absolute capacity of the leader to influence the behaviors and attitudes of his/her subordinates at a given period of time.

2.4.1 Types and Sources of Power

The basis on the power related discussions in organizations refers to the acceptance of "power arises in social relations between individuals". The most common classification in literature is asserted by French and Raven. The study by French and Raven classified the types of power according to their source (French, et al., 1959):

1. **Legitimate:** This source of power comes from a belief that the leader has the authority to make demands and can expect compliance from others.
2. **Reward:** This source of power stems from a leader's ability to provide rewards or inducements to employees.
3. **Expert:** This source of power is acquired from the knowledge and skills possessed by a leader.
4. **Referent:** This source of power results from the leader's perceived attractiveness, charisma or likeability.
5. **Coercive:** This source of power is based on fear of the leader and the belief that the leader can punish others for noncompliance.

Although French and Raven's taxonomy was used by many researchers it had some open points for the managers' power like control over information All these taxonomies have defined the sources of the power but there are two main categories. Positional power (power originating from the position) and personal power (power originating from inside of the individual). Each category may have the five sources of power identified by French and Raven and it is linked to the leader's ethical behaviors. Positional power includes potential influence derived from legitimate authority, control over the rewards, punishments, resources, decisions, information and work environment. On the other hand, personal power derives from expertise, charisma, loyalty or being moral. It is argued that personal power may play a more important role than positional power for acting as an ethical leader hence the potential influences derived from the leaders' individual features. In several studies, questionnaires were administered to subordinates to measure how each type of power was related to subordinate satisfaction or performance. The result recommends that effective leaders rely more on expert and referent power to influence subordinates (Genç, et al., 2015).

2.5 Power and Ethics

It is not the issue the leader will use the power, instead if the leaders can use the powers wisely and well. Leaders have an ability to create an ethical environment by demonstrating ethical behaviors because they have ability to use the power. It is very important to understand the power of their disposal. Outcomes of the influence process also are affected by the leader's attitudes towards the subordinate. Leader either tries to improve the relationship by being ethical, supportive, trusted, and competent or vice versa. The subordinates who perceive their leaders act more ethical, their work engagement shows more dedication and absorption at work (Brown & Trevino, 2006). Moreover, these committed subordinates tend to show more personal initiative (Hartog & Belschak, 2012). Machiavellianism is defined as a strategy of social conduct that involves manipulating others for personal gain (Hartog & Belschak, 2012) The research that was conducted by Brown & Trevino (Brown & Trevino, 2006) adds to the literature Machiavellians also seem able to act out ethical leader behaviors if they see doing so as beneficial to their goals. Machiavellians are able to deploy both pro-social and coercive strategies to further their self-interests and they are able to act in a friendly and cooperative manner if they see this behavior as benefiting them.

The research also found that Machiavellian leaders are also able to show ethical leaders behaviors toward followers and profit from the motivational effects of such leadership. (Hartog & Belschak, 2012) Most theories about ethical leadership highlight the importance of the influence on the subordinates and the ethical climate of the organization (Genç, et al., 2015). Manipulative, abusive or destructive leadership include using power and authority to mistreat the subordinates. Such behaviors are usually identified as unethical leadership. In most theories, individuals are assessed for the consequences of the effective leadership rather than assessing the company performance.

2.6 Amount of Power and Leader

It is also obvious that effective leaders need some power. But how much power should the leaders have? Definitely the amount of power will depend on the need that will be accomplished and the leader's skills using it properly. It is complicated to find the optimal mix of power of the leaders hence it is interdependent among each other (Genç, et al., 2015). Position power is important and it helps to develop the leader's personal power. For example, use of reward or coercive power enhances the relationship between leader and the subordinate in positive and negative ways. A leader with higher reward power has a perception about the subordinates as the objects of manipulation, underestimate the value of their subordinates and take all the credit of the subordinates' efforts. On the contrary personal power misuse possibility is lower because the subordinate interest will melt away.

One of the best ways to provide a formal mechanism is to limit the unreasonable use of power. Rules, policies and laws would regulate the positional power limits. The leaders would establish review boards to protect the subordinate against the misuse of powers. Finally, leaders empower their subordinates to ease the reciprocal influence of their power over their subordinates (Brown & Trevino, 2006). Leaders use power by carrying out influence tactics to control over the outcomes. Any tactic can be used in unethical way. Rational persuasion¹ and apprising² can include lies and favors. Inspirational appeals³ or pressures⁴ would be based on emotions like intimidation that would breakdown the subordinates permanently. Leaders should not use these tactics in unethical way although it is thought from some parties that sort-term usage would be benefited to gain the achievement, it would make its destructive mark in long-term.

3 The Case of "Whiplash"

3.1 General Assessment about the Film

Whiplash is a powerful film about two men. Whiplash's protagonist has a dream of being a great drummer, a drummer that will be remembered forever as his idol Buddy Rich. Andrew is a 19-year old student at a music conservatory in Manhattan. Terrence Fletcher is a teacher at the conservatory with a ruthlessly brutal teaching style. As a music teacher in the best Jazz school, he desperately tries to find and develops the next jazz legend. This combination of goals should allow for a fruitful and cooperative partnership, but the way that the two go about pushing themselves to find this greatness is as destructive socially as it is constructive musically. Inspiring, intense, reverent, Damien Chazelle's jazz-infused drama could be defined as an incredibly complex character study. Fletcher is an unlikeable character with nothing nice to say, he's still somewhat enigmatic. His poisonous words do not fit legitimate coaching techniques. He withholds approval, negatively reinforces and rules by fear, and is feared rather than respected. He's a deeply acute individual, full of passion and acrimony. Fletcher bullies, intimidates, humiliates and uses every imaginable form of verbal abuse to push his musicians, and especially young Andrew, to reach for greater good. As he believes if he can't warp his students enough by abuse to force them to become great musicians then it is perfectly all right to discard or destroy them in the attempt. As a first year student at an elite Manhattan music conservatory Andrew quickly discovers the conductor is a breed unlike anything he has ever encountered when offered a rare shot at the top ensemble in school band. Andrew goes through it all and sees how far he'll go.

¹ Rational persuasion involves the use of explanations, logical arguments, and factual evidence to show that a request or proposal is feasible and relevant for attaining task objectives.

² Appraising often involves the use of facts and logic, but the benefits described are for the target person rather than for the organization.

³ An inspirational appeal is an attempt to develop enthusiasm and commitment by arousing strong emotions and linking a request to propose a person's needs, values, hopes, and an ideal.

⁴ Pressure tactics include threats, warnings, and assertive behavior.

His frustration, regrets, fear and rage with himself cuts to the core of the human condition as he's pushed further and further. As first year Jazz student who wants to be the next Jazz legend, he is willing to go through the pain needed to become just that. It is also witnessed that Andrew shut out all pieces of a personal life, and even took on some of Fletcher's less desirable traits. Andrew falls into complete social isolation and obsessive/unhealthy practice habits to improve, while Fletcher pushes him in unethical (and often illegal) methods that would make as his one of his idols. On the surface, it's a story about a brutal student-mentor relationship that oversteps boundaries, which examines the psyche of unbridled ambition. But, it argues whether it's a crime or an 'ends justifying the means' factor of life.

3.2 Ethical Leadership and the Case of “Whiplash”

After 1990, new vision of leadership has been developed in the frame of ethics, and principles, with the features of being value-centered, creative and being capable of change, risk, and crisis and conflict management. It is expected that leaders should meet the expectations like being ethical (confidential, honest, having principle and values), having visionary point of view, having political leadership ability, ability to motivate people, being model and directing, being master of his job, having knowledge in his field and in other disciplines, using not only his left part of his brain but also both part of it. (Sezgül, 2010). Ethical leaders take into consideration those reactions, views and feelings of people within their circle including customers, followers (subordinates) and counterparts (Sezgül, 2010). From this point of view it could be seen that Fletcher who is the chief of Shaffer orchestra and has authoritative style, does not act in accordance with this point of view. Yet the beginning of the film, while counterpart of him was trying to conduct his group, Fletcher has suddenly broken into the room without esteem to his counterpart and subordinates. In addition, he does not only sabotage the training but also he offends and humiliates students in public.

It could be given an example that he says to a girl in his band that "Look at yourself, do you play in the band for just because you are beautiful? Or else you play well". After she played he said "yes". This manner shows us that he does not hesitate to humiliate his followers although followers both have esteem and fear. He acts without considering how they feel. Fletcher is considerably aggressive to his followers and his teaching style is to push them for success under any circumstances. At this point the term "power" becomes at the center of Fletcher's leadership. Each leader aims to push his/her followers' for success but the usage of power should not exceed critical level. For followers, morale is dramatically important in the way of success. Morale empowers the relationship between ethical leadership and ethical environment (Sezgül, 2010). In Whiplash, Fletcher does not allow to keep his followers' morale in high level through his behaviors. He considers that nobody really has a capacity to be "Buddy Rich" that was the best legendary drummer in the world. According to him if someone wants to be a legendary drummer as Buddy Rich, he/she should be able to overcome any obstacle he made. He/she should work extremely hard and push the limits hard.

As it could be seen in the 69th minute of the movie, Fletcher says; "I consider that nobody understood what I was trying to do. I didn't use to conduct an orchestra. A moron can do it. I was there because of pushing people to success than expected. It is an absolute necessity of success otherwise no Charlie Parker or Louis Armstrong will exist in the world." In literary work Kutadgu Bilig written by Yusuf Has Hacib in 1070s, it is written that a leader should have ethical values including being patient, set up correct rules and not to oppress (Sezgül, 2010). Fletcher does not comply with this view by oppressing his followers. Force and manipulation are negatively correlated to ethical leadership (Sezgül, 2010, p. 245). In the 18th minute of the movie, it could be seen as an example in accordance with this view. On the sidelines of practicing as an orchestra, Fletcher has suddenly stopped the orchestra on the ground that there was someone playing out of tune. He presses the students to confess themselves who is out of tune. When nobody confesses, he presses individually to a player who is afraid of him because of his intense press. He dares to him by saying "either you are sabotaged my band deliberately or you don't know that you are out of tune which is worst". Upon pressure of him, he confesses that he was out of tune and was dismissed although he was not out of tune player in band. Due to pressure, it makes him to make a mistake. It could be seen benefit of positive and peaceful dialog in the scene that Fletcher advises Neyman (could be seen a "fatherly" attitude) in the break to listen former great players to develop himself by saying there is a reason that he is in that band. With this conversation, Neyman is encouraged for a while, but Fletcher reverts back to his aggressive manners again in the rehearsal. As long as he became aggressive, motivation of Neyman decreased and fear of him increased causing him make more mistakes sequentially. It is verified the view in this scene that anger, fear and misgiving have negative relationship with ethical leadership (Sezgül, 2010).

Power usage of a leader is extremely important in the organization to provide discipline, enable hard work, and maintain order otherwise problems such as disconnection or disorder in the organization could occur. However, using power causes in two different effects; it could be in the appropriate level meaning to encourage and push the followers 'to success; other one, which adverse impacts meaning makes the followers devitalize. Using power for others' benefit shows us the relationship between ethical leadership and need of power (Sezgül, 2010, p. 245). From this point of view, it could be seen that power usage of Fletcher is in extreme level hence one former player of him "Sean Casey" hangs himself. It is determined in the movie that after Sean Casey became a player in Fletcher's band, anxiety disorders and depression has begun. Power usage of Fletcher was so extreme that, some players psychologically disorders were suicidal.

Herein the point to be emphasized that Machiavelli's leadership is not in parallel with ethics. Main idea in Machiavellianism is that it is seen as directory appropriate values (suitability of the aim) rather than principles and rules. Hereby, it is a crucial thing that Machiavellianism shows us that ethical values are ignored when interests are matter (Tuna & Yeşiltaş, 2013). Style of Fletcher is seen to be closer to Machiavellianism in this respect. All he did serves at same purposes: "Achievement". Ethical leaders try to work in the frame of ethical standards, honesty and justice whilst aiming "achievement". Therefore, ethical leaders regard themselves and other people as responsible about behaving accordingly to ethic values (Sezgül, 2010).

3.3 Sources of Power in the Case of "Whiplash"

French and Raven classified the types of power according to their sources: legitimate, reward, expert, coercive, referent (French, et al., 1959)It is witnessed that the character Fletcher personifies a very powerful conductor. First of all, as he was one of the good players in the past and has a very good year for music to identify the gifted players, the directorate, other teachers and the students accept Fletcher as an expert. He also uses this power in unethical way to abuse his students. In the 18thminute of the movie, the scene shows one of the rehearsals of the orchestra. Fletcher claims that there is a wrong chord and ask them whoever he is, has to step up. When no one is arousing then he picks one and bully with him. Everyone believes his expertise and lack of their self-confidence, no one claims that he picks the wrong student. As he throws out the wrong student out of class, he also exposes the student who plays in wrong tone. Fletcher uses his expert power to intimidate and strike fear in the students' hearts. Fletcher's position as a conductor brings him a legitimate power which is observed from the first minute till he is fired from the conservatory. He uses this power by combining other sources of power. One of the climaxes of the film is about Andrew's resistance to Fletcher's legitimate power. Andrew refuses to step down his place to the other drummer. Andrew is kicked out of school after physically attacking Fletcher. Fletcher uses his legitimate power by misusing coercive power on students. In other words, he bullies, intimidates, humiliates and uses every imaginable form of verbal and physical abuses are observed in every all orchestra rehearsals. One of the rehearsals in the 26thminute of the movie, Fletcher suddenly throws a chair to Andrew, several times slaps in the face while Andrew is playing, yells at him and humiliates and offends him in front of the other members of the orchestra.

It is witnessed that Fletcher rarely uses reward power. It is also observed that there is an objective to offend someone rather than rewarding. Fletcher does absolutely not use the ethical way of communication when he is rewarding someone. In 37thminute scene, Fletcher promotes Andrew as head of drummers and immediately steps down the former head drummer by humiliating him in front of everyone. It could be easily said that there is no sign of a referent power of his, hence his is acute individual, and rules by fear and is feared rather than respected.

It should be mentioned that the absence of the organization's internal auditing over Fletcher until all the charges is pressed against him legally. It is witnessed that the directorate did not warn or take any actions towards his abusive behaviors due to not to lose their experience oriented powered teacher who had once about to become one of the big players. Power is absolutely needed by effective leaders. All the effective leaders use some tactics to achieve the desired outcomes by influencing subordinates. Furthermore, ethical leaders should use these tactics in favor of the subordinates. Ethics is in the area that moral leads the actions and also is secured by the written organizational values. It is obvious that it should not cross over to the crime area. Criminal actions are both legally and ethically incorrect. In order to accomplish the ethical climate in the organizations and limit the power of the leader, organizations should put some rules, policies and laws to regulate the positional power limits and closely follow to protect the subordinates against unethical use of power.

3.4 Outcomes of the influence process

As it is discussed earlier, leadership is about a process to influence the followers for a common goal. In ethical leadership, the leader should be the right person, the goal should be greater good and the process should be in the right way. But, there are many stories in history that unethical and even mean leaders influenced the subordinates or the public, to achieve unethical goals in unethical ways. Even all these stories' members showed commitment or compliance for the given tasks. In *Whiplash*, Andrew was witnessed as a committed young drummer who has goals to become one of the well-known drummers. Fletcher uses different forms of his power to push Andrew to success. In one of the scenes in 22nd minute, he shows concerns for Andrew, makes positive dialogs, asks about his parents, and gives advices to become successful. This seems like to use his referent power over him. In couple of minutes after that scene, it is again witnessed the humiliating face of Fletcher to Andrew. All these acts affect Andrew; he started to commit himself developing his skills. It is also observed that the change of Andrew's psyche starts. In later scenes, it is further observed that more Fletcher behaves in unethical ways to push him; he becomes more obsessed to the achievement and ignores his social life (breaking up with his girlfriend, having trouble with his parents). He becomes fully committed to the goal.

It is also seen that in the beginning Andrew's influence process reflects the internalization which his loyalty to the ideas of Fletcher's. It is probably because their goals are intersected. In later scenes, Andrew proceeds to the next level up to personal identification that he imitates Fletchers behaviors and adopts his attitudes. It is clearly observed in the dinner party that he loses his kind attitude inherited from his dad and acts as if he is in Fletcher's shoes to some family friends. Unlike Andrew, all the other members of orchestra are not committed to Fletcher's goals. Upon to the huge pressure from Fletcher during the influence process, they all seem to do their tasks but with minimal effort. The crisis witnessed when fully committed Andrew who idealized Fletcher is stepped down from his head drummer position in concert. His resistance embodies by attacking physically to Fletcher and as a result he is kicked out from the school. Fletcher always uses in the process pressure tactics, which is mostly not preferred by ethical leaders to influence the students. Even the committed, personally idealized student psyche changed in bad way and the undesired outcome, resistance, witnessed from the leader's perspective.

4 Discussion & Conclusion

This study examined the power usage in the frame of ethical leadership by the movie "*Whiplash*" as a case. On the basis of the research, although power usage is an important tool for the leaders, it can be concluded that excessive usage of power could create dilemmas with ethical leadership. When faced with the question whether adopting Machiavellianism or not in power usage, the methods and the style of teaching and behaving of the leaders play an important role for to push the followers for success. Ethical leadership should be supported by composing an ethical climate in organizations for the limitation of the power usage of leaders to prevent unethical use of power.

Finally, this study uses a specific research design by combining literature view with a film analysis and it provides a useful framework for thinking about two important concepts as a construct. Future researchers may wish to consider other movies because one movie was used to conduct the study. Extending the study with other movies from different countries could enhance the comparison possibility in the related field.

5. References

- Acar, A., 2013. Farklı Örgüt Kültürü Tipleri ve Liderlik Tarzları ile Örgütsel Bağlılık Arasındaki İlişki:Lojistik İşletmelerinde Bir Araştırma. İşletme Araştırmaları Dergisi, p. 6.
- Akker, L. v. d., Heres, L., Lasthuizen, K. & Six, F., 2009. Ethical Leadership and Trust:It's All About Meeting Expectations. International Journal Of Leadership Studies.
- Alkın, M. C., 2006. Liderlik Özellik ve Davranışlarının Belirlenmesi ve Konuyla İlgili Olarak Yapılan Bir Araştırma. s.l.:s.n.
- Arsantaş, C. C. & Pekdemir, I., 2007. Dönüşümcü Liderlik, Örgütsel Vatandaşlık Davranışı ve Örgütsel Adalet Arasındaki İlişkileri Belirlemeye Yönelik Görgül Bir Araştırma. Sosyal Bilimler Dergisi, p. 262.
- Bakan, İ. & Büyükbeşe, T., 2010. Liderlik Türleri ve Güç Kaynaklarına İlişkin Mevcut-Gelecek Durum Karşılaştırması:Eğitim Kurumu Yöneticilerinin Algılarına Dayalı Bir Alan Araştırması. KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi, p. 74.
- Bolden, R., J., G., Marturano, A. & P., D., 2003. A Review of Leadership Theory and Competency Frameworks. s.l., University of Exeter Centre For Leadership Studies.
- Brown, M. E. & Trevino, L. K., 2006. Ethical leadership: A review and future directions. The Leadership Quarterly, pp. 595-616.
- Brown, M. E. & Trevino, L. K., 2006. Ethical leadership: A review and future directions. The Leadership Quarterly, pp. 595-616.
- Ciulla, J. B., 2003. The Ethics Of Leadership. Belmont,CA, Wadsworth/Thomson Learning.
- Ciulla, J. B., 2005. The state of leadership ethics and the work that lies before us. Business Ethics: A European Review, pp. 323-335.
- Ciulla, J. B., 2009. Leadership and the Ethics of Care. Journal of Business Ethics, pp. 3-4.
- Çetin, N., 2008. Kuramsal Liderlik Çözümlemelerinin Işığında, Okul Müdürlüğü Ve Eğitilebilir Durumsal Liderlik Özellikleri. Pamukkale Üniversitesi Eğitim Fakültesi Dergisi, p. 76.
- Çetin, Ş., 2013. Örgütlerde Güç ve Politika. In: Örgütsel Davranış. İstanbul: Beta Yayınları, pp. 431-481.
- Eroğluer, K. & Yılmaz, Ö., 2015. Etik Liderlik Davranışlarının Algılanan Örgüt İklimi Üzerine Etkisine Yönelik Bir Uygulama: İş Yaşamında Yanlılık Duygusunun Aracılık Etkisi. Journal of Business Research Turk, pp. 280-308.
- French, J. R., JR. & Raven, B., 1959. The Bases Of Social Power.
- Genc, N., Iyigun, N. O. & Yalcintas, M., 2015. Mehmed the Conqueror as a Case Study on Transformational Leadership. Eurasian Journal of Social Sciences, 3(1), pp. 25-29.
- Genç, N., Yalçintaş, M. & İyigün, N. Ö., 2015. Güç Kaynakları Açısından İbn-i Haldun (Mukaddime) ve Machiavelli (Hükümdar) Karşılaştırması. Tokat, Gaziosmanpaşa Üniversitesi.
- Gibbons, S., 2009. Book Review:Peter G.Northouse's (2009) Introduction to Leadership:Concepts and Practices. International Journal Of Leadership Studies.
- Güner, Ş., 2002. Dönüşümsel Liderliğin Güç Kaynakları ve Silahlı Kuvvetler Organizasyonunun Dönüşümsel Liderliğe Uygunluk Açısından Değerlendirmesi. s.l.:s.n.
- Hall, J. et al., 2002. Transformational Leadership:The Transformation of Managers and Associates. s.l.:s.n.
- Harrison, R. P., 2011. What can you learn from Machiavelli?. Yale Insights, 1 January, pp. 61-63.
- Harris, P., 2010. Machiavelli and the Global Compass:Ends and Means in Ethics and Leadership. Journal of Business Ethics.
- Hartog, D. N. D. & Belschak, F. D., 2012. Work Engagement and Machiavellianism in the Ethical Leadership Process. Journal of Business Ethics, pp. 35-47.
- Homiak, M., 2015. Moral Character. In: The Stanford Encyclopedia of Philosophy. California: Stanford University.
- Hostetler, K., 1986. Ethics and Power:Implications For Leadership. NASSP Bulletin, pp. 31-36.
- Keklik, B., 2012. Sağlık Hizmetlerinde Benimsenen Liderlik Tiplerinin Belirlenmesi: Özel Bir Hastane Örneği. Afyon Kocatepe Üniversitesi, İİBF Dergisi, p. 76.
- Kılıç, R., Keklik, B. & Yıldız, H., 2014. Dönüştürücü, Etkileşimci ve Tam Serbesti Taniyan Liderlik Tarzlarının Örgütsel Sessizlik Üzerindeki Etkisini Belirlemeye Yönelik Bir Araştırma. Yönetim ve Ekonomi, p. 250.
- Northouse, P., 2007. Leadership theory and practice. 3 ed. London,New Delhe: Sage Publications, Inc..
- Northouse, P. G., 2009. Introduction to Leaderhip Concepts and Practice. s.l.:SAGE Publications,Inc..

- Özcan, K., Çağlar, Ç., Karataş, İ. H. & Polat, M., 2014. Eğitim Fakültesi Yöneticilerinin Güç Kullanma Biçimlerinin Örgüt Kültürüne Etkisi: Bir Durum Çalışması. Kuram ve Uygulamada Eğitim Bilimleri, pp. 545-570.
- Penn, A., n.d. Leadership Theory Simplified, Arkansas: s.n.
- Price, T. L., 2008. Leadership Ethics: An Introduction. Cambridge: Cambridge University Press.
- Randall, D. M., n.d. Leadership And The Use Of Power: Shaping An Ethical Climate, s.l.: s.n.
- Reitzug, U. C., 2008. Diversity, Power and Influence: Multiple Perspectives on the Ethics of School Leadership. Journal of School Leadership, pp. 396-429.
- Russell, M. E., 2011. Leadership Theories and Style:A Transitional Approach. s.l.:s.n.
- Sanders, S., Wisse, B. M. & Yperen, N. W. V., 2015. Holding Others in Contempt: the Moderating Role of Power in the Relationship Between Leaders' Contempt and their Behavior Vis-à-vis Employees. Business Ethics Quarterly, pp. 213-241.
- Sezgül, İ., 2010. Liderlik ve Etik:Geleneksel, Modern ve Postmodern Liderlik Tanımları Bağlamında Bir Değerlendirme. Toplum Bilimleri Dergisi.
- Sosik, J. J., Chun, J. U. & Zhu, W., 2014. Hang on to Your Ego: The Moderating Role of Leader Narcissism on Relationships Between Leader Charisma and Follower Psychological Empowerment and Moral Identity. Journal of Business Ethics, pp. 65-80.
- Teyfur, M., Beytekin, O. F. & Yalçınkaya, M., 2013. İlköğretim Okul Yöneticilerinin Etik Liderlik Özellikleri İle Okullardaki Örgütsel Güven Düzeyinin İncelenmesi (İzmir İl Örneği). Dicle Üniversitesi Ziya Gökalp Fakültesi Dergisi, pp. 84-106.
- Tuna, M. & Yeşiltaş, M., 2013. Liderliğin Etik Boyutu: Etik Liderliğin Otel İşletmelerindeki İşgörenler Tarafından Algılanması. İşletme Araştırmaları Dergisi, p. 186.
- Tunçer, P., 2011. Örgütsel Değişim Ve Liderlik. Sayıştay Dergisi.
- Whiplash. 2014. [Film] Directed by Damien Chazelle. s.l.: s.n.
- Yıldırım, A., 2010. Etik Liderlik ve Örgütsel Adalet İlişkisi Üzerine Bir Uygulama, Karaman: s.n.
- Yıldırım, A., 2010. Etik Liderlik ve Örgütsel Adalet İlişkisi Üzerine Bir Uygulama. s.l.:s.n.
- Yukl, G., 2010. Leadership in Organizations. s.l.:Pearson Prentice Hall.
- Zand, D. E., 1997. The Leadership Triad: Knowledge, Trust and Power. New York Oxford: Oxford University Press.