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THE EFFECT OF ETHICAL CLIMATE ON EMPLOYEES' JOB SATISFACTION AND THEIR ORGANIZATIONAL COMMITMENT: A RESEARCH IN HOTEL BUSINESS

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As the presence of many human-driven problems is known especially in the accomonadation businesses, the ethic climate and the ethical behaviours become more important as the human resource stands out more. Unethical behaviours cause a stressful environment in the business, which negatively affects the employees' job satisfaction and their organizational commitment. In this study, the effects of the ethic climate in the hotel businesses on the employees' job satisfaction and their organisaonal commitment will be studied. At the 5 and 4- star hotels in the centrum of Konya, the facts obtained from the surveys applied to the 136 mid-level and executive managers were analysed through computer program. With the correlation analyse carried out at the end of the research, it has been concluded that there is a positive relation between the ethic climate and the organizational commitment and job satisfaction. Structural equation model analysis tests have been made in the study. According to the results of the SEM, hypotheses was accepted.

Keywords: Ethical Climate, organizational commitment, job satisfaction

JEL:

Etik İklimin Çalışanların İş Tatminine ve Örgütsel Bağlılıklarına Etkisi: Otel İşletmelerinde Bir Uygulama

ÖZET

Örgütlerde insan kaynaklı birçok sorunun varlığı bilindiğinden, özellikle konaklama işletmelerinde de, insan kaynağının ön plana çıkması nedeniyle etik iklim atmosferi ve etik davranışlar önem kazanmaktadır. Etik olmayan davranışlar, işletme içinde stresli bir ortama sebep olurken, bu durum iş görenlerin iş tatminini ve örgütsel bağlılığını da negatif yönde etkileyebilmektedir.

Bu çalışmada, otel işletmelerindeki etik iklimin, çalışanların iş tatmini ve örgütsel bağlılıkları üzerindeki etkileri incelenecektir. Konya ili merkezinde faaliyet gösteren beş ve dört yıldızlı otellerde 136 orta ve üst düzey yöneticiye anket uygulanarak elde edilen veriler bilgisayar

programında analiz edilmiştir. Araştırma sonucunda yapılan korelasyon analizi ile örgütte etik iklim atmosferi ve örgütsel bağlılık ve iş tatmini arasında pozitif bir ilişki olduğu sonucuna ulaşılmıştır. Çalışmada yapısal eşitlik analizi ile model testi yapılmıştır. YEM sonucuna göre oluşturulan hipotezler kabul edilmiştir.

Anahtar Kelimeler: Etik iklim, örgütsel bağlılık, iş tatmini

1. INTRODUCTION

It is a fact that the presence of environmental conditions changing rapidly, the current competition understanding being due to the human functions rather than the phsyical functions and the globalisation having made the new employees whose working performance and organizational commitment are intense crucial for the businesses. As it is known, providing individually and organizationally a high working performance and organizational commitment, the employment and the employee retention of the qualified staff creating awareness depend on some premises such as creating an ethic climate in the organization. It seems that the complex and dynamic formation of the business life provide the businesses like Enron make good business, behave responsibly to their suppliers, customs, shareholders, in brief to all their stakeholders according to the laws and the ethic standards, that is to say, form an ethic climate. Otherwise, unethical behaviours lead to a loss of communication and business image, of the activity, of the customs, a financial risk and a stressful environment for the employees. It is not so hard to anticipate the incomes in the businesses of which the employees are away from the stres and their organizational commitment and job satisfaciton are high.

The employee's efficiency and the ethic behaviours have inevitably become important because the performance is mostly due to the human in the hotel businesses in service sector and the customs and the staff are one to one interactive. These kinds of neccesities force the basic variables of this study in this way.

In this study, it is aimed to find out the effects of the ethic climate in the organization on the job satisfaction and the organizational commitment. Firstly, the researches that reveal the relations of the concepts by examining one by one are analyzed and it has been tried to present a model with the examples filling the blanks in the literature. At the phase of study application, the surveys have been applied to the managers that are thought to evaluate the ethic climate and the employee performance in the 5 or 4-star hotel businesses in the centrum of Konya. Finally, the results of the research has revealed the relation between the ethic climate in the organization and the organizational commitment-job satisfaction. It has been tried to give some suggestions as it is to the point that business managers, by considering the results, should intend to carry out the activities and the practices that improve the service environment in the organization and develop the ethic behaviours positively.

2. THEORETICAL FRAMEWORK

2.1.Organizational Commitment

It has a wide meaning that can be variously commented. Organizational Commitment is the power of organizational identification with the employee's contribution. This situation can be characterized by at least 3 factors related with one another. The presence of a strong idea about the organization goals and accepting its values is to dramatically and ambitiously try to achieve in the name of the organisataion and to strongly hold the organization membership (Mize,v.d.,2000:103). The common belief is that it is the interest of a person in a certain organization and the relatively changable factors according to the character. This situation is seen in the types of working commitment, job commitment, management commitment, coworker commitment (Örücü, v.d., 2010: 4).

Although there are many various classifications of the organizational commitment, this study is progressed on the basis of Meyer and Allen (1997)'s emotional, normative and maintainance commitment classification (Öğüt ve Kaplan, 2011: 192).

Emotional commitment; It is the most mentioned one among 3 components. It expresses the emotion of the organizational identification, the attendance to the organization and the sense about the organization as well as the pleasure of belonging to the organization (Bergman, 2006: 646).

Maintainance Commitment; It is the need for the extent which an employee maintains in the organization because of the profit and benefit costs about the investment in the organization (Bergman, 2006: 646).

Normative Commitment; It is the degree of the need for the extent which an employee maintains in the organization according to his responsibility for the organization (Bergman, 2006: 647).

As forming the organizational commitment depends on some premises, the ethic climate perceptions that are the one of these premises have been handled within this study as an independent variable (Öğüt ve Kaplan, 2011: 193).

2.2. The Ethical Climate

Before we explain the concept of ethic, by referring "ethic" and "climate", the concept of "ethics" coming from "ethos" meaning "character" in Greek can be pointed out as the standards defining what the right thing is and the wrong thing is, what the good thing is and the bad thing is, what the beneficial thing is and the harmful thing is, what the acceptable thing is and unacceptable thing is. "Climate" meaning "intendance" and a word in Greek is known to explain that the concept of "climate" in the business literature evaluates how the business staff evaluate the inner and outer environment of the organization (Büte, 2011: 172).

The concept of the ethic climate that is accepted as an important part of the organization culture and firstly handled by Victor and Cullen includes the typical organizational practices and procedures. According to Victor and Cullen, the ethic climate is the definitions of the right behaviours perceived by the members from the viewpoint of the organization in case of a problem to handle with it (Victor and Cullen, 1988: 101). The ethic climate can be defined as a working climate. A positive ethic climate to handle with the unethical behaviours in the businesses needs to be formed (Günel, v.d., 2015: 255).

In a company, the concept of ethic climate as a tool for understanding the ethic atmosphere continues to be popular. The concept in which there are 3 moral attitudes like selfishness, helpfulness and principle, on its basis , is accepted as a strong tool for the ethic atmosphere of

the organization and finds a broad range of using area in the working ethics literatüre (Parboteeah, v.d.,2005: 461). According to the psychologists, that the individuals find their attitudes about the ethic issues as the strongest behaviour shaper creates an expectation that these attitudes and behaviours have a great effect on the perceptions of the organizational values, practices and procedures about the moral. By the help of this moral atmosphere, the individuals can feel the ethical conditions, can deduce the tips about the proper and improper behaviours. It is called as the ethic climate that is not mentioned among the personel (Akbaş, 2010: 122).

The aspects of the ethic climate appear as egoism, helpfulness and principlism. The egoism conludes the individual interests, corporate profit and efficiency depending upon the best employees' decision. They disregard the others while doing this. In other words, while the norms in the egoist ethic environment incite focusing on the personal profits, they defend an understanding that disregard the others' expectations. Under these circumstances, it doesn't seem to support the organizational commitment (Cullen, v.d., 2003: 130).

The helpfulness climate requires considering the others' interests in the event of making decision with an utilitarian approach. The members of the unity concern about the others' social welfare inside and outside of the organization, can show a great organizational commitment like standing out against the threats besides composing a harmony in achieving the goals of the organization by developing mutual positive feelings (Cullen, v.d., 2003: 130).

Principlism includes the strong and proper organizational values for the organization while making decision. Procedures, priciple and the standards recommend to be strictly applied without regarding the others. It recommends an idea that the expected applicable rules, laws and standards in a social unity are crucial,that is to say, the individual must decide according to the organizational norms or the group norms in the event of an ethical paradox (Cullen, v.d., 2003: 131).

Table 1. The Therotical Aspects of The Ethical Climate

Ethical Criterions	Analysis Focus		
	Individual	Local	Cosmopolitan
Egoism	Personal interests	Corporate profit	Efficiency
Helpfulness(functional)	Friendship	The group profit	Social responsibility
Principlism	Personel ethics	Rules, standart and business procedures	The laws and pro-codes.

Resource: Barnett and Schubert, 2002: 282.

Forming the ethic climate in the organization can be possible in a situation that the business ethic clearly becomes the regular part and program of the business in the working life and the employees of the business hold the ethic in all business operations (Biçer, 2005: 70).

In the firms that the ethic climate is intense, it has been seen in many studies that the power of morale level, the organizational effectiveness and efficiency level, the quality of the management level, the job satisfaction level, the organizational commitment and the social responsibility level increase and the intention of employee turnover decreases. However, in

the organizations that unethical behaviours exist, it has been emphasized that mobbing, backing, discriminating,bribery and corruption are inevitable (Günel, v.d., 2015: 256).

In the event of measuring the ethic climate, it is based on the assumptions that each organization and unity has their own moral values , the members of the organization are aware of this sitiuation and the ethic climate atmosphere can be learned from the questions asked to the employees (Çetin, v.d., 2015: 20).

2.3.The Job Satisfaction

The satisfaction that the employee gets at the end of the self and job evaluation is the positive emotional situation (Biçer, 2005: 72). That is to say, the presence of job satisfaction can be mentioned here if there is a positive attitude of the person toward his/her job gained by his/her experiences (Örücü, v.d., 2010: 2). Here, we can mention 4 concepts closely related with the job satisfaction which are the motivation, the morale, the attractiveness of the job and the identification (Biçer, 2005: 72). It is the happiness coming out with a work composed by the co-workers taking pleasure in working together in addition to their personal interests (Eren, 2011: 112).

The researches show that the job satisfaction is affected by many factors such as the organizational, individual, environmental, cultural ones etc. and it is known that the variables like the quality of the job, the salary, the rewards, the social rights, the working conditions, the management manner, co-workers, the person's belief, attitude and interests etc. are among these factors (Örücü, v.d., 2010: 2).

3. LITERATURE REVIEW AND RESEARCH MODEL

3.1. A Literature Review about Ethical Climate, Organizational Commitment and Job Satisfaction Relationship

Studies ethical climate handled as a variable in terms of the effects on individual behaviors are increasing. Therefore, organizational commitment and job satisfaction are among them. The literature shows that organizational commitment is clearly separate from the job satisfaction. While organizational commitment expresses the belief about the organization and commitment to the aims and values, job satisfaction focuses on the specific job tasks and experiments, namely the employee's job environment (Biçer, 2005:56). However, in result of researches carried out so far it has been achieved that there is a positive interaction between these two concepts, they support each other and job commitment is a premise of the organizational commitment (Örücü, et al., 2010:4)

When viewed the studies Çevirgen and Üngüren (2009) investigating the relationship between ethical climate and job satisfaction in hotel business have reached this statistical result that the ethical climate increases the job satisfaction. Swepker and Hartline(2005) carried out in the accommodation businesses and become the study in its area supports the research. In Biçer's(2005) study on the sales staff, it has been result that as staff's ethical climate perception about working environment increases, their satisfaction level from the job and their commitment increases. Also in another research examined the relationship between ethical climate perception and job satisfaction and commitment has been resulted that positive ethical climate perception increases the job satisfaction (Koh And Boo, 2001; Koh and Boo, 2004; Okpara and Wynn, 2008; Schwepker, 2001). In their research Emirdağ and Ekmekçioğlu (2015) have reached a conclusion that while there is a positive significant relationship

between ethical climate and organizational commitment and the sub-dimension of the organizational commitment (normative commitment, emotional commitment) , there is a negative but non-significant relationship with its continuance (Demirdağ and Ekmekçioğlu, 2015).

Ethical climate may have direct or indirect effect on the job satisfaction and organizational commitment (Jaramillo, et al., 2006: 272). The study of Cullen et al. (2005) has found that there is a positive relationship between ethical climate and organizational relationship and the climate of helpfulness and being principled, but there is a negative relationship with egoistic climate. The data Eren and Hayatoğlu (2011) acquired from the salespersons have shown that ethical climate has a positive effect on the organizational commitment, the trust to the manager and business performance. Also it has been found that ethical climate has no effect on the job satisfaction. Again in Schwepker's(2001) study carried out with salespersons about job satisfaction, organizational commitment, the intention of leaving from the job and ethical climate relationship , it has been found that there is a positive relationship between ethical climate and job satisfaction and organizational commitment. Also İn the study of Mulki et al. (2006) about relationship between ethical climate, job satisfaction, the intention of leaving from the job and trust to the manager, it has been concluded that ethical climate is a significant determiner and it has a positive relationship with the variables. In their studies Desphande(1996); Joseph and Desphande (1997), Sims and Kroeck(1994) have put forward that there are significant relationships between ethical climate and job satisfaction. In his study Özyer (2010) has concluded that organizational commitment and job satisfaction are regulatory variables in their relationship with the sub-dimension of the ethical climate and the intention of leaving from the job.

3.2. The Aims, Hypothesis and Samples of the Study

The purpose of this study is showing the effect of the ethical climate perception of the business employees on their organizational commitment and job satisfaction.

Hypothesis developed in the study for this purpose are as follows:

*H_1 = The ethical climate perception of the employees in businesses affects positively organizational commitment.

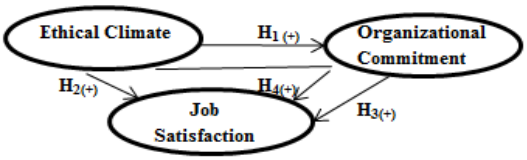
*H_2= The ethical climate perception of the employees in businesses affects positively job satisfaction

*H_3= The organizational commitment of the employees in businesses affects positively job satisfaction.

*H_4 = The ethical climate perception of the employees in businesses affects their job satisfaction by their organizational commitment.

The management personnel in the 5-star and 4-star hotels located in records acquired from Konya Province Center, Provincial Culture and Tourism Directorate form the sample of the research. Total number of managers has been determined as 218 units. 136 questionnaires have been returned. The number of the evaluated questionnaire is 136. The return rate of the questionnaire is 62%.

Şekil 1. Model of Research



3.3.The Scales used and Data Collecting

A questionnaire consisted of 50 questions has been used as collecting data method. First part consists of questions (6 questions) about the demographic characteristics of the participants. In the second part a one-dimension with 7-point 5 Likert-type scale developed by Schwepker (2001) has been used to measure the participants' perception of ethical climate. In the third part a scale developed by Meyer and Allen (1990) has been used to measure the organizational commitments of the sample. Organizational Commitment Scale is a three-dimensional with 17-point 5Likert-type scale: "emotional commitment", "continuation commitment" and "normative commitment". In the last part of it, a 20-point the short form of Minnesota Job Satisfaction Scale, whose reliability and validity determined by lots of research (Diaz et al., 1992; Youself, 1998; Ghiselli et al., 2001; Öztutku, 2007; Köroğlu, 2012), developed by Davis, Weiss, England and Lofquist (1967) has been has been used to measure the job satisfaction of the employees. This is a 5Likert type scale having two sub-dimensions calling "intrinsic job satisfaction" and "extrinsic job satisfaction".

Computer programs have been used in the analysis of the data collected in the study. Before analysis Cronbach's Alpha Value which is an internal consistency indicator has been calculated to test the reliability of the scales used in the research. Descriptive statistics have been used to determine the demographic characteristics of the participants. The exploratory and confirmatory factor analysis has been used to test the construct validity of the scale used in the study. Also, correlation analysis has been applied to determine the relationship among the variables and finally SEM has been used to test the accuracy of the model formed at the beginning of the study.

4. RESEARCH FINDINGS AND DISCUSSION

Demographic characteristics of 136 people participated in the questionnaire in businesses included in the study have been shown in the Table 2.

Table 2. Frequency Distribution of the Demographic Characteristics of The Participants n= 136.

Parameters		Frequency	Percent	Parameters		Frequency	Percent
Age	18-25 between	5	3,7	How Many Years Working In The Business	1-5 year	25	18,4
	26-30 between	17	12,5		6-10 year	35	25,7
	31-35 between	19	14,0		11-15 year	27	19,9

	36-40 between	32	23,5		16-20 year	20	14,7
	41-45 between	35	25,7		21-25 year	16	11,8
	46 and via	28	20,6		26 year and via	13	9,6
Gender	Man	108	79,4	**Marital Status**	Married	98	72,1
	Women	28	20,6		Single	30	22,1
					Divorced	8	5,9
Education	Primary education	1	,7	**Department**	Reception	15	11,0
	High school	6	4,4		Kitchen	28	20,6
	Undergraduate	30	22,1		Spa	11	8,1
	Degree	82	60,3		Purchasing and Accounting	17	12,5
	Postgraduate	17	12,5		Public relations and HR	13	9,5
					Computing and Technical Service	12	8,8
					Housekeeping	26	19,2
					General Management	14	10,3
Total		**136**	**100,00**	**Total**		**136**	**100,00**

According to the Table 2 it has been seen that participants are generally at 41-45 age range, men, mostly graduate degree, the seniority period in the business is 6-10 year range, married and working at kitchen (20.6%) and housekeeping (19.2%) section.

Table 3. Reliability Coefficient of the scales n=136

Scale	Scale Range	Number Of Items	Cronbach's Alpha Coefficient
Ethical Climate	5's scale (1-5 between)	7	,951
Organizational Commitment	5's scale (1-5 between)	17	,953
Job Satisfaction	5's scale (1-5 between)	17	,963

Cronbach alpha coefficient has been used for evaluation the reliability (internal consistency) of the scales taking place in the questionnaire. Depending on the alpha coefficient if the reliability of the scale is between 0.80-1.00, this means that this is a highly reliable scale (Kalaycı, 2014:405). According to the Table 2 it has been seen that internal consistency of all the three scales used in this study are quite high.

The results of Kaiser-Meyer-Olkin (KMO) have been evaluated before factor analysis in order to test whether it is enough or not for the factor analysis of the distribution. The value of KMO between 0.80 and 0.90 range is is considered very good, 0.90 and higher are considered excellent(Büyüköztürk, 2007; Kline, 1994). Also it is concluded that the number of working

group is enough in case KMO value is close to 1 (Fraenkel and Wallen, 2000; Kline, 1994; Murphy and Davidshofer, 1991).That KMO value of the scales in the research is greater than 0.80 reveals that for the analysis the sample can be subjected to the factor analysis.

4.1.Exploratory Factor Analysis

Exploratory factor analysis has been primarily used in order to test the structural validities of the scales located in the fundamental variables of this study. In the exploratory factor analysis, in order to find the most appropriate solution the items of the factors below have been taken into account:

*Having eigenvalues greater than 1

*That their factor load is greater than 0.50.

*Explaining 2/3rds amount of the total variance of the factor number.

And the statements inconsistent with these values have been removed from the scale and factor analysis has been repeated.

The results of the factor analysis applied for the scales used in the study (ethical, organizational commitment and job satisfaction) have been summarized in Table 4.

Table 4. Factor Structure Used In This Study n=136

Scale of Ethical Climate					
Dimension	**Item**	**Load Factor**	**Variance**	**Cronbach's Alpha**	**Extract Value**
Factor 1: Ethical Climate	B1	,910	79,605	,951	5,572
	B2	,925			
	B3	,922			
	B4	,942			
	B5	,914			
	B6	,910			
	B7	,700			
Scale of Organizational Commitment					
Factor 1: Emotional Commitment	C1	,770	30,668	,945	9,854
	C2	,778			
	C3	,745			
	C4	,726			
	C5	,704			
	C6	,695			
	C7	,604			
Factor 2: Maintainance Commitment	C8	,816	25,992	,904	2,837
	C9	,839			
	C10	,860			
	C11	,838			
	C12	,749			
Factor 3: Normative Commitment	C13	,779	23,812 Total= 80,473	,963 Total= ,953	1,809
	C14	,847			
	C15	,841			
	C16	,856			
	C17	,839			
Scale Of Job Satisfaction					
Factor 1:	D2	,869	44,382	,968	12,520
	D3	,832			
	D4	,895			
	D5	,679			
	D6	,874			
	D7	,676			

Intrinsic Satisfaction	D8	,888			
	D9	,685			
Factor 2: External Satisfaction	D10	,870	43,360 Total= 87,742	,958 Total= ,963	2,396
	D11	,916			
	D12	,989			
	D13	,875			
	D15	,728			
	D16	,816			
	D17	,902			
	D18	,756			
	D20	,739			

In result of the exploratory factor analysis, it has been determined that the variance explanation level of the ethical climate scale is 79.650%, the variance explanation level of the organizational commitment scale is 80.473% and the variance explanation level of the Job satisfaction scale is 87.742. The explanations with the number 1, 14, and 19 in the Job Satisfaction Scale have been removed from the analysis because they haven't got the foreseen item factor loads.

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4.2.Correlation Analysis

Relationships among the variables analyzed have been examined with the correlation analysis. A positive relationship at level p<.001 between the variables of Ethical Climate, Organizational Commitment (Emotional commitment, continuation commitment and normative commitment) and Job Satisfaction has been determined. While a relationship at level p<.001 between emotional commitment variable and other dimensions of the organizational commitment has been determined, with the dimensions of the job satisfaction has been measured a positive relationship at level p<.05. While the dimension of continuation commitment has shown a significant relationship with the Normative Commitment which is a dimension of the Organizational Commitment scale, it hasn't shown any relationship with the Internal Satisfaction dimension of the Job Satisfaction scale and it has shown a significant relationship at level p<.05 with the External Satisfaction dimension. Also a relationship at level p<.001 among the dimension of the Job Satisfaction scale has been determined (Table 5).

Table 5. Correlation Analysis n=136

		EC	EmC	MC	NC	IS	ES
EC	Pearson Correlation	1					
	Sig. (2-tailed)						
EmC	Pearson Correlation	,442**	1				
	Sig. (2-tailed)	,000					
MC	Pearson Correlation	,439**	,459**	1			
	Sig. (2-tailed)	,000	,000				
NC	Pearson Correlation	,372**	,799**	,420**	1		
	Sig. (2-tailed)	,001	,000	,000			
IS	Pearson Correlation	,354**	,177*	,143	,153	1	
	Sig. (2-tailed)	,003	,039	,046	,055		
ES	Pearson Correlation	,327**	,217*	,227**	,174*	,742**	1
	Sig. (2-tailed)	,001	,011	,008	,043	,000	
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							
Ethical Climate (EC), Emotional Commitment (EmC), Maintaince Commitment (MC), Normative Commitment (NC), Intrinsic Satisfaction (IS), External Satisfaction (ES)							

When examined the results in the Table 5, it has been seen that, there is a positive relationship among ethical, each sub-dimensions of the organizational commitment and job satisfaction sub-dimensions.

4.3.Confirmatory Factor Analysis

In this part, confirmatory factor analysis has been applied in order to see the accuracy of the factor structure formed by the result of the literature research and exploratory factor analysis. The values found have been presented in Table 6.

Table 6. The Confirmatory Factor Analysis Results of the Scales Used In The Study n=136

Coherence Index	Scale Of Ethical Climate	Scale Of Organizational Commitment	Scale Of Job Satisfaction
χ^2 / df	2,12**	1,97***	2,04**
RMSEA	0,07**	0,07**	0,05***
RMR	0,07**	0,05***	0,02***
NFI	0,96***	0,98***	0,98***
NNFI	0,95***	0,97***	0,97***
CFI	0,96***	0,98***	0,97***
RFI	0,90**	0,96***	0,96***
GFI	0,88*	0,94**	0,96*
AGFI	0,86*	0,90**	0,92**
IFI	0,96***	0,98***	0,97***
*Acceptable, **Well coherence, ***Ideal coherence			

When examined the Table 6. It can be said that the scales used in the study produce the values of the perfect conformity goodness and good conformity goodness (Hooper et al., 2008; Çokluk et al., 2012). That conformity indexes located in the table are within the perfect conformity and acceptable conformity limits shows that the data have statistically a good conformity and it is very consistent. All these indicators show that the scales used in the study are statistically significant and valid.

Table 7. The t Values of the Scales Used In The Study n=136

Scales	Sub. Scales	Std. Reg. Weight		t Values	
		Min	Max	Min	Max
Scale Of Ethical Climate	**Ethical Climate**	0,78	0,93	14,40	22,89
Scale Of Organizational Commitment	**Dimension of Cognitive**	0,63	0,94	7,55	14,45
	Dimension of Emotional	0,76	0,85	10,19	12,06
	Dimension of Behavioral	0,82	0,95	11,69	15,30
Scale Of Job Satisfaction	**Intrinsic Satisfaction**	0,70	0,90	14,68	20,32
	External Satisfaciton	0,79	0,93	10,01	21,20

4.4.Evaluation of Structural Equation Models

The step of testing the structural scale model, which is tested in order to be verified and conformity goodness values are within the desired limits, by path analysis has been introduced. With the aim of determining significant relationships t value (5% at significance level, critical value 1, 96) has been examined (t>1, 98). The research model has been aimed to examine the relationship among the latent variables. The evaluation of the hypothesis in the context of the research model is presented in Table 7.

Table 8. The results of the Hypothesis in Context of Research Structural Equation Model n=136

Hypotheses	Guess	SH	*t*	*P*	Result
H_1 = The ethical climate perception of the employees in businesses affects positively organizational commitment.	0,39	0,04	9,428	0,00	Accept
H_2= The ethical climate perception of the employees in businesses affects positively job satisfaction	0,30	0,02	11,590	0,00	Accept
H_3= The organizational commitment of the employees in businesses affects positively job satisfaction.	0,48	0,08	9,726	0,00	Accept
H_4 = The ethical climate perception of the employees in businesses affects their job satisfaction by their organizational commitment.	0,37	0,03	14,002	0,00	Accept

4.5.Limititations

The sample is only limited by in the four and five stars hotel staff in Konya / Turkey. The results of this research can be generalized to only this sample group. Readers should not ignore the findings' based on the expression of the participants.

5. CONCLUSION

In this study to contribute developing organizational policies that can be followed has been aimed by researching the relationship of the ethical climate perceptions, ethical codes and

principals with the organizational commitment of the employees in the recent organizations giving importance the ethical codes as financial objectives. It is observed that the results of the research support the literature (Jacob and Desphande, 1997), (Huang, v.d. , 2012). When analyzing the Table 8, hypotese H_1 was accepted.

That the study has been carried out with the managers of the accommodation businesses operating in the service sector has been strengthened the expectation that in such organizations being one to one interaction with the customers, ethical codes and applications determined and perceived by the management contribute developing appropriate behaviors for the ethical climate. It is seen that ethical climate ambiance eliminates the task uncertainty. The business ambiance affects significantly job satisfaction. When analyzing the Table 8, hypotese H_2 and H_3 were accepted. When viewed the studies Çevirgen and Üngüren (2009), the relationship between ethical climate and job satisfaction in hotel business have reached this statistical result that the ethical climate increases the job satisfaction. Thus, to attempt for a positive ethical climate ambiance increasing the organizational commitment and job satisfaction can make recommendation for managers about creating human resource policies. So, the ethical climate perception of the employees in businesses affects their job satisfaction by their organizational commitment (H_4). Again in Schwepker's(2001) study carried out with salespersons about job satisfaction, organizational commitment, the intention of leaving from the job and ethical climate relationship , it has been found that there is a positive relationship between ethical climate and job satisfaction and organizational commitment.

Support of the top management, the managers' behaving seriousness in the frame of the ethical codes like employees, imposing sanctions in case of the failure of adhering to the ethical codes and rewarding the ethical behaviors when necessary exemplifies these policies. Also with the human resource policies developed, in such businesses that the labor transfer is high, labor is intensive, production and consumption are simultaneous, it will be easier retaining the staff adopting the ethical climate ambiance. Even the cost of a new staff for the business is higher than the cost of the retaining the qualified staff.

That the study has been carried out with the manager staff level at the accommodation business constitutes the constraint of the study from the aspect of being the premises of ethical climate perceptions, organizational commitment and job satisfaction different. Prospective studies can be developed towards examining particularly the ethical climate ambiance and its dimensions affecting the commitment and performances of the employees working in the hotel businesses and the other service businesses.

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