

The Impact of Ethical Climate on Emotional Organizational Commitment: A Survey in the Accommodation Industry

Melike Gül, Kaya Nihat Pekbay, Kudret Gül

Abstract

Organizational commitment is crucial in the service-oriented hospitality industry. A service-oriented firm may achieve high quality service standards and customer satisfaction by employing qualified occupations. Employing qualified staff requires motivation and emotional organizational commitment. In addition, having a positive working ethical climate in the firm is crucial for profitability and productivity. Thus, hospitality businesses can achieve industrial competitiveness.

The aim of the study is to determine the effect of the ethical climate on the emotional organizational commitment in the accommodation enterprises. The study addresses ethical climate scale developed by Victor and Cullen (1993) and emotional organizational commitment sub-scale developed by Meyer and Allen (1991). The survey data were obtained from a total of 340 participants who employ at six different 5-star hotels operating in Antalya. The first part of the questionnaire covers questions that determine the relationship between employees' organizational ethical climate perceptions and emotional organizational commitment. In the second part, there are questions asked to determine the demographic characteristics of the participants. The ongoing analyzes will be tested by structural equation modelling. Research result will be

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Dr.Sc. Melike GÜL, MSc. Kaya Nihat PEKBAY,
Dr.Sc. Kudret GÜL

show positive relationships between positive ethical climate and emotional organizational commitment in accommodation enterprises. In addition, the study examines whether the emotional organizational commitment levels of employees differ or not according to sex, marital status, age, income level, education, study period and departments.

Keywords: ethical climate; emotional organizational commitment; accommodation industry;

1. Introduction

The presence of organizational ethical climate has gained an importance as a result of globalization in today's companies and increasing competition, and the companies' managers need to know the impact of ethical climate on the employees' behaviour. The searches have shown that the employees work in more productive way in the case of ethical climate than in the case of uncertain ethical standards. Thus, the ethical climate affects closely on the employee's behaviours. Moreover, the presence of organizational ethical climate in a company has a supplementary role for the company's sustainable growth. It causes the positive work outputs on both of themselves and the company that the employees depend emotionally on the company where they work. Thus, the managers want to work with the employees who have high organizational commitment. There are many searches in the literature that have suggested the positive relations between the organizational ethical climate and the organizational commitment. As the emotional commitment is based on the voluntariness rather than the obligation, it has much more impact on providing productivity and positive ethical climate than other commitment aspects. Thus, it was searched in this study that the impact of ethical climate perception belonging to the employees in the accommodation companies on the emotional organizational commitment, and from the point of results, the recommendations were provided to the employees and managers.

2. Theoretical approach to the concept of ethical climate

It is primarily necessary to explain the words of ethics and climate in order to identify the concept of ethical climate. The word of ethics was derived from the word of "ethos" which means the character in Greek. The

concept of “ethics” derived from Ethos, and it was described as a viewpoint on the ethical rule and values (Bute, 2011:172). The concept of ethics can be defined generally as the system of rules guiding the behaviours and ethical judgement, of the ethical principles getting into the individual behaviours and of the standards (Kozak and Nergiz, 2012: 32). The root of the word ‘climate’ is based on Greek and it is defined as the common perceptions of employees on how the organization works, as a result of the organizational culture in terms of the business administration (Taner and Elgün, 2015: 100).

The concept of ethical climate which was developed by Victor and Cullen (1988:101) is considered as an item of organizational culture, and it is stated as an idea that the processes have an ethical content with the organization’s general implementations, organizational norms and direct effect on these implementations. The ethical climate doesn’t concern with the mass idea which can be seen as the main factors of the organizational culture but which is defined as the multiple perceptions of employees, and with the values. Thus, when the ethical climate is seen, the organizational culture is wider, and it covers both ethical and unethical factors (Tziner et al., 2015: 52). The ethical climate is a perception which is shared about what a considered ethical behaviour is and how the subjects will be solved. An organization’s ethical climate can provide information about what a normative and acceptable behaviour is, to the employees related to the ethical decisions. In another saying, the group members in the organization can learn the norms in both formal (the training, the written policies etc.) and informal ways (as observing what the organization’s leaders do) (Stawiski et al., 2009: 290). Wu and Tsai (2012: 510) describe the ethical climate as the ruling percept of typical organizational implementation and procedures. The ethical climate composes the rules for the employees’ behaviours, and mentions the organization’s policies, procedures and implementations related to the ethical situations. Thus, it illuminates that the employees are to decide on the acceptable behaviours and unacceptable behaviours (Barnett and Schubert, 2002: 281). When the literature is reviewed, it is seen that the layers related to the organizational ethical climate were developed firstly by Victor and Cullen (1987, 1988), and these layers have been based in the further many searches (Martin and Cullen, 2006: 178; Shafer, 2009: 1091; Akbaş, 2010: 122; Wu and Tsai, 2012: 510; Shafer et al., 2013: 220; Tziner et al., 2015: 52). The layers of ethical climate model are seen on Figure 1.

As it is seen at Figure 1, the ethical climate is based on three aspects as an egoist, benevolent and principal one. When an ethical climate which is perceived as egoist is associated with the employees, the decisions are taken in compliance with the personal benefits. When the ethical climate is perceived as the benevolent, it is considered as much more welfare and peace by the employees. The employees take their decisions in compliance with the organizational norms in a principal ethical climate. While the ethical decisions are taken in this model, the reference points of individual, local and cosmopolitan are used. The self-interest is used as a reference point for the model's individual position, the organization or social groups are used as a reference point for the local position. The society or other common groups are available in the reference point of a cosmopolitan position. Thus, this model which was developed by Victor and Cullen provides a nine-layer ethical climate framework (Wu and Tsai, 2012: 511).

Figure 1: Ideal layers analysis focus on Victor and Cullen's ethical climate model

<i>ETHICS THEORY</i>	<i>INDIVIDUAL</i>	<i>LOCAL</i>	<i>COZMOPOLIT</i>
<i>Egoism</i>	Personal Interests	Firm Profit	Productivity
<i>Benevolent</i>	Friendship	Team Benefit	Social Responsibility
<i>Principal</i>	Personal Morality	Firm Rules and Procedure	Legislation and Professional Ethics Codes

Source: Martin and Cullen (2006, p.178)

Egoism covers the behaviours mainly related to the personal benefits in the ethical climate model. The benevolence means the decisions and actions related to obtain the best benefit which is possible for the others. To be principal is related to the actions which are followed in compliance with the decisions and rules which are gotten, with the regulations, codes and terms (Tziner et al. 2015: 52).

Shafer et al. (2013: 221) think that the egoist climate tends generally less to guide the ethical decisions, and conversely, the benevolent and principal climates guide much more to the ethical decisions. This study considers generally four climate types as the ethical climates) benevolent /cosmopolitan and principal /cosmopolit), the unethical climates (egoist/local and egoist /individual). While an egoist/individual climate strengthens the competitive goals clearly, it decreases the collaborative goals and focuses on the personal benefits. The egoist /local climate which emphasizes the trading and profitability resembles to egoist/individual climate. Conversely, the benevolent /cosmopolitan and principal /cosmopolit are away from the competition, personal benefits, and related to work in a collaboration (Shafer et.al. 2013: 223). From this point of view, the following hypotheses were developed.

H1: Egoist /individual and egoist/local ethical climates affect positively on the competitive goals.

H2: Benevolent /cosmopolitan and principal /cosmopolit ethical climates affect positively on the collaborative goals.

The employees in the organizations where the collaborative goals are possessed perceive that the goals are positively related, and they strengthen each other mutually, consequently it contributes to someone's colleagues to achieve their goal that he /she achieves his/her own goal. Conversely, the goals are negatively related in the organizations where the competitive goals are possessed, and it would decrease someone's colleague to achieve the goal that an employee achieves his/her personal goal (Snell et al., 2006: 319; Shafer et al., 2013: 221).

The relationship and reliance develop in the organizations where the collaborative goals are possessed, the duties are successfully completed, and the employees work sufficiently by developing their industries in the future and market share. The employees follow their personal benefits as long as they cover their friends' personal benefits in this kind of organizations (Tjosvold et.al, 2008: 225). If the employees want to get benefits mutually, they should work together. In another saying, the employees need each other's opinion and participation while they do their works (Chen and Tjosvold, 2008: 105).

Wong et al. (2008: 240) think that the others get their goal if a person gets his/her own goal in the collaborative organizations, and if a person becomes successful, he /she helps the others to become successful.

Conversely, when there is a competitive one, it will decrease the others' capacity to get the goal that someone gets the goal. If someone achieves, the others should be unsuccessful. If someone gains, the other gets lost (Chen and Tjosvold, 2008: 96; Tjosvold et al. 2008: 230; Wong et al. 2008: 240). The team members in such kind of organizations can be involuntary to help the others and to share the knowledge clearly. Any employees' behaviour can affect negatively on the competence of all team. There would be a competitive organization structure in the climates which incite the trading and where the personal benefits are possessed (Shafer et al. 2013: 222).

3. The concept of organizational commitment

Commitment is that a person tends towards a direction among the alternatives for his /her own preferences, he/she feels closer to it (Demirdağ and Ekmekçioğlu, 2015: 201). The concept of organizational commitment is a commitment which is a complex one and has the multidimensional properties, and it states the power of connection that an employee feels for his/her organization (Akbaş, 2010: 124). Saleem (2014: 248) thinks that the organizational commitment is a psychological connection between the employee and organization which affects positively on the employees' behaviours. An employee who is committed to the organization acts in compliance with the organization's goal, and contributes positively to the growth of organization. According to another description, the organizational commitment is defined as a desire of the person to accept the institutional goal and values, to make an effort to get these goals, and to continue the institutional membership (Taner and Elgün, 2015: 101).

Weiner and Vardi (1980) suggested that the social norms are determiners in the employees' commitment to their organizations, and they recommended the normative commitment aspect. Laterly, Meyer and Allen (1984) suggested a model including two different organizational commitments as a continuity commitment and emotional commitment. Meyer and Allen (1991) developed three-dimensional organizational commitment model by adding the normative commitment aspect of Weiner and Vardi (Ağca and Ertan, 2008: 139).

The emotional organizational commitment arises from the idea of employees of the organization's values and goals, and it is defined as integration with the employee and having an emotional powerful

commitment with the organization (Meyer and Allen, 1991: 67). The employees who have a commitment emotionally to the organization are the participants and they gain pleasure with being a member of the organization. In this sense, the emotional organizational commitment can be defined as a relative capability to integrate employees with the organization, and to enable them to participate into the organization's goal and values through sustaining the membership of organization (Özutku, 2008: 78). The continuation commitment is that an employee has a commitment with an organization after he /she evaluates both of social and economic costs to leave from the organization. Namely, as the employee will have high cost to come up against in the case that he/she leaves from the organization, he/she goes on being in the organization (Demirdağ and Ekmekçioğlu, 2015: 201). In another saying, the continuation commitment defines as a case that an employee has to decide on being in the organization due to the costs which will occur in case that he/she leaves the organization. But the emotional commitment is a case that an employee remains in the organization voluntarily and really willingly (Özbağ, 2014: 3). The employees feel a commitment with the domestic and cultural reasons under the impact of ethical responsibility feeling (Allen and Meyer, 1990: 4) and they have an obligatory commitment (Erdil and Keskin, 2003: 10) at the normative commitment. Thus, the normative commitment states the obligation which is perceived about remaining in the organization (Özutku, 2008: 82).

As a result of the searches in the literature, it occurred that there should respectively be high emotional commitment, normative commitment and the continuation commitment of the employees as the organizational commitment aspects (Boylu, et al., 2007: 58). Moreover, the case that the efficiency of employees' voluntary action and behaviours rather than their obligatory behaviours has a powerful impact to increase the productivity and positive climate can explain that the emotional commitment is desired much more than the other commitment (Özbağ, 2014: 3). Thus, the emotional commitment as a most important part in the organizational commitment is considered in this study.

4. The relation between ethical climate and emotional organizational commitment

The organizational commitment has been perceived as a direct output of the institutional ethical values for the last 20 years. An important and positive relation was found between the institutional ethical values and the employees' organizational commitment in many searches which have been done in the literature (Schwepker, 2001: 47; Yağcı, 2007: 125; Shafer et al., 2013: 234; Saleem, 2014: 246). Saleem (2014:247) thinks that the institutional ethical values increase the adaptation between the person-organization because the employees want to be a part of an organization with the powerful ethical and moral values. Sims and Keon (1997) described the person-organization adaptation and ethical environments as a powerful relation. Similarly, Valentine et al. (2002) found the same relation. In another search which was ran by a military personnel in Taiwan in order to measure the relation between the ethical climate and the organizational commitment; it was found that the ethical climate has a positive impact on the general organizational commitment and emotional, continuation, normative commitments. While the emotional commitment from the compounds of organizational commitment was a choice which was mostly marked, the continuation commitment occurs as a choice which was marked as a least one (Hung, et al., 2015: 669).

The connection between an employee and an organization gains strength, when the employee integrates with the organization's ethical values (Sharma et al., 2009: 253). Thus, the emotional organizational commitment level will increase when a person's ethical values and an organization's ethical values are in compliance with each other. Shafer (2009) found a negative relation between egoist/individual, egoist/local and principal/individual ethical climate types with the emotional organizational commitment in his search. He found a positive relation between the benevolent ethical climate types and principal /local ethical types, and the principal/cosmopolite ethical climate types and the emotional organizational commitment. Moon and Choi (2014) determined in their research which they made on twenty nine firms in South Korea that the ethical climate has a role in the increase of the organizational performance. Moreover, according to the information which was gotten as a result of the study; the ethical climate in the organization created a positive impact on the customer satisfaction and performance in the

companies. It was found that the organizational innovation which the employees perceive has a positive impact on the ethical climate in the company. The employees' organizational commitment and innovation climate have an important role between the ethical climate and the organizational innovation perceived in the company.

Martin and Cullen (2006) think that the egoist climates are generally inclined less to guide the ethical decisions, and conversely, the benevolent and principal climates guide more ethical decisions. Moreover, while the egoist climates create lower organizational commitment, the benevolent and principal climates reveal higher organizational commitment. Cullen et al. (2003) provided as a result of their searches that there was a negative relation between the egoist climate percepts and the organizational commitment, and there was a positive relation between the benevolent climates and the organizational commitment.

The benevolent/cosmopolitan climates provide the collaboration between the employees. Thus, the collaborative goals are concluded with the increase of emotional organizational commitment. The competitive goals decrease significantly the emotional organizational commitment (Shafer et al., 2013: 234). From this point of view, the following hypotheses were provided.

H3: The competitive goals affect negatively on the emotional organizational commitment.

H4: The collaborative goals affect positively on the emotionally organizational commitment.

5. Methodology

The goal of study is to determine the impact of ethical climate environment on the emotional aspect of organizational commitment of the employees in the accommodation businesses. In this way, the relations between the employees' perceptions on the organizational ethical climate (personal interest, institutional benefits, productivity, friendship, team's benefit, social responsibility, personal morality, productivity, firm's rules and procedures and the laws and occupational ethical rules) and the emotional organizational commitment. The research data was obtained by the method of survey.

The population of research consists of 378 employees in total who work in six different hotels with 5 stars which have activity in Antalya. The data

was obtained from the employees who work in the hotels which were included into the research and who accept to participate voluntarily in the research. 384 participants were included in the research but the data which was obtained from 6 participants which was insufficient, was excluded from the analysis.

The technique of survey was used in the research as a tool of data collection. The survey consists of two sections. On the first section, the questions related to the demographic properties of participants were included. On the second section, a scale which consists of 45 propositions related to determine the relation between the employees' ethical climate environment in the working place and their emotional organizational commitment was included. The propositions in the scale were prepared with the use of the studies related to the subject in the literature (Mowday et.al., 1979; Meyer and Allen, 1991; Victor and Cullen, 1993; Cullen et al., 2000; Schwepker, 2001; Peterson, 2002). The model which was developed based on literature and was tested by the structural equation modelling.

Cronbach's Alpha test was used in the research to determine the reliability of the scale that is called "The Impact of Ethical Climate Environment on The Emotional Organizational Commitment in The Accommodation Companies". The reliability analysis was firstly done on the sub-dimensions which comprise the organizational ethical climate (personal interest, institutional benefits, productivity, friendship, team's benefit, social responsibility, personal morality, productivity, firm's rules and procedures and the laws and occupational ethical rules) and the emotional organizational commitment, and then, the data from both of the scales was integrated and the reliability of whole scale was calculated.

Kalayci (2006:405) suggest that a scale has a low reliability if its alpha coefficient is at the range of $0.40 \leq \alpha < 0.60$, its scale value has a medium reliability if it is at the range of $0.60 \leq \alpha < 0.80$, its scale value has a high reliability if it is at the range of $0.80 \leq \alpha < 1.00$. According to the result of analysis, the alpha value ($\alpha = 0.905$) of the scale "The Ethical Climate Environment's Impact on The Emotional Organizational Commitment" has high reliability ($0.80 < \alpha < 1.00$). The reliability values of the organizational ethical climate ($\alpha = 0,875$) sub-dimension and the emotional organizational commitment ($\alpha = 0,852$) which comprise the whole of scale are very high (table 1).

The factor analysis was used to test the scale's construct validity which was used in the research. From the point of this purpose, Kayser-Meyer-

Olkin value (KMO) and the globosity (Bartlett’s test) degree were considered in order to determine whether this scale is in compliance with the factor analysis. That KMO value is more than 0.5 indicates that the data set which was used was in compliance with the factor analysis (Kalaycı, 2006:327).

Table 1: The reliability analysis

Scales	Cronbach’s Alpha	Number of Items
Organizational Ethical Climate	.875	36
Emotional Organizational Commitment	.852	9
For All of The Scale (α)	.905	45

Source: Authors’ own calculations

Table 2: KMO and Bartlett Test

Factor	Var. (%)	Bartlett Test	KMO	SCALES
9	57.4	X ² =4326,194 df:630, p<,000	.872	Organizational Ethical Climate
2	65.3	X ² =1710,461 df:36, p<,000	.912	Emotional Organizational Commitment
11	60.3	X ² =6749,695, df:990, p<,000	.897	For All of The Scale

Source: Authors’ own calculations

The data at the table 2 indicates that KMO value (0,897) related to the whole of scale which was used in the research, the organizational ethical climate (0.872) which comprises the whole of scale and the emotional

organizational commitment (0.912) sub-dimensions' KMO values are higher than 0.50. Moreover, they indicate that the scales' globosity degrees have the efficiency of sampling.

The eigenvalue which explains the whole of scale includes eleven factors over 1, and it explains 60.36% of the total variance. The first factor explains 24.46% of the total variance with the eigenvalue of 11.00. Twenty one of the items in this factor are related to the organizational ethical climate. Seven items are related to the emotional organizational commitment. The second factor explains 7.09% of the total variance with the Eigen value of 3.19 and six items. Five of the items which comprise this factor are related to the organizational ethical climate, one of them is related to the emotional organizational commitment. The third factor explains 5% of the total variance with the Eigen value of 2.27 and three items. All the items in this factor are related to the organizational ethical climate. The rest eight factors explain 23.76% of the total variance. All the items which comprise these factors are related to the organizational ethical climate.

6. Findings and discussion

Perceptual differences based on demographic variables play an important role in determining the effect of ethical climate on employees' emotional dimensional organizational commitment. In this context, anova and path analysis were applied to determine perception differences among the employees in the study.

6.1. Demographic variables of participants

Research findings show that 56.5% of the participants are male and 43.5% of them are female. The married are 56.3% and the single are 43.7%. The rate of participants at the age of 20 and less is 8.2%, at the age range of 21-30 are 46.6%, at the age range of 31-40 are 37.0%, at the age of 41 and over are 8.2%. The rate of the participants whose income is 1000 TL and less is 56.6%, those with 1001-1500 TL are 32.0%, those with 1501-2000 TL are 8.5% and whose income is 2000 TL and over are 4.0%. Participants who are graduated from a primary school are 15.9%, graduated from a secondary school are 17.2%, graduated from a high school are 38.9% and graduated from a university are 28%. The rate of participants who have worked in their current hotels for one-five years is 22.5%, the rate of employees who have worked for ten years is 49.5, the rate of employees who have worked

for eleven to fifteen years is 24.9% and the rate of employees who have worked for sixteen to twenty one years is 3.2%. The data reveals that most of the participants have an experience to observe the impact of ethical climate environment related to their working place on the employees' emotional organizational commitment. The total working time of the participants in the sector is as the following; the rate of employees who have worked for one-five years is 12.4, the rate of those who have worked for six to ten years is 32.3%, the rate of those who have worked for eleven to fifteen years is 30.4%, the rate of those who have worked for sixteen to twenty years is 18.3% and the rate of those who have worked for more than twenty years is 6.6%. Lastly, 33.1% of the participants work in the department of front office, 44.2% of them work in the department of flats, and 22.8% of them work in the department of food and beverage.

6.2. Participants' emotional organizational commitment based on demographic variables

Anova analysis was done in the study in order to determine whether there was a difference in the participants' emotional organizational commitment related to their working place. The impact size and p values were especially considered to interpret the results of analysis. Kilic (2014) states that Cohen suggested that the impact size (d) value would be defined as a lean in the case that it is less than 0.2, as a medium one in the case that it is 0.5 and as a strong one in the case that it is over of 0.8. O'Keefe (2007) suggests in the reporting related to the impact size that the labels such as post hoc power, the observed power, back power and prior power should be avoided and it will be more proper that the results are given with the impact power, confidence interval and p values.

There is no significant differences in the participants' perception of emotional organizational commitment based on the variances of gender ($p= 0.953>0.05$), age ($p= 0.102>0.05$), income ($p= 0.214>0.05$), the working duration ($p= 0.659>0.05$) and working time in the sector ($p= 0.608>0.05$). The perception on emotional organizational commitment based on the marital status is statistically significant one ($p=0.027<0.05$, $d=0.599>0.5$ and $F=4.910$). The average for the single persons is 23.3621, it is 21.7273 for the married persons. This result indicates that the single persons have higher emotional organizational commitment than the married persons. The participants' perceptions on the emotional organizational commitment based on the difference in their educational level are statistically significant

($p=0.027<0.05$, $d=0.722>0.5$ and $F=3.098$). The averages are 20.0833, 21.9077, 22.9728 and 23.2642 respectively for the primary school graduate, the secondary school graduate, the high school graduate and the postgraduate. This result indicates that the emotional organizational commitment increases among the employees as the educational level increases. This result can be interpreted that the satisfaction increases as the educational level increases among the employees in the hotels.

Table 3: Emotional organizational commitment based on demographic variables

<i>Demographic Variables</i>		<i>N</i>	<i>Load</i>	<i>S.S.</i>	<i>df</i>	<i>F</i>	<i>p</i>	<i>d</i>
<i>Gender</i>	Male	273	22.3993	7.19413	1	.003	.953	.050
	Female	105	22.4476	7.13300				
<i>Age</i>	20 and less	31	23.5161	6.05459	3	2.086	.102	.532
	21-30	176	23.1818	7.70609				
	31-40	140	21.5071	6.60008				
	41 and over	31	21.0323	6.63066				
<i>Marital Status</i>	Single	158	23.3671	7.07409	1	4.910	.027	.599
	Married	220	21.7273	7.11216				
<i>Education</i>	Primary	60	20.0833	6.54914	3	3.098	.027	.722
	Secondary	65	21.9077	7.35001				
	High school	147	22.9728	7.87483				
	University	106	23.2642	5.91576				
<i>Income</i>	1000TL and less	210	22.9286	7.21639	3	1.501	.214	.396
	1001-1500TL	121	21.9421	7.21838				
	1501-2000TL	32	20.3057	6.62230				

	2001 and over	15	23.3333	5.71548				
<i>Working Duration at The Working Place</i>	1-5 Years	85	21.9647	6.37974	3	.534	.659	.160
	6-10 Years	187	22.2139	7.03885				
	11-15 Years	94	23.1915	8.09656				
	16-20 Years	12	22.5833	5.79119				
<i>Working Duration at The Sector</i>	1-5 Years	47	22.4043	6.56294	4	.677	.608	.220
	6-10 Years	122	22.8361	7.85126				
	11-15 Years	115	21.8957	6.39541				
	16-20 Years	69	21.9275	7.08835				
	21 Years and Over	25	24.0800	7.96827				
<i>Department</i>	Front Office	125	22.4400	7.61620	2	6.738	.001	.916
	Housekeeping	167	23.5629	7.19818				
	Food and Beverage	86	20.1395	5.65927				

Source: Authors' own calculations

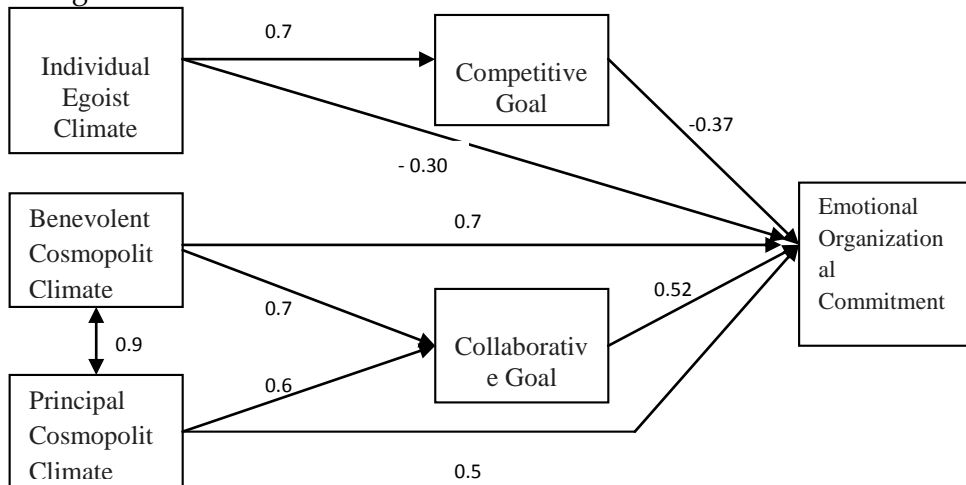
It occurred in the research that the difference in the departments differentiates the emotional organizational commitment among the employees ($p=0.001<0.05$, $d= 0.916$ and $F=6.738$). The averages are 20.1395, 22.4400 and 23.5629 among the employees respectively from the department of food -beverage, the department of front office and the department of flat services (table 3). This result indicates that the lowest emotional organizational commitment is among the employees in the department of food beverage, while the emotional organizational commitment of the employees in the flat services is higher one. This result can be interpreted that the job satisfaction is the lower one among the employees in the department of food and beverage in the hotel.

6.3. The path analysis

The model which was done in order to determine the impact of ethical climate on the emotional organizational commitment was tested by the technique of path analysis in the study. With this purpose, the chi square goodness fit (χ^2), root mean square error of approximation (RMSEA), comparative fit index (CFI) and normed fit index (NFI) were used in the study.

As a result of the analysis, the model's chi square goodness fit was determined as $\chi^2=381.108$ and its degree of freedom was determined as $df_{mo}=125$ in the study. These values indicate that there isn't a great difference between the proposed model and the model that the gathered data implies it. In another saying, these values indicate that the proposed model is an acceptable model. The model's RMSEA value is $= 0.074$. It indicates a perfect fit and a well fit respectively that this value is less than, 05 and it is less than $.08$ (Colum et al., 2012:324). The value of RMSEA $= 0.074$ which was obtained in the study indicates that the model has an acceptable fit. The model's CFI value is 0.912 and its NFI value is 0.875 . It indicates a perfect fit and a well fit that these values are respectively over of 95 and over of 90 (Hooper et al., 2008:53-60; Çokluk et al., 2012:324). CFI value which was obtained in the study indicates that the model has an acceptable well fit. However, it is seen that NFI value is a bit less than the acceptable standards. The model's CMIN/DF value is 3.049 . If this value is less than 2.5 , it reflects the perfectness and if it is at the range of $2.5-3.5$, it reflects that it is an acceptable one. The results indicate that the proposed model has acceptable well fit values. In another saying, the results of analysis support the proposed model. The path analysis results and path coefficients related to the model which were comprised in the study are seen at the following Figure 2.

Figure 2: Path analysis of the ethical climate’s impact on emotional organisational commitment



Source: Authors’ own calculations

Cohen (1988) states that the values which are less than 0.10 are the lean impact, the values nearly at 0.30 are the medium impact and the values which are more than 0.50 are the great impacts for the standardized path coefficients. From the point of this approach, the results of path analysis which indicates the impact of ethical climate on the emotional organizational commitment can be seen in terms of the dependent and independent variances at the following table 4.

From the point of the above-stated analyses, hypotheses were tested in order to determine the impact of the ethical climate on the emotional organizational commitment. The results are as the following.

Table 4: The results of path analysis

Independent Variables	Direct Impact				Dependent Variables
	B	S.E.	C.R.	p	
Individual Egoist	.763	.073	10,505	<0.05	Competitive Goal
Individual Egoist Climate	- .303	.059	-5,134	<0.05	Emotional Organizational Commit.
Competitive Goal	- .370	.067	-5,532	<0.05	Emotional Organizational Commit.
Benevolent Cosmopolitan Climate	.756	.040	18,860	<0.05	Collaborative Goal
Benevolent Cosmopolitan Climate	.756	.029	26,211	<0.05	Emotional Organizational Commit.
Principal Cosmopolitan Climate	.679	.058	11,609	<0.05	Collaborative Goal
Principal Cosmopolitan Climate	.580	.052	11,160	<0.05	Emotional Organizational Commit.
Collaborative Goal	.522	.048	10,800	<0.05	Emotional Organizational

Source: Authors' own calculations

It was revealed that the egoist individual ethical climate affected the competitive goals at the level ($\beta=0.76$, $p<0.05$) in the study and thus, relationship between two aspects was statistically significant. It was concluded from the literature review that this impact was a great impact ($\beta=0.76>\beta =0.50$). The impact of egoist local ethical climate on the competitive goals was tried to be determined in the research, but the item loads of statements from this aspect were excluded from the analysis as a result of the confirmatory factor analysis because they were low. From the point of these findings which were obtained in the research, H1 hypothesis was accepted as "Egoist /individual ethical climate affects positively on the competitive goals".

Research findings indicate that the benevolent cosmopolitan ethical climate affected on the collaborative goals at the level ($\beta=0.76$, $p<0.05$) and

thus, there is positively significant relationship between two aspects. It was revealed that the principal cosmopolit ethical climate affected the collaborative goals at the level ($\beta=0.68, p<0.05$) and so the relationship between two aspects was statistically significant too. It was concluded from the values which were predicted in the literature review that those impacts are very great impacts ($\beta=0.76>\beta =0.50$; $\beta=0.68>\beta =0.50$). From the point of these findings which were obtained in the research, H2 hypothesis was accepted.

Research results show that the competitive goals affected on the emotional organizational commitment at the level ($\beta= -0.37, p<0.05$) and so, there was a negative relationship between two aspects. It was revealed that the egoist individual ethical climate which was determiner of the competitive goal affected on the emotional organizational commitment at the level ($\beta= -0.30, p<0.05$) and so there was a negative relationship between them. It was concluded that these negative impacts are the reasonable impacts for the values which were predicted in the literature review ($\beta=-0.37>\beta=0.10$; $\beta=-0.30>\beta=0.10$). From the point of those findings which were obtained from the research, H3 hypothesis was accepted.

Research results also show that the collaborative goals affected on the emotional organizational commitment at the level ($\beta=0.52, p<0.05$) and so there was statistically significant relationship between two aspects. It was concluded from the predictions in the literature review that this impact is close to this impact ($\beta=0.52>\beta =0.50$). From the point of those findings which were obtained in the research, H4 hypothesis was accepted.

7. Conclusion and Recommendations

An organization's ethical climate guides the employees' behaviours, inter-organizational norms, the decisions, the approaches related to the solution of problems, the organization's policies and procedures. Mainly, the organizational ethical climate which would be varied in three types as egoist, benevolent and principal ones causes that the group members and groups go towards either of competitive or collaborative goals as it affects on the collaborative approaches. So the competitive or collaborative goals which occur in the organization in this process can affect positively or negatively on the organizational commitment.

According to Anova analysis results which were referred in order to determine the impact of demographic variances on the ethical climate's

emotional organizational commitment in the study, it was concluded that the single person have higher emotional organizational commitment than the married persons. This result indicates that the married persons' emotional organizational commitments in the hotel firms are affects much more from the ethical climate. Moreover, it was concluded that the emotional organizational commitment increases among the employees as the educational level increases. In another finding which was obtained in the study, it is that the emotional organizational commitment among the employees in a hotel differs in the departments. According to the findings, while the emotional organizational commitment of the employees who work in the department of flats is the highest one, the commitment of the employees in the department of front office follows it. The employees of the department which has a lowest emotional organizational commitment in the hotels are the employees from the department of food and beverage. This result indicates that the job satisfaction is the lowest one among the employees from the department of food and beverage at a hotel.

According to results of the path analysis which was used to determine the impact of ethical climate on the emotional organizational commitment in the study, it occurred that the inter-organizational egoist/individual ethical climate affected positively on the competitive goals at a great impact level. The inter-organizational benevolent /cosmopolitan and principal /cosmopolite ethical climates affect positively on the collaborative goals at a great impact level.

From the point of the predictions in the literature about the research results, it was concluded that the inter-organizational goals in the hotel affected negatively on the competitive goals' emotional organizational commitment reasonably. It was concluded that the egoist individual ethical climate which was a determiner of the inter-organizational competitive goals affected negatively on the emotional organizational commitment reasonably. Both of these negative impacts are the reasonable impacts. It was concluded in the research that the collaborative goals affected positively on the emotional organizational commitment nearly like a great impact.

Research results reveal that the inter-organizational egoist individual ethical climate and the competitive goals affect negatively on the employees' emotional organizational commitment in the hotels. This case affects much more especially on the disadvantageous group members and groups. Thus, the competitive goals in the hotels make the married

employees as the disadvantageous. This case decreases the married employees' emotional organizational commitment. It is recommended to deal the problem as inter-organizational benevolent and principal ethical climates, and the collaborative goals are preferred. Similarly, the competitive goals in the hotels take those with the low educational status and the employees from the department of food&beverage to a disadvantageous position. It is recommended that the collaborative goals are preferred to raise the emotional organizational commitment of the employees.

It is the most important restriction of the research that the research data was obtained from a few hotels and the limited destination. Thus, it will be a correct approach to be an offish to make the research findings common. The findings which will be obtained in the similar further studies will facilitate to interpret the findings of research in much more correct way.

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